

Continuous Learning Framework

C

L

F



TABLE OF CONTENTS

Managing Relationships

A FOCUS ON PEOPLE WHO USE SERVICES AND THEIR CARERS.....	4
WORKING IN PARTNERSHIP – BEING ABLE TO WORK WITH OTHERS WITHIN THE ORGANISATION AND BEYOND	7
MOTIVATING AND LEADING OTHERS – INSPIRING AND GUIDING INDIVIDUALS AND GROUPS	10
EMPATHY – SENSING OTHERS' FEELINGS AND PERSPECTIVES	13
DEALING WITH CONFLICT - BEING ABLE TO IDENTIFY ISSUES AND FIND SOLUTIONS	16

Managing Self

PROFESSIONAL AUTONOMY – EXERCISING JUDGEMENT AND INITIATIVE AND BEING ACCOUNTABLE	19
LIFELONG LEARNING – ENGAGING IN THE CONTINUOUS LEARNING OF SELF AND OTHERS	22
FLEXIBILITY – BEING ADAPTABLE AND OPEN TO CHANGE	25
CONFIDENCE – KNOWING YOU ARE ABLE TO DO YOUR JOB WELL	28
RESILIENCE – PERSISTING IN PURSUING GOALS DESPITE OBSTACLES AND SETBACKS	31
ACCURATE SELF ASSESSMENT – KNOWING YOUR OWN STRENGTHS AND LIMITATIONS	34
AWARENESS OF IMPACT OF OTHERS – BEING AWARE OF HOW OTHERS PERCEIVE YOU AND YOUR BEHAVIOUR	37
ORGANISATIONAL AWARENESS – BEING AWARE OF THE PURPOSE OF YOUR ORGANISATION AND THE CONTEXT IN WHICH IT OPERATES	40

Continuous Learning Framework

Name:-

Please tick against each personal capability that you are covering

Managing Relationships

Managing Self

A Focus on People Who Use Services and their Carers

Professional Autonomy

Working In Partnership

Lifelong Learning

Motivating and Leading Others

Flexibility

Empathy

Confidence

Dealing with Conflict

Resilience

Accurate Self Assessment

Awareness of Impact on Others

Organisational Awareness

Managing Relationships

A Focus on People Who Use Services and their Carers			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Demonstrates a clear commitment to people who use services and their carers in delivering a high quality service which meets their needs • Acknowledges the importance of sharing responsibility with people who use services and their carers for the planning and delivery of the service • Seeks to continuously improve their work with people who use services and their carers. 	<ul style="list-style-type: none"> • Actively promotes the empowerment of people who use services and their carers and works in partnership with them and others to achieve this • Remains focused on the needs of people who use services when faced with conflicting priorities • Strives to meet and, where appropriate, surpass the expectations of people who use services. 	<ul style="list-style-type: none"> • Supports others to involve people who use services and their carers in more meaningful ways • Uses research, evidence and the views of people who use services and their carers to continually improve their own practice and that of the organisation • Works collectively with others to meet and, where appropriate, surpass the expectations of people who use services and their carers. 	<ul style="list-style-type: none"> • Is recognised for their significant contribution to authentic partnerships with people who use services and their carers.

Managing Relationships

Working in Partnership – Being Able to Work With Others Within The Organisation and Beyond			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Understands the importance of relationships and values the diverse perspectives of others • Respects and relates well to people with varied roles and from diverse backgrounds • Acknowledges the complexity involved in working with other groups and organisations but still chooses to work collaboratively. 	<ul style="list-style-type: none"> • Recognises the value of diversity and uses it to strengthen the quality of initiatives • Takes active steps to build relationships, develop networks and promote partnership working • Uses work across groups and organisations as an opportunity for learning and development. 	<ul style="list-style-type: none"> • Actively seeks opportunities to work in partnership with others within and beyond the organisation • Works in partnership with others on shared initiatives • Uses research and evidence to inform and strengthen collaborative approaches which will benefit the service • Supports others to work across boundaries within the organisation and beyond. 	<ul style="list-style-type: none"> • Provides an ongoing and dynamic links between the workplace, the organisation, other agencies and wider networks • Is acknowledged for their significant contributions through their collaborative work across groups and organisations • Demonstrates how collaborative work across boundaries is leading to improved outcomes for people who use services and their carers.

Date

- Use the headings to identify the level of your knowledge and understanding of working with others within the Organisation and beyond.

- Are there any aspects of working with others within the Organisation and beyond that you need to develop?

- What support would you need to increase your understanding and knowledge?

