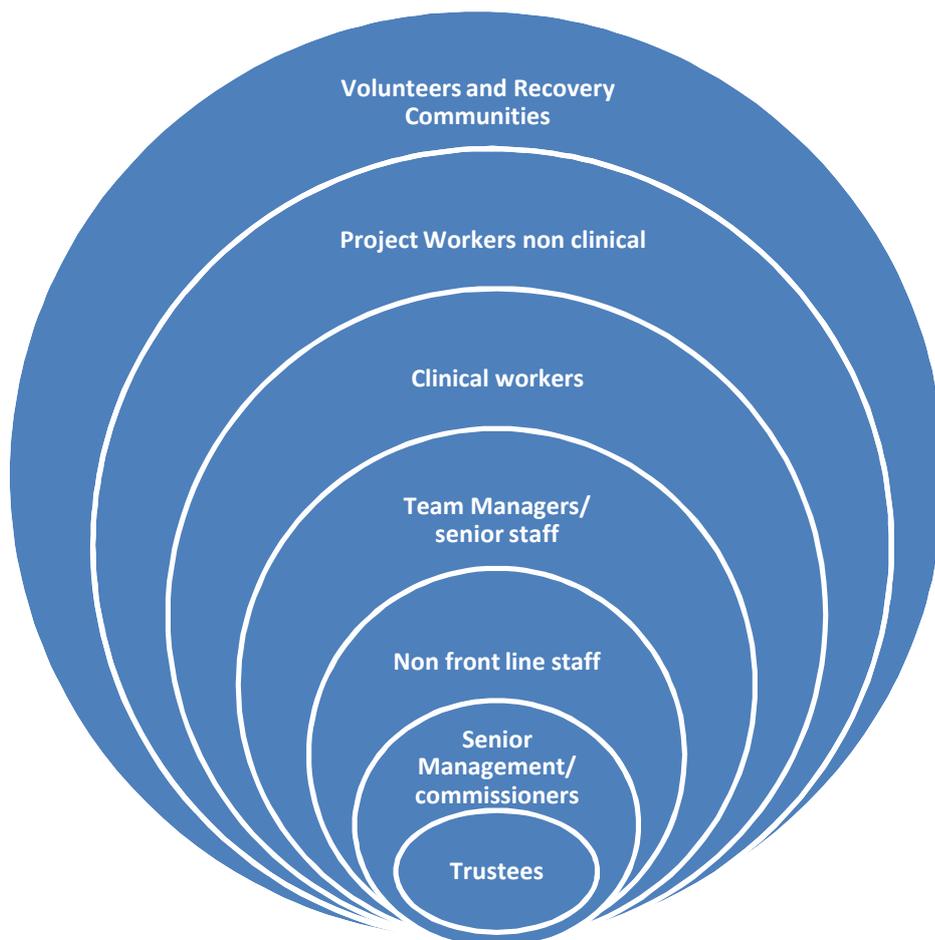


## CASE STUDY

# NewLinkWales

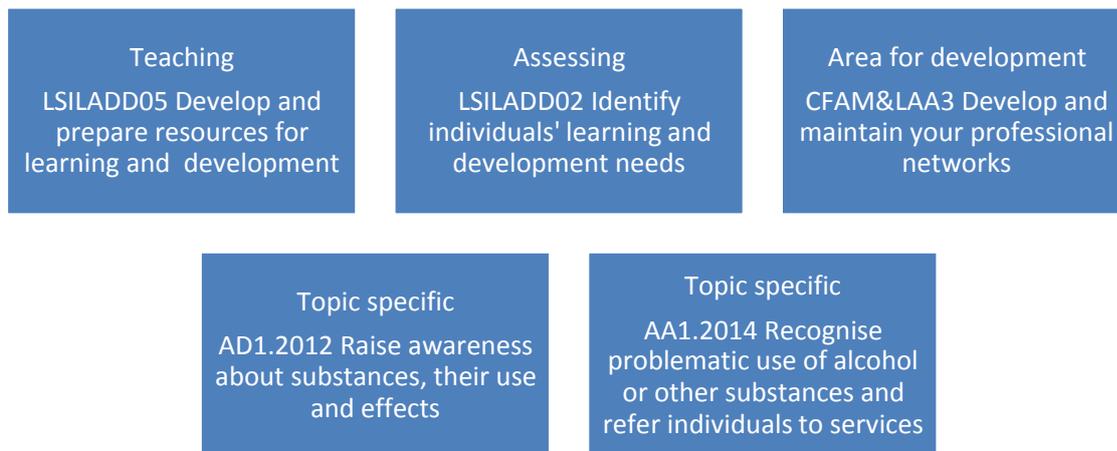
NewLink Wales is an organisation whose main function is to provide support to enhance the capacity of the substances misuse sector. The charity is made up of 7 departments, with a team of staff who vary in expertise and competence; 4 customer facing departments and 3 core support teams. The diagram below shows the different professions included within our workforce development strategy and everyone who is expected to undertake continuous professional development.



