

key characteristics

Characteristics of a social care learning organisation

Organisational structure

1. Service user and carer feedback and participation are actively sought, valued and resourced, and used to influence and inform practice.
2. Team working, learning and making the best use of all staff skills are integral to the organisation.
3. There is cross-organisational and collaborative working.

Organisational culture

4. There is a system of shared beliefs, values, goals and objectives.
5. The development of new ideas and methods is encouraged.
6. An open learning environment allows learning from mistakes and the opportunity to test out innovative practice.
7. Messages from research and new evidence are thought about and incorporated into practice.

Information systems

8. There are effective information systems, for both internal and external communication.
9. Policies and procedures are meaningful and understood by everybody (based on a human rights and social justice approach).

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Human resource practices

10. There is continuous development for all staff including a clear supervision and appraisal policy.

Leadership

11. There is capacity for the organisation to change and develop services over and above day-to-day delivery.

12. Leadership at all levels embodies and models the key principles of a learning organisation.

Note: The 12 'knowledge about learning organisations' (dark blue) cards address these characteristics in the order in which they appear here.