Managing Relationships

Motivating and Leading Others – Inspiring and Guiding Individuals and Groups			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Understands that leadership occurs at all levels of the organisation • Acknowledges the capacity for leadership in colleagues, people who use services and their carers • Will take roles that involve motivating and leading others. 	<ul style="list-style-type: none"> • Is able to identify opportunities, set goals with others and demonstrates positive expectations of success • Is able to effectively lead initiatives while bringing others with them • Reflects on their leadership approach and seeks advice and support to improve • Encourages and motivates others to make best use of their individual and collective abilities. 	<ul style="list-style-type: none"> • Is able to motivate and lead others to achieve identified goals • Uses research and evidence to inform and continually improve their approach to leadership • Actively seeks feedback from others, including people who use services and their carers to improve their ability to lead and motivate others • Supports others to feel valued for their contributions. 	<ul style="list-style-type: none"> • Is recognised for their skilled leadership and the way they inspire others to continually improve • Is recognised for their significant contributions to the organisation and social service sector.

Managing Relationships

Empathy – Sensing Others' Feelings and Perspectives			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Give others time and space to express what they think, feel and want • Listens attentively without interrupting, making assumptions or stereotyping • Shows sensitivity and seeks to understand the perspective of others • Is aware of issues of discrimination and oppression when interacting with others. 	<ul style="list-style-type: none"> • Accurately interprets and responds to concerns, motives and feelings of others especially those who may be viewed negatively by other people • Recognises the importance of and difficulty in expressing views that may not be shared by the majority • Is aware of and understands unspoken thoughts , concerns or feelings and is skilled in helping individuals to voice these safely • Acknowledges and challenges forms of discrimination and oppression. 	<ul style="list-style-type: none"> • Is active in embedding a culture of empathy in the workplace • Makes sure that other workers have time and are supported to express and deal with their own feelings which arise from working in challenging situations with conflicting values and needs • Is recognised for their empathic approaches to people in a range of situations • Uses research and evidence to identify discrimination and oppression and works with others to deal with it effectively. 	<ul style="list-style-type: none"> • Is skilled in understanding the often conflicting feelings and concerns of those involved in complex situations • Uses research and evidence to gain greater insight into people and their circumstances and uses this to improve their own empathic approaches and influence others.

Managing Relationships

Dealing with Conflict - Being Able to Identify Issues and Find Solutions			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Recognises and raises issues of concern and participates in finding solutions within the limits of their own authority • Is able to identify areas of conflict between their own values, their role and the demands of the organisation and gains required support to manage this • Treats others with dignity and respect in dealing with conflict. 	<ul style="list-style-type: none"> • Proactively identified potential problems and works towards finding and implanting creative solutions • Reflects on their own practice and seeks feedback appropriately to gain a more comprehensive understanding of the situation causing conflict • Recognises the potential for discrimination and oppression whilst dealing with conflict and works actively toward positive resolution. 	<ul style="list-style-type: none"> • Uses conflict situations as an opportunity to learn and continually improve • Seeks to understand and empathise with the diverse views of others and can often find creative solutions that are acceptable to all concerned • Is able to manage unpopular decisions that may arise as a result of conflict • Is able to critically analyse conflict situations and use research and evidence to find solutions • Is able to work effectively with others to deal with issues of discrimination and oppression. 	<ul style="list-style-type: none"> • Can deal with complex ethical and work related issues and can identify and effectively implement solutions having considered a range of potential consequences • Is able to recognise conflicts arising across the social service sector and is able to work with others to address them.

Date

- Use the headings to identify how you think you manage conflict, identify issues and find solutions.

- Are there any aspects of managing conflict that you need to develop?

- What support would you need to increase your ability in managing conflict?

Managing Self

Professional Autonomy – Exercising Judgement and Initiative and Being Accountable			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Is aware of decision making processes and the level of decision making appropriate for their own role • Is aware of the need to balance the safety of themselves and others when making informed decisions about risks • Is able to reflect on judgements and decisions made and their consequences • Is able to use their initiative and act on opportunities to improve outcomes for people who use services and their carers • Is able to critically reflect on how their own background, assumptions and values impact on their judgements. 	<ul style="list-style-type: none"> • Makes informed judgements based on an evaluation of the evidence and the careful balancing of risks, rights and needs within the organisation's framework of accountability • Is prepared to take calculated risks, within own area of authority, and can see the possible consequences of these • Is able to bring fresh perspectives and think creatively about the options available in any situation • Is able to explain and account for their practice and expects to have their thinking challenged appropriately. 	<ul style="list-style-type: none"> • Contributes to ongoing evaluation of decisions made at team level to make sure these are evidence based • Is able to make unpopular decisions based on complex needs and manage the acceptance or non acceptance of those decisions by others • Uses research and evidence to find innovative approaches which lead to improved outcomes for people who use services and their carers • Encourages others to demonstrate initiative through collaborative working and the sharing of good practice. 	<ul style="list-style-type: none"> • Is recognised for their outstanding ability to make evidence-based judgements and supports the development of this in others • Sees the potential for improvement in a range of situations, is ready to act on opportunities which present themselves and to create solutions • Analyses local, organisational, national and international trends both within and outwith the social service sector to create innovative approaches • Is recognised as an innovator within their own organisation and beyond

Date

- Use the headings to identify where you think that your professional autonomy, ability to exercise judgement, use of your own initiative, and accountability would sit.

