

# Organisational Learning Capability Survey

	Organisational Learning Capability	Assessment	Strategic Priority
1	New employees receive an orientation to the organisation - its values, expectations, services, customers, history, key messages.	1 2 3 4 5 6 7	H / M / L
2	New and emerging organisational business requirements are identified for management development.	1 2 3 4 5 6 7	H / M / L
3	People are moved within the organisation to gain experience, e.g. lateral transfers, temporary assignments, acting positions.	1 2 3 4 5 6 7	H / M / L
4	New and emerging technical requirements are identified for employee development.	1 2 3 4 5 6 7	H / M / L
5	Employees receive training in the behavioural (non technical) aspects of their jobs, e.g. customer focus, working in teams, communication skills.	1 2 3 4 5 6 7	H / M / L
6	Individual employee development needs are identified through regular performance discussions.	1 2 3 4 5 6 7	H / M / L
7	Managers reinforce formal training through coaching and work based development.	1 2 3 4 5 6 7	H / M / L
8	We have a system/process in place to access and share individual learning at the organisational level.	1 2 3 4 5 6 7	H / M / L
9	A variety of methods are used to make training readily accessible, flexible, cost effective.	1 2 3 4 5 6 7	H / M / L
10	Our managers are audited and assessed on their performance to develop their employees.	1 2 3 4 5 6 7	H / M / L
11	We have the necessary technical skills in our organisation to meet our business needs.	1 2 3 4 5 6 7	H / M / L

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12	We have the necessary managerial skills in our organisation to meet our business needs.	1 2 3 4 5 6 7	H / M / L
13	Technical competency frameworks are available for all of our key positions.	1 2 3 4 5 6 7	H / M / L
14	Organisational competency frameworks are available for all of our key positions.	1 2 3 4 5 6 7	H / M / L
15	All employees in key positions have defined career development paths and individual career development plans.	1 2 3 4 5 6 7	H / M / L
16	We have a yearly Training Plan & Budget that is based on strategic need and reviewed annually.	1 2 3 4 5 6 7	H / M / L

**Assessment:** Give each question a ranking from 1 to 7 based on your organisation's current ability – 1 being the lowest ranking & 7 being the highest ranking

**Strategic Priority:** Give each question a ranking based on the strategic priority of that item for your organisation (Low – Medium - High).

**Performance Gaps:** Search for patterns in your responses:

- Are you strong in technical skills development, but weak in behavioural skills development?
- Do you have technical competencies and career development plans for your key positions?
- Do you know what your organisational capabilities are? And do you have competency frameworks to assess your performance in this critical area?
- Are new employees properly inducted into both the day to day business and the organisational culture?
- Are your managers committed to identifying training needs and owning training results for their respective employees?
- If you have an area of low strategic priority, but you spend a lot of time maintaining it, perhaps your efforts are misplaced?

Any obvious discrepancy between the assessment of an organisational learning capability and its strategic priority should indicate an area of development need.