

Organisational capability 6:

Focusing on health and wellbeing

Social service workers are part of an organisation that recognises the impact that health and wellbeing can have on an employee's ability to learn, develop and improve their practice. This capability is broken into 3 main areas:

- Supporting health and wellbeing
- Supporting manageable workloads
- Promoting resilience

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: Focusing on health and wellbeing

The questions below will help you consider how your organisation supports health and wellbeing of staff. Possible areas of evidence include policies; staff survey; staff support services and uptake; sickness and turnover records; intranet, newsletters, bulletins, etc; procedures for employee suggestions and complaints; agreements with local services (eg leisure centres, etc) for preferential rates for staff; reports from external regulators or quality assurance bodies.

Q

In what ways and how well are your expectations about valuing health and wellbeing communicated to staff at all levels and in every part of your organisation?

Your reflections/evidence

Q

How do you encourage all staff to take responsibility for their own health and wellbeing and that of others?

Your reflections/evidence

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Q

How do you support the physical, mental and emotional health and wellbeing of your employees?

Your reflections/evidence

Q

In what ways and how well is this communicated to staff at all levels and in every part of your organisation?

Your reflections/evidence

Q

How do you monitor the effectiveness of your support for the health and wellbeing of staff?

Your reflections/evidence

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Q

How do you support staff to raise concerns about their health and wellbeing at an early stage and make sure they do not experience recrimination as a result?

Your reflections/evidence

Q

How do you encourage and enable managers to support the health and wellbeing of their staff?

Your reflections/evidence

Q

How do you identify barriers to staff health and wellbeing?

Your reflections/evidence

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Q

How are you planning to improve the health and wellbeing of staff?

Your reflections/evidence

Q

Have you been asked to share with other organisations your approach to supporting the health and wellbeing of staff and/or achieved external recognition for the quality of your approach?

Your reflections/evidence

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Self Assessment 5A: Focusing on health and wellbeing

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)
acknowledges that the health and wellbeing of employees is important to their ability to learn and to deliver high quality services	Engaged	
has developed a range of systems and processes that support the physical, mental and emotional health and wellbeing of employees	Engaged	
monitors the effectiveness of the systems and processes that support the physical, mental and emotional health and wellbeing of employees	Established	
uses evidence and research to identify barriers to health and wellbeing and seeks to continuously improve it in practice	Accomplished	
makes sure that people at all levels in the organisation recognise the importance of caring for and consistently valuing the health and wellbeing of themselves and others to enable lifelong learning	Accomplished	
is recognised for the significant contributions they make towards the health and wellbeing of their employees	Exemplary	
uses evidence and research to implement innovative approaches to individual and organisational learning while ensuring the health and wellbeing of all employees	Exemplary	
can demonstrate that employees value the organisational focus on their health and wellbeing	Exemplary	

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Staff Perceptions

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

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
be part of an organisation where their health and wellbeing is considered	Engaged	
be aware of the systems and processes that have been established to support their health and wellbeing	Engaged	
feel confident that the organisation will support them without recrimination if they feel their health or wellbeing are at risk	Established	
be confident to use the established systems and processes to resolve issues	Established	
feel confident that the established systems and processes will continuously improve the health and wellbeing of employees including their own	Accomplished	
work with a line manager who is knowledgeable and skilled in supporting their health and wellbeing	Accomplished	
be confident that the health and wellbeing of employees is consistently valued by people at all levels of the organisation	Accomplished	
acknowledge that the organisation supports their health and wellbeing and that this enables them to learn, develop and continually improve their practice	Exemplary	

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Area for Reflection: Supporting manageable workloads

The questions below will help you consider how your organisation supports manageable workloads. Possible areas of evidence include learning and development strategy; workload management and staff deployment policies; supervision policies, guidance and records; staff survey; staff exit interviews.

Q

How do you make sure that staff at all levels, and in every part of your organisation have manageable workloads?

Your reflections/evidence

Q

In what ways and how well is this communicated to staff at all levels and in every part of your organisation?

Your reflections/evidence

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Q

How well do your Learning and Development Strategy and your systems for workload management recognise and value learning and development as an integral part of staff workloads?

Your reflections/evidence

Q

How do you support line managers to take account of the impact of learning and development on the workloads of their staff?

Your reflections/evidence

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Self Assessment 6B: Supporting manageable workloads

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)
has developed systems to make sure that employees have manageable workloads	Engaged	
develops a strategy for employee learning and development which takes account of the impact on workloads	Established	
supports line managers to make sure that learning and development is recognised as an integral part of employees' workloads	Established	

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Staff Perceptions

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

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
be aware of the systems which support the management of workloads	Engaged	
feel that their learning and development is valued as an integral part of their workload	Established	

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Area for Reflection: Promoting resilience

The questions below will help you consider how your organisation promotes resilience amongst employees. Possible areas of evidence include supervision guidance and records; staff survey; staff meetings and consultations; working groups; feedback from service users and carers.

Q

How do you support staff to embrace change constructively?

Your reflections/evidence

Q

How do you involve staff in the process of change and encourage them to voice any concerns and constructive criticisms they may have?

Your reflections/evidence

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Q

How can you demonstrate that you have listened, responded to and acted on feedback from staff?

Your reflections/evidence

Q

How do you support staff to deal with setbacks and obstacles which get in the way of good quality service delivery?

Your reflections/evidence

Q

How do you encourage staff to identify organisational issues which are getting in the way of their ability to achieve positive outcomes for people who use services and their carers?

Your reflections/evidence

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Q

In what other ways do you identify these organisational obstacles to positive outcomes and how have you acted to address them?

Your reflections/evidence

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Self Assessment 6C: Promoting resilience

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	Stage of Progression	Achieved? (Yes/No)
The organisation...		
supports employees to embrace change while taking account of constructive criticism	Established	
recognises and addresses the organisational obstacles that undermine the resilience of employees	Accomplished	

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Staff Perceptions

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

Indicator	Stage of Progression	Achieved? (Yes/No)
The social service worker should...		
feel able to voice their concerns about change but supported to manage it	Established	
feel supported to deal with obstacles and setbacks and achieve positive outcomes	Accomplished	

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Review and Action Planning: Organisational Capability 6

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 6A, 6B and 6C. 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?