- Are there any aspects of professional autonomy, ability to exercise judgement, using you own initiative, and accountability that you need to develop?

- What support would you need to support these areas of your development?

Managing Self

Lifelong Learning – Engaging in the Continuous Learning of Self and Others			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Is committed to and takes responsibility for their own learning and development • Demonstrates commitment to keeping their knowledge, understanding and skills up to date • Actively participates in learning opportunities • Participates in the provision of learning opportunities to others. 	<ul style="list-style-type: none"> • Actively identifies ongoing learning needs and seeks a range of formal and informal learning opportunities to meet them • Takes responsibility for a learning plan which demonstrates the impact of their learning on their practice and is used to continually improve • Actively promotes the learning and development of others through a range of formal and informal approaches • Embeds critically reflective practice as a routine approach to their work. 	<ul style="list-style-type: none"> • Actively participates in the evaluation of learning and development in the organisation • Uses evidence informed practice to promote a learning and performance culture within the organisation • Is able to demonstrate how their learning and development has contributed to improved outcomes for people who use services and their carers. 	<ul style="list-style-type: none"> • Actively contributes to an organisational culture which promotes learning by facilitating the sharing of ideas within and outwith the organisation and with people who use services and their carers • Promotes the use of evidence informed practice as a tool for learning in the workplace • Is recognised for their outstanding commitment to their own and others' learning and development.

Managing Self

Flexibility – Being Adaptable and Open To Change			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Acknowledges the importance of change in continually improving practice • Is open to change in their workplace • Adapts their own approach to the demands of the work environment • Adjusts a strongly held opinion in response to contradictory evidence. 	<ul style="list-style-type: none"> • Is open minded and flexible in dealing with circumstances as they arise and can manage a degree of certainty • Adjusts their job focus and approaches depending upon the needs of different situations • Engages in open and reflective debate and provides constructive comments about proposed changes. 	<ul style="list-style-type: none"> • Promotes a culture which embraces change while acknowledging and listening to different points of view and the anxieties of others • Is able to adapt to a variety of situations while understanding and appreciating different and opposing perspectives • Actively supports others to become more flexible in the workplace and to embrace change • Uses research and evidence based practice to inform change. 	<ul style="list-style-type: none"> • Is able to accommodate complexity, uncertainty and ambiguity within the organisation • Uses research and evidence to work with others to find ways to adapt to a changing context.

Managing Self

Confidence – Knowing You Are Able To Do Your Job Well			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Is confident that they have the knowledge, skills, values and understanding to carry out their role • Is confident that they understand their own role and responsibilities and can explain this to others • Is aware that their level of confidence in their ability to carry out their role will have an impact on their practice • Is clear about the contribution they can make to outcomes for people who use services and their carers. 	<ul style="list-style-type: none"> • Is confident that they can apply their knowledge, skills, values and understand in practice while seeking support appropriately • Is confident to receive constructive feedback positively and use it to learn and improve • Is confident to challenge inequality and discrimination • Reflects upon the impact their level of confidence is having on their practice. 	<ul style="list-style-type: none"> • Is confident in their ability to perform in increasingly complex situations while still seeking support where necessary • Is able to nurture the confidence of others • Is confident to give positive and constructive feedback to colleagues and their line manager • Is confident to contribute positively to organisational change while challenging appropriately • Is confident about their distinctive contribution as a social service worker. 	<ul style="list-style-type: none"> • Is confident in their ability to perform in complex and demanding situations with which they are not familiar • Has confidence to actively promote the capacity of social services to make a significant difference to people who use services and to society as a whole • Is recognised by others for their confident approach in carrying out their role.

Date

- Use the headings to identify where you think that your confidence level would sit.

- Are there any aspects of confidence that you need to develop?

- What support would you need to increase your confidence?

- How would you know if your confidence had increased?

Date

- Use the headings to identify where you think that your confidence level would sit.
- Are there any aspects of confidence that you need to develop?
- What support would you need to increase your confidence?
- How would you know if your confidence had increased?

