Organisational capability 1:

Creating a learning and performance culture

Social service workers are part of an organisational environment which supports them to practice professional autonomy, continuously learn, embed their learning in practice and use their learning to improve outcomes for people who use services

This capability is broken into three main areas:

- Supporting reflective learning
- Encouraging professional autonomy, leadership and innovation
- Involving the workforce, people who use services and their carers in continuous improvement

The audit process will ask you to reflect on each of these areas, and self evaluate to establish strengths and priorities for improvement.

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Area for Reflection: Supporting reflective learning

The questions below will help you consider how your organisation supports reflective learning. Possible areas of evidence include learning and development strategies; staff surveys; feedback from service user and carer focus groups; supervision policies and guidance; team and staff meeting records; away days; working groups; learning communities or action learning sets; evaluation of training and learning.

Q
How do you encourage staff at all levels and in every part of your organisation to reflect on their own and on the organisation's practice on an ongoing basis?

Your reflections/evidence

Q
What opportunities do you provide for feedback from staff on this reflection?

Your reflections/evidence

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Q
How can you demonstrate you have acted on this critical feedback?

Your reflections/evidence

Q
How can you evidence the impact of learning on practice in your organisation?

Your reflections/evidence

Q
How can you evidence the impact of learning on outcomes for people who use services and their carers?

Your reflections/evidence

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Q

How can you demonstrate that you have used research and other sources of evidence to reflect on organisational performance?

Your reflections/evidence

Q

How can you evidence the learning gained from this and the improvements which resulted?

Your reflections/evidence

Q

How do you monitor and reflect on organisational practice to make sure that it is not discriminatory?

Your reflections/evidence

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Q

How can you demonstrate that you have changed organisational practice that you identified as discriminatory?

Your reflections/evidence

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Self Assessment 1A: Supporting Reflective Practice

Reflecting on your comments above to inform your answers, use the self assessment chart below to assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
Is committed to building a learning culture which will lead to continuously improved practice and performance	**Engaged**	
Has developed a range of systems and processes which lead to learning and improvement	**Engaged**	
Provides opportunities for critical feedback on the learning and performance culture of the organisation	**Established**	
Actively identifies and addresses any organisational practice that is discriminatory	**Established**	
Demonstrates that learning is consistently used to continuously improve the performance of the organisation and outcomes for people who use services and their carers	**Accomplished**	
Uses research and evidence to identify and overcome barriers to learning and improved performance	**Accomplished**	
Analyses diverse sources of evidence to evaluate the organisation's performance, critically reflects on practice and uses this to continuously improve	**Exemplary**	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey (see Appendix 1):

Indicator The social service worker should...	Stage of Progression	Achieved? (Yes/No)
Feel that they are encouraged to learn and reflect on their own and the organisation's practice	**Engaged**	
Have opportunities to regularly reflect on their practice and work with others to find ways to learn, innovate and continually improve	**Established**	
Believe that the organisation is highly effective in using learning to continuously improve outcomes for people using services and their carers.	**Exemplary**	

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Area for Reflection: Encouraging professional autonomy, leadership and innovation

The questions below will help you consider how your organisation supports professional autonomy, leadership and innovation. Possible areas of evidence include feedback from service users and carers (surveys, focus groups); staff survey; supervision; policies and procedures (risk, protection, accountability, finance, authorisation levels); evidence of learning from adverse outcomes and near misses; learning communities/action learning sets; procedures for employee suggestions; initiatives to disseminate learning and good practice; incentives for/recognition of excellence.

Q

How do you encourage and enable staff to use their initiative and act on opportunities to improve outcomes for people who use services and their carers?

Your reflections/evidence

Q
How do you encourage managers to let staff take calculated risks appropriate to their role?

Your reflections/evidence

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Q
How do you balance these with accountability?

Your reflections/evidence

Q
How, where and at what levels are decisions made in your organisation about:
care and protection - service delivery - resources?

Your reflections/evidence

Q
How are you developing leadership capacity at all levels and in every part of your organisation?

Your reflections/evidence

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Q

How are you developing the leadership capacity of people who use services and their carers?

Your reflections/evidence

Q

How do you encourage new ideas and creative ways of working?

Your reflections/evidence

Q

How do you recognise and reward achievements at individual, team, service and organisational level?

