Good Shepherd Services uses an overarching framework to help orient staff to the strategic approach behind all learning and development activities within the organization. This approach is rooted in Peter Senge’s discipline of “personal mastery” which describes the ongoing journey of learning & development by reflecting and identifying growth areas that exist within individuals, teams, programs, and organizations. A visualization of the personal mastery continuum at Good Shepherd Services is depicted to the right.

This year’s annual report takes a three prong approach: to highlight the performance accomplishments of the Good Shepherd Services’ Learning and Development Department, to examine its accomplishments in the context of the effective practices of the larger Learning and Development community, and to present the Learning and Development Department’s contributions to the agency’s Strategic Plan.
**Learning & Development Industry Standards**
88% of top talent development professionals believe that the role of a Learning and Development Department is to create empowered and engaged employees.*

*ATD

**Good Shepherd Services Performance**
GSS staff attended an average of 19 hours of training.
92% of GSS staff say the training they attended benefits their work.

**Strategic Directions**
There were 98 different Foundational/Developmental topics offered. 1247 GSS staff members attended at least 1. They were joined by 187 individuals from 92 different organizations.
103 GSS staff attended at least 1 of 5 workshop topics to deepen their work in equity and inclusion.

**-foundational_developmental**

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**Foundational / Developmental**

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**Learning & Development Industry Standards**
70% of an employee’s engagement level is affected by the quality of his or her manager.*

*Gallup

**Good Shepherd Services Performance**
250 staff engaged in at least 1 of 11 Supervision & Management Workshops.

**Strategic Directions**
Hosted 2 supervisory certificate programs, a collection of learning opportunities available to deepen their skills.

**Supervision & Management**

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**Learning & Development Industry Standards**
93% of respondents say that using their employer’s tuition assistance program helped them develop the skills they needed to grow within their company.*

*Bright Horizons

**Good Shepherd Services Performance**
71 GSS staff received a total of $131,000 in tuition reimbursement for attending classes towards a bachelor’s or master’s degree.

**Strategic Directions**
Hosted 3 Learning Collaborative Community of Practice meetings that provided staff across the agency to explore learning and development topics together.

**Mastery**

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*All Learning and Development Industry data includes for-profit and not-for-profit organizations.