

**ourNHS**  
*our future*



**NHS**  
**North West**

## **Building Learning and Development Excellence**

Competency Framework for  
Supporting a High Performing  
Learning and Development Function

**(updated July 2011)**

# Competency Framework for Supporting a High Performing Learning and Development Function

BETTER CARE

BETTER HEALTH

BETTER LIFE

High Level Function	Competency Statements	Supporting National Occupational Standards
<b>1. The Learning and Development function is organisationally aligned, integrated, adaptive and responsive.</b>	<ul style="list-style-type: none"> <li>Ensures Learning and Development function is integrated in shaping the development and delivery of the organisational strategic plans.</li> <li>Ensures that all relevant stakeholders, within the organisation are able to influence and shape the development of the Learning and Development function to meet the short and long term objectives.</li> <li>Ensures that the Learning and Development function has the appropriate structure and culture to support enhanced performance and has the ability to change to meet new challenges over time.</li> <li>Being able and prepared to adopt a number of ways to gain influence and engage within the organisation in order to secure support at a senior level.</li> <li>Ensures Learning and Development function supports other departments with the delivery of the strategic plan within the organisation.</li> <li>Maintains networks with other organisations to ensure consistent and effective delivery of the Learning and Development function locally, regionally and nationally.</li> </ul>	CJHI2 Develop and maintain a strategic overview of developments in knowledge and practice
		CJHI4 Commission, monitor and evaluate projects to advance knowledge and practice
		GEN31: Initiate, and participate in, networks and discussion groups
		M&L B1 Develop and implement operational plans for your area of responsibility
		M&L B2 Map the environment in which your organisation operates
		M&L B3 Develop a strategic business plan for your organisation
		M&L B4 Put the strategic business plan into action
		M&L D1 Develop productive working relationships with colleagues
		M&L D2 Develop productive working relationships with colleagues and stakeholders
<b>2. The Learning and Development function has a clear strategy and delivery plan.</b>	<ul style="list-style-type: none"> <li>Influences and supports organisational planning by ensuring that the Learning and Development function has a clear strategy and delivery plan linked to the business plan.</li> <li>Ensures that the Learning and Development function has the right structure, capability, capacity, and design to meet the needs and values of the organisation.</li> <li>Being able and prepared to adopt a number of ways to gain influence and engage within the organisation in order to secure support at a senior level.</li> </ul>	CJHI2 Develop and maintain a strategic overview of developments in knowledge and practice
		M&L B1 Develop and implement operational plans for your area of responsibility
		M&L B2 Map the environment in which your organisation operates
		M&L B3 Develop a strategic business plan for your organisation
		M&L D4 Plan the workforce
		PHS24 Manage the development and direction of work

High Level Function	Competency Statements	Supporting National Occupational Standards
3. The Learning and Development function drives a positive learning culture, supporting the organisation, team and the individual's development.	<ul style="list-style-type: none"> <li>• Understands the culture of the Learning and Development function and how it can be a positive force for change.</li> <li>• Appreciates the value of talent and supports development through learning.</li> <li>• Communicates the vision and rationale for development and engages with and facilitates others to work collaboratively to achieve ongoing development.</li> <li>• Empowers others to bring about lasting change organisational development</li> <li>• Understands the Learning and Development process for organisations, teams and individuals.</li> <li>• Ensures that the Learning and Development function supports people at all levels of the organisation to develop the skills, knowledge and experiences to fulfil the short and long term plans of the organisation and that they are motivated to learn, grow and perform.</li> <li>• Ensures that the Learning and Development function is aware of and uses the latest developments in education and training.</li> </ul>	BA3 Contribute to the development of organisational policy and practice
		CJZE5 Facilitate individual learning and development through mentoring
		LLUK L13.2010 Evaluate and improve learning and development provision
		M&L B1 Develop and implement operational plans for your area of responsibility
		M&L B2 Map the environment in which your organisation operates
		M&L B9 Develop the culture of your organisation
		M&L C2 Encourage innovation in your area of responsibility
		M&L C4 Lead change
		M&L D13 Support individuals to develop and maintain their performance
		M&L E11: Communicate information and knowledge
4. The Learning and Development function is delivered through effective Team Leadership and self-development.	<ul style="list-style-type: none"> <li>• Leads the team by example by being open, honest and inclusive, and allows individual members to be creative and innovative.</li> <li>• Ensures that individuals within the team are empowered to support and challenge other team members in order for the team to perform at its maximum potential.</li> <li>• Leads a team that is able to respond to short-term developments without losing sight of the long-term goal.</li> <li>• Develops self in order to meet the new and demanding challenges of their role.</li> <li>• Ensures that their knowledge and skills are kept up to date in order to guarantee that best practise is used across the whole of the Learning and Development function.</li> </ul>	GEN12 Reflect on and evaluate your own values, priorities, interests and effectiveness
		GEN13 Synthesise new knowledge into the development of your own practice
		HSC23 Develop your knowledge and practice
		M&L B5 Provide leadership for your team
		M&L B6 Provide leadership in your area of responsibility
		M&L D5 Allocate and check work in your team
		M&L D6 Allocate and monitor the progress and quality of work in your area of responsibility