Your reflections/evidence

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Self Assessment 1B: Encouraging professional autonomy, leadership and innovation

Reflecting on your comments above to inform your answers, use the chart below to self-assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
recognises and rewards the contributions of employees in the celebration of organisational achievements	**Established**	
builds a workplace which encourages and supports employees to practise professional autonomy	**Established**	
builds leadership across all levels of the organisation which includes employees, people who use services and their carers	**Accomplished**	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey (see Appendix 1):

Indicator The social service worker should...	Stage of Progression	Achieved? (Yes/No)
have opportunities to act autonomously and take some of their ideas forward	**Established**	
work with a line manager who encourages leadership, learning and ideas to improve practice	**Established**	
be encouraged to be innovative and share their ideas and insights with others	**Accomplished**	
have access to research, evidence and opportunities to work with others to foster innovation and creativity	**Accomplished**	
feel that they are actively encouraged and supported to take a leadership role	**Accomplished**	

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Area for Reflection: Involving the workforce, people who use services and their carers in continuous improvement

The questions below will help you consider how your organisation supports the involvement of the workforce, people who use services and their carers in continuous improvement. Possible areas of evidence include your consultation framework; communication strategy; newsletters, website, intranet, etc; surveys and feedback from service users and carers; interviews, focus groups with service users and carers; staff survey; staff exit interviews; events for employees, users and carers to meet with senior managers; reports from external regulators or quality assurance boards.

Q
How do you encourage and enable people who use services and their carers to give feedback on service quality and outcomes?

Your reflections/evidence

Q
How do you encourage and enable people who use services and their carers to actively contribute to the continuous improvement of your organisation, the services it delivers and the outcomes it supports users and carers to achieve?

Your reflections/evidence

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Q

How do you encourage and enable staff at all levels and in every part of your organisation to express their views and to contribute to continuous improvement?

Your reflections/evidence

Q

How can you demonstrate that you have learned from feedback from people who use services, their carers and staff and used this learning to improve performance?

Your reflections/evidence

Q

How do you communicate on an ongoing basis with staff, people who use services and carers?

Your reflections/evidence

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Q

How can you demonstrate that you keep staff, people who use services and carers updated and in particular aware of organisational changes and the rationale for these?

Your reflections/evidence

Q

Have you been asked to share with other organisations your approach to developing a learning and performance culture and/or achieved external recognition for the quality of your approach?

Your reflections/evidence

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Self Assessment 1C: Encouraging professional autonomy, leadership and innovation

Reflecting on your comments above to inform your answers, use the chart below to self-assess whether or not your organisation can evidence the following indicators from the CLF.

Indicator The organisation...	Stage of Progression	Achieved? (Yes/No)
encourages employees at all levels to contribute to the continuous improvement of the service	**Engaged**	
demonstrates commitment to using feedback from people who use services and their carers to continuously improve	**Engaged**	
makes sure that employees, people who use services and their carers are made aware of changes in the organisation and the rationale for these	**Engaged**	
learns from the views and insight of employees, people who use services and their carers to continually improve practice	**Established**	
is recognised for its outstanding learning and performance culture which embraces the leadership and learning of employees, people who use services and their carers	**Exemplary**	

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Staff Perceptions

The following indicators can be evidenced using the findings of your staff survey
(see Appendix 1):

Indicator The social service worker should...	Stage of Progression	Achieved? (Yes/No)
feel encouraged to provide suggestions for improvements in service delivery	**Engaged**	
feel that the organisation values their views, insight and contributions	**Engaged**	
feel able to express their views and know that these views will be listened to without recrimination	**Established**	
feel that they have been listened to even though their ideas may not be adopted in practice	**Accomplished**	
believe that they are part of an organisation which values collaborative learning, shared leadership, innovation, and the sharing of ideas	**Exemplary**	
believe that the contributions they make are recognised and valued by the organisation	**Exemplary**	

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Review and Action Planning: Organisational Capability 1

The four stages of progression outlined in the Continuous Learning Framework are:

- **Engaged**
- **Established**
- **Accomplished**
- **Exemplary**

The stages are progressive, so to meet the requirements of the accomplished stage you would need to address all the indicators under engaged, established and accomplished.

To review your progress so far:

- Look back over self-assessments 1A, 1B and 1C. Highlight any indicators at the **Engaged** stage that you did **not** achieve, and add them to the 'potential areas for development' box below. There is also space to include ideas for actions that you might take for development.
- Only move on to the next level of progression if you have already achieved all the indicators at the level below.

Potential areas for development:		
Indicator	**Level**	**What actions could we take?**