

knowledge about learning organisations

Human resource practices

People are recognised as the creators and users of organisational learning. Accordingly, human resource management focuses on provision and support of individual learning. Appraisal and reward systems are concerned to measure long-term performance and to promote the acquisition and sharing of new skills and knowledge.

Continuous professional development – questions

- Is there a supervision policy and does it clearly outline the purpose, parameters, frequency and responsibilities of the supervisor and supervisee?
- Is continuous professional development integral to the organisation and not an add-on?
- Are there equal training opportunities for all staff?
- Is the question of culture and diversity fully taken into account, alongside a recognition that people have different learning needs and styles?
- Is training linked to individual and organisational needs?
- Is the management approach primarily one of development of staff?
- Are there clear policies and strategies for recruitment and retention?

Illustrative examples

- One large national voluntary agency has renamed its appraisal, which is now called 'performance development and review'. In line with much common practice in industry there is a 360° feedback system.
- The same organisation makes clear its commitment to continuous professional development in all job descriptions and person specifications.
- The ongoing training and development needs of managers are often ignored. Organisations need to have management development strategies in place.
- In some organisations the induction and continued learning for trustees and governors is very limited or non-existent.

Useful reference

- Topss (2000) 'Modernising the social care workforce – the first national training strategy for England', Leeds: Topss.

Website

www.topss.org.uk

Use the information and questions on the cards to think about a place of work as a learning organisation.