High Level Function	Competency Statements	Supporting National Occupational Standards
<b>5. The Learning and Development function is delivered through effective systems and processes.</b>	<ul style="list-style-type: none"> <li>• Ensures that the Learning and Development function is a quality led service with systems designed to support continuous improvement.</li> <li>• Ensures that the Learning and Development function has structures and systems that will maintain and improve the quality of educational provision.</li> <li>• Ensures that the Learning and Development function has robust Knowledge Management processes that are designed to meet the needs of the organisation.</li> <li>• Ensures that the Learning and Development function is effectively resourced with the right physical and human resources to deliver its Key Performance Indicators (KPI).</li> <li>• Ensures that the Learning and Development function has clear, realistic and obtainable targets that support an enhanced patient centred service and that Key Performance Indicators (KPI) are monitored appropriately to maintain a quality service.</li> </ul>	CJHF27 Evaluate, prioritise and review demands for services
		DANOS BC4 Assure your organisation delivers quality services
		GEN67 Establish quality policy and quality assurance systems for the delivery of a service or function
		GEN68 Monitor compliance with quality systems
		HI8.2010 Analyse data and information and present outputs in a health context
		M&L B10 Manage risk
		M&L D6 Allocate and monitor the progress and quality of work in your area of responsibility
		M&L F13 Manage quality systems
<b>6. The Learning and Development function ensures robust design, delivery, assessment and commissioning of Education and Training activities.</b>	<ul style="list-style-type: none"> <li>• Ensures that all the Education and Training Programmes are fit for purpose and meet the needs of the organisation now and in the future.</li> <li>• Understands the commissioning process and develops a robust commissioning specification that ensures 'value for money'.</li> <li>• Ensures that their knowledge and skills are kept up to date in order to guarantee that best practise is used across the whole of the Learning and Development function.</li> </ul>	CJHI4 Commission, monitor and evaluate projects to advance knowledge and practice
		CJHI2 Develop and maintain a strategic overview of developments in knowledge and practice
		LLUK L1.2010 Identify collective learning and development needs
		LLUK L2.2010 Identify individuals' learning and development needs
		LLUK L3.2010 Plan and prepare learning and development programmes
		LLUK L13.2010 Evaluate and improve learning and development provision
		M&L B1 Develop and implement operational plans for your area of responsibility



High Level Function	Competency Statements	Supporting National Occupational Standards
7. The Learning and Development function is underpinned by evaluation and evidence.	<ul style="list-style-type: none"> <li>• Understands the need for evidence based research and its role in the Learning and Development function.</li> <li>• Leads the organisation on evidence based research for the Learning and Development function to ensure the organisation meets its objectives.</li> <li>• Ensures that research contributes to the Knowledge Management of the organisation and that all decisions made are evidence based.</li> <li>• Ensures that the organisation uses the latest thinking and developments in technologies and methodologies for the Learning and Development function.</li> </ul>	CJHI4 Commission, monitor and evaluate projects to advance knowledge and practice
		GEN32 Search information, evidence and knowledge resources and communicate the results
		LLUK L13.2010 Evaluate and improve learning and development provision
		R&D7 Direct and manage research and development activities
		R&D8 Conduct investigations in selected research and development topics
		R&D10 Interpret results of research and development activities
		R&D14 Translate research and development findings into service

*If you would like this report in another language or format or if you require the services of an interpreter.*

ይህንን ጽሁፍ በሌላ ቋንቋ ወይም ቅርጽ ከፈለጋችሁ ወይም አስተርጓሚ ከፈለጋችሁ እገባችሁ ደውሉልን።	Amharic
إذا أردت هذه الوثيقة بلغة أخرى أو بطريقة أخرى، أو إذا كنت بحاجة إلى خدمات مترجم، ففرجو أن تقوم بالاتصال بنا.	Arabic
যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।	Bengali
本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。	Cantonese
Pokud byste si chtěli tento dokument přečíst v jiném jazyce nebo formátu, nebo pokud požadujete služby tlumočnicka, kontaktujte nás.	Czech
اگر این مدرک را به زبانی دیگر یا در فرمتی دیگر میخواهید و یا اگر احتیاج به سرویس مترجم دارید، لطفاً با ما تماس بگیرید	Farsi
Si vous souhaitez obtenir ce document dans une autre langue ou sous un autre format ou si vous avez besoin des services d'un interprète, veuillez nous contacter.	French
જો તમને આ દસ્તાવેજ બીજી ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઇ-ટરમિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારો સંપર્ક સાધો.	Gujurati
ئەگەر دەتەوێ ئەم بەلگەیەت بە زمانێکی کە یا بە فۆرمێکی کە هەیە، یا پێویستت بە مۆتەرجم هەیە، تکایە پێوەندیمان پێوه بکە	Kurdish
Jeżeli chciałoby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.	Polish
ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੀਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।	Punjabi
Haddii aad ku rabtid dokumentigaan luqado kale ama daabacaad kale, ama haddii aad u baahan tahay turjibaan, fadlan nala soo xiriir.	Somali
Kama unataka hati hii katika lugha nyingine au katika mtindo mwingine, au kama unahitaji huduma za mkalimani, tafadhali wasiliana nasi.	Swahili
இந்த ஆவணம் வேறொரு மொழியிலோ அல்லது வேறு வடிவத்திலோ தேவை என்று நீங்கள் விரும்பினால், அல்லது உங்களுக்கு மொழிபெயர்ப்பாளரின் தேவை இருந்தால், தயவு செய்து எம்மைத் தொடர்பு கொள்ளவும்.	Tamil
‘ዘኢ በነድ እዚ ብካልእ ቋንቋ ወይ ቅርጺ እንተደሊኹም ወይ ድማ አስተርጓሚ እንተደሊኹም በጃኹም ተወከሱና ወይ ደውሉልና።	Tigrinya
یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو براۓ مہربانی ہم سے رابطہ کیجئے۔	Urdu

**Tel: 0161 625 7300**