## Using National Occupational Standards

National Occupational Standards (NOS) are included in all our business functions, using a selection of standards taken from the most relevant suites. During *recruitment and selection* we map all our job descriptions and role profiles to, for example: Drug and Alcohol, HR, Business and Administration or Management and Leadership NOS to identify the competencies required to do the particular job. Suitable candidates are then pre-selected for interview based on their experiences and how they will meet the core requirements of the role.

NewLink Wales also uses NOS to *develop* and devise the staff teams *personal development portfolios*; during supervision each team member identifies five key NOS that are specifically relevant to their role. The example given below represents suggested standards for our trainers and assessors:



Once individuals have chosen their NOS they then have to gather pieces of evidence, as agreed by their line manager, and a portfolio of evidence is developed. The portfolios are set up to mimic a vocational qualification (NVQ) file and the team participated in specific workshops to learn what evidence is the most appropriate to match to the criteria, how to holistically match the evidence to more than one standard and how to identify gaps that need developing. We do this throughout the year, usually added reviewed every group supervision session and to avoid continuous professional development being seen as a chore or 'last minute' audit.

## Testimony

**NewLinkWales**

Charlotte Hopkins, Training & Qualifications Manager, 2014

"The utilisation of a planned NOS process filters into the supervision and appraisal processes within the company to ensure continuous professional development is taking place. We help to identify the future aspirations of our team, and how we can support the achievement of these; through offering valuable and relevant opportunities that meet their needs and that have been matched against the appropriate standards required for the business and quality assurance expectations.

By using NOS we can ensure that we have the right staff in the right roles demonstrating the appropriate skills through the most relevant evidence. Using the standards helps to highlight the areas where performance needs developing to meet the high quality standards we expect in a challenging and fluid sector." Training and Qualifications Manager

The following table demonstrates how we administrate the evidence within the personal development portfolios; highlighting the knowledge, skills and attitudes of the staff. The *evidence location sheet* is set out to show all numbers assessment knowledge and performance criteria and what type of evidence is used to demonstrate competence.

**Title:** Plan and prepare learning and development programme

**NOS no:** LSILADD03

**Learner/ Staff name:** .....

\*\*\*sample\*\*\*

NOS no	Performance criteria	Observation	Work Products	Research/ Reading	P/Discussion	Training or Qualifications	Witness statement	Other
P1	identify learning outcomes that meet agreed learning and development needs							
P 2	develop a coherent plan of learning and development opportunities appropriate to the learning outcomes and internal/external requirements							
P3	identify realistic delivery and assessment methods appropriate to learning and development opportunities							
P4	identify the resources needed to deliver the plan and ensure these are within allocated budgets							
P5	ensure arrangements for the delivery of the plan are in place							
P6	identify how the learning will be monitored and evaluated							
P7	communicate the plan to learners and other people involved in the provision of learning and development							
P8	ensure the plan conforms to relevant policies, procedures and legislation							

NOS no	Knowledge and Understanding	Observation	Work Products	Research/ Reading	P/Discussion	Training or Qualifications	Witness statement	Other
K1	how information acquired from analysing learning and development needs contributes to planning, and the factors that need to be taken into account							
K2	how to identify a range of options for meeting learning outcomes and the strengths and weaknesses of different approaches, including the use of technology							
K3	how to develop a plan of learning and development opportunities that meets different learning needs, including those relating to equality and diversity							
K4	the types of internal and external requirements that may affect planning, including, where relevant, bilingualism							
K5	factors that need to be managed when arranging and co-ordinating learning and development opportunities							
K6	how to carry out risk assessments, and the factors that need to be considered in the learning context							
Line Manager feedback/ comments								