Managing Self

Resilience – Persisting in Pursuing Goals Despite Obstacles and Setbacks			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Is aware of the need for a range of support strategies to build resilience • Believes in their ability to move past obstacles and setbacks • Perseveres with difficult tasks over an extended period of time in order to achieve them. 	<ul style="list-style-type: none"> • Is able to deal with difficulties by keeping them in perspective • Sustains efforts to overcome obstacles and feelings of frustration and is able to maintain a positive view • Develops strategies to build their own resilience • Persists in trying to positively influence the outcomes of change in the workplace. 	<ul style="list-style-type: none"> • Demonstrates persistence in changing things for the better whilst being realistic about what can be achieved • Actively contributes to the building of strategies which build resilience in the workplace • Acknowledges complexity within situations and uses multiple pathways to overcome obstacles. 	<ul style="list-style-type: none"> • Is recognised for their outstanding ability to overcome adversity and find positive solutions • Is persistent and creative in their approach to achieving successful outcomes at individual and organisational levels • Is recognised by others as being resilient.

Date

- Use the headings to identify your level of resilience and ability to pursue goals despite obstacles and setbacks.

- Are there any aspects of resilience that you need to develop?

- What support would you need to increase your level of resilience and ability to pursue goals despite obstacles and setbacks?

Managing Self

Accurate Self Assessment – Knowing Your Own Strengths and Limitations			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Understands the need to be aware of their strengths and the limitations of their own ability • Is able to critically reflect on their own practice, learn from this reflection and apply their learning to improve their practice • Is open to positive and constructive feedback from others 	<ul style="list-style-type: none"> • Is able to describe their strengths and areas for improvement • Takes personal responsibility for own errors or shortcomings and learns from them • Demonstrates ongoing critical self reflection and resulting improvements to practice • Uses feedback from a range of sources to more accurately assess their own capabilities. 	<ul style="list-style-type: none"> • Models and encourages others to assess their strengths and areas for improvement • Uses evidence and research to critically reflect and guide self assessment of their own practice • Makes best use of strengths and finds ways to overcome limitations. 	<ul style="list-style-type: none"> • Promotes a culture of learning from strengths and achievements as well as limitations and shortcomings • Is able to use awareness of strengths and limitations and those of others to find ways to improve outcomes for people who use services and their carers.

Managing Self

Awareness Of Impact Of Others – Being Aware Of How Others Perceive You and Your Behaviour			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Demonstrates awareness of how they are perceived by others • Is open to using positive and constructive feedback to determine the impact they are having on others • Is aware of how their own values, attitudes and cultural assumptions impact on others. 	<ul style="list-style-type: none"> • Regularly reflects on the impact their behaviour, actions, words and demeanour have on others and actively seeks to improve their practice accordingly • Reflects on the impact their values and cultural assumptions are having on others and takes action to strengthen relationships and avoid discrimination. 	<ul style="list-style-type: none"> • Uses multiple sources of feedback to understand the impact they are having on others • Critically analyses feedback and uses evidence and research to reflect on and continuously improve their own practice. 	<ul style="list-style-type: none"> • Is recognised for their outstanding ability to use their awareness of their impact on others to strengthen relationships and improve outcomes.

Date

- Use the headings to identify where you feel your level of awareness would sit.
- Are there any aspects of your awareness that you need to develop?
- What support would you need to increase your level of awareness of impact on others and your awareness of how others perceive you and your behaviour?

Managing Self

Organisational Awareness – Being Aware of the Purpose of Your Organisation and The Context in Which it Operates			
Engaged	Established	Accomplished	Exemplary
<ul style="list-style-type: none"> • Demonstrates an understanding of how their organisation works, their role within it and how their work contributes to the purpose of the organisation • Is aware of changes in the context in which they are working e.g. the law, policy, new initiatives, etc. 	<ul style="list-style-type: none"> • Recognises and values the role of everyone in the organisation in the delivery of high quality services • Takes responsibility for keeping up to date with changes in the organisation, e.g. policies and procedures, and the wider context in which they are working, and understands the rationale for these changes • Understands the challenges and opportunities affecting the organisation and is able to see these from a range of perspectives including those of people who use services and their carers, colleagues and managers. 	<ul style="list-style-type: none"> • Is able to consider the underlying challenges, tensions and opportunities affecting the organisation • Seeks to influence the organisational response to changes in the law, policy or other aspects of the social service sector • Shares their insight appropriately with others within and outwith the organisation to challenge views and bring about continuous improvement. 	<ul style="list-style-type: none"> • Is recognised for the significant contributions they make to the organisation • Anticipates how events or situations will affect individual or groups in the rest of the organisation and can skilfully manoeuvre these situations • Uses their knowledge of the organisation, the social service sector and other agencies to identify shared purpose and achieve better outcomes for people who use services and their carers.

Date

- Use the headings to identify where you think that your level of organisational awareness would sit.

- Are there any aspects of organisational awareness that you need to develop?

- What support would you need to increase your level of organisational awareness?