**ELN Self-Assessment Tool: Questionnaire TEO-O-2 – Leadership and Management – *Organisational/Unit level***

**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**

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| --- | --- | --- | --- |
| **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. | What are the organisation’s aim and strategy for a whole-of-organisation approach to embedded L&N?How well has the organisation included stakeholders, including external partners, in developing the aim and the strategy so that they take ownership of their roles in supporting embedded L&N? Is the strategy comprehensive in that it includes all relevant aspects of the organisation? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | The operational plan for embedded L&N is aligned with related other operational plans in the organisation. | Is the operational plan aligned with related other operational plans in the organisation, including, but not necessarily limited to, plans for: * human resources and staff development;
* quality improvement;
* programme development;
* teaching and learning;
* marketing and recruitment;
* increasing success for target learner groups; and,
* stakeholder engagement?
 | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| ***Strengths of the organisation in regard to Planning, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to Planning:***Click here to enter text. |
| **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. | Has the organisation assigned responsibility for embedded L&N throughout the organisation to a senior manager who has the necessary vision and understanding?How well do senior managers understand embedded L&N and the implications for the entire organisation?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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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?  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **Internal Accountability** | Accountability for learners’ L&N outcomes is shared by the whole organisation. | To what extent is accountability for learners’ L&N outcomes shared by the whole organisation?Are staff aware of the organisation’s and their programme’s benchmarks for L&N learner outcomes? How well are they supported to achieve them? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? |[ ] [ ] [ ] [ ] [ ] [ ]
|  | Performance against the benchmarks for L&N learner outcomes is monitored and reported on regularly to the appropriate forum. | How well is performance against the benchmarks for L&N learner outcomes monitored? |[ ] [ ] [ ] [ ] [ ] [ ]
| ***Strengths of the organisation in regard to Leadership, Roles and Responsibilities, Internal Accountability, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to Leadership, Roles and Responsibilities, Internal Accountability:***Click here to enter text. |
| **Topic**  | **Good practice indicators** | **Prompting questions**  | **Judgement** |
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| **External Partnerships** **(if applicable)** | External partners’ roles, responsibilities and objectives for embedded L&N are formally agreed. | Who are the organisation’s external partners (e.g. subcontractors, work placement providers, schools, community organisations, specialised L&N providers) as relevant to embedded L&N?What are external partners’ roles and responsibilities in implementing the organisation’s strategy for embedded L&N?Have external partners’ roles and responsibilities in implementing the organisation’s strategy for embedded L&N been formally agreed? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| ***Strengths of the organisation in regard to External Partnerships, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to External Partnerships:***Click here to enter text. |
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|  |  |  | **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 learning, teaching, learning resource development, programme development, and to support the 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **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 learner outcomes and the strategy for embedded L&N?How accurate, accessible and timely is this information? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| ***Strengths of the organisation in regard to Resources and Management Information, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to Resources and Management Information:***Click here to enter text. |
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|  |  |  | **N/A** | **D/K** | **1** | **2** | **3** | **4** |
| **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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| ***Strengths of the organisation in regard to Policies and Procedures, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to Policies and Procedures:***Click here to enter text. |
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|  |  |  | **N/A** | **D/K** | **1** | **2** | **3** | **4** |
| **Communication** | The governing body, executive board, council or trustees have a clear understanding of a whole-of-organisation approach to embedded L&N and actively support the strategy and its implementation. | How well do the governing body, executive board, council or trustees understand the concept of a whole-of-organisation approach to embedded L&N?How well do the governing body, executive board, council or trustees actively support the embedded L&N strategy and its implementation?  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
|  | 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? | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| ***Strengths of the organisation in regard to Communication, and evidence for these:***Click here to enter text. |
| ***Critical Actions to be taken in the organisation in regard to Communication:***Click here to enter text. |

**Name organisational unit (if applicable):** Click here to enter text.

**Date completed:** Click here to enter a date.