

ELN Self-Assessment Tool: Questionnaire ITO-O-2 – Leadership and Management



Judgement scales for each 'good practice' indicator: N/A = Not applicable; D/K = We don't know; 1 = We are not doing this yet; 2 = We have started on this but there are still significant improvements to be made; 3 = We are doing this well; there are minor improvements to be made; 4 = We are doing this very well.
L&N = Literacy and Numeracy

Topic	Good practice indicators	Prompting questions	Judgement					
			N/A	D/K	1	2	3	4
Planning	An organisational aim and written strategy are in place to guide the organisation's whole-of-organisation approach to embedded L&N.	<p>What are the organisation's aim and strategy for a whole-of-organisation approach to embedded L&N?</p> <p>How well has the organisation included stakeholders, including external partners, in drawing up the aim and the strategy so that they take ownership of their roles in supporting embedded L&N?</p> <p>Is the strategy comprehensive in that it includes all relevant aspects of the organisation?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	An operational plan is in place to ensure the implementation of the whole-of-organisation approach to embedded L&N.	Is the operational plan for embedded L&N focused on implementing the whole-of-organisation approach as described in the strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The operational plan for embedded L&N is aligned with related other operational plans in the organisation.	<p>Is the operational plan aligned with related other operational plans in the organisation, including, but not necessarily limited to, plans for:</p> <ul style="list-style-type: none"> • human resources and staff development; • quality improvement; • on- and off-job training programmes; • marketing and recruitment; • increasing success for target trainee groups; and, • stakeholder engagement? 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strengths of the organisation in regard to Planning, and evidence for these:

Critical Actions to be taken in the organisation in regard to Planning:

Topic	Good practice indicators	Prompting questions	Judgement					
			N/A	D/K	1	2	3	4
Leadership, Roles and Responsibilities	There are clear mechanisms for overseeing and monitoring the implementation of the embedded L&N strategy and clear reporting lines within the organisation's structure.	<p>Has the organisation assigned responsibility for embedded L&N throughout the organisation to a senior manager who has the necessary vision and understanding?</p> <p>How well do senior managers understand embedded L&N and the implications for the entire organisation?</p> <p>Have the mechanisms for monitoring the implementation of the strategy and the reporting lines within the organisation's structure been clearly defined and communicated to all people involved?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	There are clear roles and responsibilities at all levels for the operational management, development, implementation and monitoring of embedded L&N.	Have specific roles and responsibilities been put in place at all levels and across the organisation to manage, develop, implement and monitor embedded L&N?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Internal Accountability	Accountability for trainees' L&N outcomes is shared by the whole organisation.	To what extent is accountability for trainees' L&N outcomes shared by the whole organisation? Are staff aware of the organisation's and, if relevant, their training programmes' benchmarks for L&N trainee outcomes? How well are they supported to achieve them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The organisation identifies, acknowledges and actively promotes excellence in embedding L&N practice.	How effectively does the organisation identify, acknowledge and promote excellence in embedding L&N?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Performance against the benchmarks for L&N trainee outcomes is monitored and reported on regularly to the appropriate forum.	How well is performance against the benchmarks for L&N trainee outcomes monitored?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strengths of the organisation in regard to Leadership, Roles and Responsibilities, Internal Accountability, and evidence for these:

Critical Actions to be taken in the organisation in regard to Leadership, Roles and Responsibilities, Internal Accountability:

Topic	Good practice indicators	Prompting questions	Judgement					
			N/A	D/K	1	2	3	4
External Partnerships	External partners' roles, responsibilities and objectives for embedded L&N are formally agreed.	<p>Who are the organisation's external partners as relevant to embedded L&N (these include, but may not be limited to, on-job training providers and companies, off-job training providers, schools, specialised L&N providers)?</p> <p>What are external partners' roles and responsibilities in implementing the organisation's plan for embedded L&N?</p> <p>Have external partners' roles and responsibilities in implementing the organisation's plan for embedded L&N been formally agreed?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The organisation supports external partners in fulfilling their embedded L&N roles and responsibilities as agreed.	How well are external partners supported in fulfilling their agreed embedded L&N roles and responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	External partner performance against agreed L&N objectives is monitored and reported on regularly to the appropriate forum.	How well does the organisation monitor external partners' performance against the agreed L&N objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strengths of the organisation in regard to External Partnerships, and evidence for these:

Critical Actions to be taken in the organisation in regard to External Partnerships:

Topic	Good practice indicators	Prompting questions	Judgement					
			N/A	D/K	1	2	3	4
Resources and facilities	Physical and digital resources and facilities are adequate to support the embedding of L&N in training programmes and learning resources, and to support ongoing development of embedding L&N expertise within the organisation.	How well are embedded L&N resource needs and priorities across the organisation identified? How adequate are physical and digital resources and facilities to support high quality embedded L&N in the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management Information	Management information systems provide staff with accurate, relevant, accessible and timely information as needed to continuously improve the outcomes and effectiveness of embedded L&N.	How well do the management information systems provide staff with the information needed to monitor progress against the benchmarks for L&N trainee outcomes and the strategy for embedded L&N? How accurate, accessible and timely is this information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The organisation analyses management information systematically to inform self-assessment against the embedded L&N strategy and operational plan.	How well does the organisation use management information to inform self-assessment against the embedded L&N strategy and operational plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengths of the organisation in regard to Resources and Management Information, and evidence for these:								
Critical Actions to be taken in the organisation in regard to Resources and Management Information:								

Topic	Good practice indicators	Prompting questions	Judgement					
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Policies and Procedures	L&N are embedded in all relevant policies and procedures in the organisation.	How deliberate and explicit is the embedding of L&N in the policies and procedures of the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Policies and procedures which include L&N are implemented.	How accessible are embedded L&N related policies and procedures to all relevant stakeholders? How well do staff understand the embedded L&N related policies and procedures? How well are the embedded L&N related policies and procedures used by staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Strengths of the organisation in regard to Policies and Procedures, and evidence for these:</i>								
<i>Critical Actions to be taken in the organisation in regard to Policies and Procedures:</i>								

Topic	Good practice indicators	Prompting questions	Judgement					
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Communication	The governing body or executive board has a clear understanding of a whole-of-organisation approach to embedded L&N and actively supports the strategy and its implementation.	How well does the governing body or executive board understand the concept of a whole-of-organisation approach to embedded L&N? How well does the governing body or executive board actively support the embedded L&N strategy and its implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The embedded L&N strategy is communicated to and understood by all staff.	How well is the strategy for embedded L&N understood and supported throughout the organisation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	All staff understand their roles and responsibilities in implementing the embedded L&N strategy.	How well do staff understand their roles, responsibilities, and accountability in relation to embedded L&N? How well does the organisation give staff ownership of the actions within their areas of responsibility?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Funding and reporting requirements for embedded L&N are clearly communicated and understood by all people involved.	How does the organisation ensure that funding and reporting requirements for embedded L&N are understood by all people involved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strengths of the organisation in regard to Communication, and evidence for these:

Critical Actions to be taken in the organisation in regard to Communication:

Name Organisational unit (if applicable):

Date completed: