

# Organisational Capability Self-Assessment Tool

The Ministry of Social Development's Organisational Capability Self-Assessment Tool identifies 10 capabilities that are characteristic of organisations working to become stronger, more adaptable, more integrated and therefore more sustainable.

It is a relevant resource for all community-based organisations providing services in the social sector, regardless of their size, service mix, cultural context or location.

The first release of the tool has been designed specifically for MSD-funded providers who are just beginning an organisational capability assessment and strengthening programme. It's planned that over time the tool will be further developed and evolve to meet the changing needs of the sector.

## Using the tool

You may choose to complete the self-assessment as an individual organisation or as a collaborative group or partnership. It's up to you how the assessment is done and who is involved. However, MSD recommends:

- Information is drawn from a range of sources, perspectives and experiences within your organisation(s). You may choose to involve your organisation's Board, management/leaders, staff, volunteers, people using your services and other community representatives.
- You think about and discuss tangible evidence such as strategic and project plans, policies, job descriptions, performance development plans and outcome evaluation measures when considering each good practice element. While you may have an intuitive sense of your organisation's capability in each area, the most accurate self-assessment will come from in-depth discussion and tangible evidence.
- Work through the self-assessment in a way that works for your organisation(s). It doesn't matter where you begin, however all of the capabilities are interconnected so it's important to get the whole picture where possible.
- Consider completing part or all of the self-assessment again in the future – tracking your progress will help your organisation grow and develop.

Each capability includes a brief description and a set of good practice elements specifically related to the capability to guide your process of reflection.

1. Consider each good practice element in turn. Read across each row and select the rating that best describes where your organisation currently sits.
2. Underneath your rating, briefly describe why you have selected the rating. You should also note the discussion and evidence you considered in reaching your conclusion.
3. Complete the summary box at the end of each capability area by adding up the ratings for the good practice elements and dividing this number by the total number of good practice elements. Adjust the rating if necessary.

The Organisational Capability Development Priorities Table provides a place to record your overall findings. By completing this you will be able to see at a glance your organisation's priority areas for future capability building.

Having trouble using the self-assessment tool?

### For more information:

Visit [www.msd.govt.nz/iso](http://www.msd.govt.nz/iso)

Email [iso@msd.govt.nz](mailto:iso@msd.govt.nz)



MINISTRY OF  
SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

# Strategic Governance

Strategic governance is a foundation element of building robust, flexible and sustainable organisations that are clear about the contribution they make to people and communities.

Research shows many New Zealand not-for-profit organisations identify governance issues and the role of their Board as a primary area of concern, second only to issues around fundraising. In today's complex environment of change, where results and accountability are paramount, Boards are increasingly challenged to find the best way to respond to their external environment.

A strategic governance Board is focused on the future while operating in the present. It operates in a transparent and accountable way to:

- oversee and protect the organisation's vision, mission, values and resources
- recognise environmental indicators of change, uncertainty and opportunity
- identify and manage opportunities, risks and legal compliance
- support the organisation to adapt and remain relevant
- drive the organisation's future direction, including shifts in focus and/or positioning to meet changing needs.

STRATEGIC GOVERNANCE				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to strategic governance.            Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) Our Board has a future-focused strategic plan which clearly defines the results we aim to achieve for people and communities using our services.	1	2	3	4
B) Our organisation's vision, mission and values are clearly communicated by the Board so they are well understood by staff, volunteers, funders, partners and other community stakeholders.	1	2	3	4
C) Our Board develops and implements clear policies to guide operational leadership and the responsiveness of our organisation's services.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our Board and managers/leaders understand their roles and functions and work effectively together to guide our organisation.	1	2	3	4
E) Our Board regularly reflects on our organisation's progress towards our strategic goals, adjusting strategy in response to changes in the external environment.	1	2	3	4
F) Our Board identifies and monitors opportunities and risks for the organisation and ensures associated action plans are implemented.	1	2	3	4
G) Our Board considers feedback from key stakeholders including people using our services, staff, volunteers, funders and our communities.	1	2	3	4
H) Our Board has strong relationships with iwi and other relevant cultural communities and ensures their input into our strategic direction and service planning.	1	2	3	4
<b>Strategic governance summary rating</b> <i>Add together your ratings for the eight good practice elements related to strategic governance. Divide your total by eight to get your organisation's summary rating for strategic governance.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

# Financial viability and sustainability

Financially robust organisations have effective financial systems and processes to maintain the financial viability and sustainability required to deliver high quality results for people and communities.

Achieving financial outcomes requires an organisation to accurately balance its expenditure within the limitations of its income stream. Effective governance and financial operational management - to forecast income and expenditure and monitor and highlight emerging financial issues - is essential. Financial plans and budgets must be flexible enough to allow for spending patterns to be adjusted as needed and be fully aligned to the organisation's strategic and service planning.

Financially robust organisations also pay careful attention to these five elements:

- effective asset management – maintaining the productivity of assets for the most effective cost, including repairing or replacing the asset as needed
- active management of financial liabilities – accurately and carefully recording and managing liabilities to ensure financial transparency and financial strategies to manage liabilities
- maintaining a healthy level of liquidity - the ability of an organisation to pay its debts as and when they fall due, accessing cash reserves and assets quickly to meet unexpected costs
- implementing a financial risk strategy - fully understanding income streams, limitations and threats to income and using that information to identify risks and develop mitigation strategies
- investing in insurance – protecting the organisation and its assets, people and services.

FINANCIAL VIABILITY AND SUSTAINABILITY				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to financial viability and sustainability. Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) Our organisation has robust financial policies, systems, procedures and delegations that are regularly reviewed to ensure safe, efficient and accountable financial management.	1	2	3	4
B) Our annual budget is aligned to our strategic and service/business plans and signed off by our Board at the start of the financial year.	1	2	3	4
C) Our Board reviews financial reports, including incoming and outgoing cash flows, at each meeting; monitoring, reviewing and considering financial issues, emerging trends and challenges and opportunities.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) We record, manage and monitor our organisation's financial liabilities, monitoring this as a regular part of financial reporting.	1	2	3	4
E) Our Board regularly reflects on our organisation's progress towards our strategic goals, adjusting strategy in response to changes in the external environment.	1	2	3	4
F) Our organisation keeps an accurate up-to-date inventory of our assets, planning and budgeting annually for asset maintenance and replacement.	1	2	3	4
G) We have identified and measured our organisation's areas of financial risk and have contingency plans in place should there be changes to our income and funding streams.	1	2	3	4
H) Our organisation has robust plans for the repayment of debt and/or maintains a healthy level of cash reserves and assets in order to meet unexpected costs.	1	2	3	4
I) Our organisation has invested in appropriate insurance that protects our organisation, its assets, people and services.	1	2	3	4

### Financial viability and sustainability summary rating

*Add together your ratings for the nine good practice elements related to financial viability and sustainability. Divide your total by nine to get your organisation's summary rating for financial viability and sustainability.*

*Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.*

Rating:

Adjusted rating:

Commentary and evidence:

# Adaptive Leadership

Adaptive leadership helps organisations adapt, innovate and thrive in complex, challenging and uncertain environments.

Adaptive leaders are trusted, engaging, inspiring and innovative. They recognise they have the leadership responsibility of keeping the organisation operating effectively in the present, while staying up-to-date with ongoing changes and keeping an eye to the future. They embrace flexibility and collaboration. They understand that for an organisation to achieve its goals in a changing and challenging environment, it needs flexibility to move beyond current thinking and ways of working.

Adaptive leaders:

- create strong, sustainable future-focused organisations that can readily adapt to change
- build on existing organisational strengths
- understand that adaptability, collaboration and innovation are key success factors in delivering positive results to people, communities and funders - now and in the future.

ADAPTIVE LEADERSHIP				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to adaptive leadership.            Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) Our organisation's leaders understand environmental changes and complex situations to help our organisation remain sustainable, effective and relevant.	1	2	3	4
B) To improve the way our organisation works, our leaders actively think about and communicate future opportunities and risks, and challenge the status quo to improve the way we do things.	1	2	3	4
C) Our leaders actively engage with our staff and communities, ensuring our organisation's vision, mission and values are relevant, well understood and upheld.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our leaders make sure the needs and aspirations of Māori and other cultural communities are reflected in the design and implementation of our systems, policies, services and processes.	1	2	3	4
E) Our staff have regular opportunities to contribute their ideas and experience and to provide leadership in their areas of responsibility.	1	2	3	4
<b>Adaptive leadership summary rating</b> <i>Add together your ratings for the five good practice elements related to adaptive leadership. Divide your total by five to get your organisation's summary rating for adaptive leadership.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:          				



# Operational Management

Operational management involves robust and accountable oversight and implementation of all aspects of an organisation's day-to-day business/services.

Skilled and capable operational management sees an organisation's resources, structures, systems, policies, business/service planning and service delivery responsibly managed and well-aligned to the organisation's strategic direction. This includes regularly reviewing systems and processes to make sure they are adjusted in response to:

- a shift in the organisation's strategic direction
- changes in government policy or law
- changing community needs and priorities
- research-based good practice evidence
- updated contractual, approval or audit requirements.

OPERATIONAL MANAGEMENT				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to operational management.            Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) Management responsibilities, accountabilities and delegations are well understood throughout our organisation.	1	2	3	4
B) Staff are supported by skilled and supportive management in all aspects of their work.	1	2	3	4
C) Our service/business plan(s) reflects our strategic direction, is realistic and achievable and includes timeframes.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) All of our organisation's systems, policies and practices are monitored, regularly reviewed and improved.	1	2	3	4
E) Our services are delivered in a cost-effective way, including ensuring we are making the best use of our people and financial resources.	1	2	3	4
F) We use feedback from a wide range of stakeholders and source this through a variety of methods to improve our services and inform innovative ways of working.	1	2	3	4
G) The effectiveness of our services for priority groups is continuously monitored and assessed using a variety of methods.	1	2	3	4
<b>Operational management summary rating</b> <i>Add together your ratings for the seven good practice elements related to operational management. Divide your total by seven to get your organisation's summary rating for operational management.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

# Workforce Development

To achieve positive social development organisations need passionate, motivated and skilled staff.

Workforce development is essential to attracting, retaining and boosting a strong team. It is more than education and training alone. It covers an individual's skills, motivation and attitudes, a team's cohesiveness, and an organisation's strategies and plans around professional development, coaching and practice.

Successful workforce development will see organisations continuing to grow their ability to deliver outcomes for people using their services and for their communities.

WORKFORCE DEVELOPMENT				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to workforce development.            Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) We have a well-informed plan for workforce development and performance appraisal that addresses our organisation's present and future needs.	1	2	3	4
B) Our plan for workforce development is focused on achieving outcomes for the people and communities using our services and includes improving responsiveness to cultural communities.	1	2	3	4
C) The time, people and financial resources invested in professional development aligns with the priorities identified in our strategic and business/service plans.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our organisation recognises staff as our most valuable 'resource' and we have policies and practices in place that care for, value, invest in and nurture staff talents, development, wellbeing and contribution.	1	2	3	4
E) Staff are encouraged to learn from peers across our organisation and from other government agencies, non-government organisations and professional networks.	1	2	3	4
F) We adjust our workforce development priorities in response to new information, challenges, opportunities and service/contract requirements.	1	2	3	4
G) Our monitoring and evaluation information informs continuous workforce development that supports service improvement.	1	2	3	4
H) We have developed and recorded a future-focused Workforce Development Plan that looks at the present and future needs of our entire workforce.	1	2	3	4
<b>Workforce development summary rating</b> <i>Add together your ratings for the eight good practice elements related to workforce development. Divide your total by eight to get your organisation's summary rating for workforce development.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

## Outcomes Focus

An outcomes focused organisation makes sure the skills, knowledge and abilities of staff, as well as the organisation's systems and processes, achieve effective results for people and communities.

Having quality information about the outcomes/results being achieved can help organisations:

- plan with confidence to deliver the right services, in the right place at the right time
- monitor change and better understand the needs of the people using services
- improve the way services are delivered
- view trends over time
- demonstrate the positive impact for the people using services and the contribution being made to community wellbeing
- provide richer outcomes information for funders, communities and other interested parties.

Being outcomes focused requires an organisation to know and understand the needs of the people using services. Client outcomes are collected and analysed, and we report on how these contribute to community wellbeing. Qualitative and quantitative data is used to show services are making a positive difference for people and communities and direct continuous quality improvement.

Results Based Accountability (RBA), Client Driven Outcome Informed (CDOI), Most Significant Change (MSC), and Logic Mapping/Programme Logic are examples of well-utilised, evidenced-based methodologies or outcome frameworks.

OUTCOMES FOCUS				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to a strong outcomes focus.</p> <p>Select the rating that best describes your organisation's current capability level (1 to 4).</p> <p>In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) We know and understand the needs of our communities and the people using our services, and draw on this information in setting our organisation's outcomes and performance measures.	1	2	3	4
B) The outcomes our organisation is seeking are clearly defined and include clear, measurable and meaningful performance measures.	1	2	3	4
C) We collect qualitative and quantitative information in order to measure progress on achieving client outcomes and review our organisational performance.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our approach to outcomes monitoring and evaluation is well matched to the cultural context of our organisation, its people and communities.	1	2	3	4
E) We regularly monitor and assess the effectiveness of our services for Māori and other groups we work with now, or may work with in the future.	1	2	3	4
F) We use the outcomes information we collect to demonstrate the positive difference our organisation is making for people using our services and community wellbeing.	1	2	3	4
<b>Outcomes focus summary rating</b> <i>Add together your ratings for the six good practice elements related to an outcomes focus. Divide your total by six to get your organisation's summary rating for outcomes focus.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:          				

# Organisational Technology

Reliable organisational technology refers to the technical structures and foundations needed for an organisation to work in the most effective and efficient way.

Strong and reliable technology supports the effectiveness of an organisation's day-to-day work, giving frontline staff more time and resource to commit to the organisation's core focus of supporting people, families/whānau and communities.

Organisations with user-friendly, well-informed, tailored and efficient information technology (IT) and electronic case management and reporting systems are able to:

- securely manage and share information
- work more effectively through streamlining administration and organisational processes
- be more productive by enabling office functions from multiple locations and/or a shared central hub
- reduce long term costs
- produce meaningful and readily accessible data and reports in order to demonstrate results.

ORGANISATIONAL TECHNOLOGY				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to organisational technology.            Select the rating that best describes your organisation's current capability level (1 to 4).            In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) The selection, implementation, use, maintenance and improvement of technology solutions is included in our organisation's strategic/service planning.	1	2	3	4
B) All staff have access to the technology, including case management, electronic filing systems and other software tools, they need to do their work in the most effective and efficient ways.	1	2	3	4
C) All staff receive appropriate training and refresher courses to support the use of technology, including case management and reporting systems, allowing them to work effectively.	1	2	3	4

Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
D) Our organisation has well developed, regularly reviewed and communicated policies, procedures and systems to ensure the security of staff and client information.	1	2	3	4
E) Our organisation has appropriate technology that allows us to effectively record and report on outcomes for people using our services and communities.	1	2	3	4
<b>Organisational technology summary rating</b> <i>Add together your ratings for the five good practice elements related to organisational technology. Divide your total by five to get your organisation's summary rating for organisational technology.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				



# Innovation

Innovation could be described as creativity with a job to do – it's about creating value by implementing new ideas.

While there is no precise recipe or description for innovation, there are hundreds of ways innovation can be nurtured, supported and managed. Community-based organisations have always been innovative and in today's environment of rapid change and limited resources, innovation continues to be vital. Organisations that successfully innovate are:

- investigating and finding new ways to achieve results where traditional methods aren't working or resources are limited
- building new types of collaborative relationships with other organisations, businesses, government and communities
- embracing new technologies such as social media, and emerging models of adaptable organisations
- doing more and doing better with the funds and resources they already have.

Innovation in your organisation may include enhancing your core offerings and work practices; expanding your services into new communities, new client groups or introducing new ways of delivering services; extending your organisation's sphere of influence to new areas or people through strategic partnerships with others; or making breakthroughs in transforming the organisation's work or the system in which you work.

INNOVATION				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to innovation.</p> <p>Select the rating that best describes your organisation's current capability level (1 to 4).</p> <p>In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) We create culture where innovation can flourish by drawing on ideas, alternative perspectives and inspiration from a variety of sources and ensuring we have regular, dedicated time to explore new ideas and approaches.	1	2	3	4
B) Our organisation continually develops and improves our core services and the way we work.	1	2	3	4
C) We test new ways of doing things in a careful and considered manner, learning and adapting as we test these new ways of working.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our organisation supports and sustains emerging innovations through investing time and resources and collaborating with others.	1	2	3	4
E) We think 'outside the box' and find new ways to achieve results where traditional methods aren't working or we're faced with change, opportunities and unexpected challenges.	1	2	3	4
F) Our organisation embraces new technologies and emerging models of adaptable organisations.	1	2	3	4
<b>Innovation summary rating</b> <i>Add together your ratings for the six good practice elements related to innovation. Divide your total by six to get your organisation's summary rating for innovation.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:          				

## Collaboration

Collaboration can refer to lots of different things on a continuum of working together – from simple, short-term joint programmes to sharing back-office functions or the permanent merger of two organisations.

Regardless of the type of collaboration, when organisations refocus individual agendas in favour of a collective approach, the outcomes for children, family/whānau and communities are significantly improved. There are many reasons organisations choose to collaborate, including being able to more effectively respond to the needs of people using their services, customers and communities; to achieve outcomes which can't be done alone; to create fresh and innovative ways of responding to complex problems and/or unmet needs; and to build more financially sustainable organisations.

For organisations involved in successful collaborations and partnerships the responsibility for the work, outcomes, risks and successes are shared. Each organisation refocuses their individual agendas in favour of a shared goal and greater collective impact.

Community organisations have been working together formally and informally for many years. This section of the self-assessment focuses on formal and intentional collaboration. This is because large-scale, positive social development comes from improving cross sector co-ordination and sharing a collective vision rather than from isolated interventions by individual organisations.

COLLABORATION				
<p><i>Consider how and to what extent your organisation demonstrates each of the good practice elements related to collaboration. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</i></p>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) We focus on building and maintaining credible and trusting long-term service delivery relationships and work collaboratively to improve outcomes for priority groups.	1	2	3	4
B) We collaborate with well-respected organisations that share our values and whose complementary services, skills and resources combine with ours to enhance collective community contribution.	1	2	3	4
C) The shared goals of our collaborative partnerships are agreed, clear, realistic and well understood by each organisation involved.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) When working with others our organisation is clear about and committed to our roles and responsibilities and the resources we can invest to support success.	1	2	3	4
E) Our organisation's participation in shared planning, decision making, action and review helps to build mutual understanding, trust and respect within our collaborative ventures.	1	2	3	4
F) Our formal collaborations have signed, written agreements that work for all parties involved.	1	2	3	4
G) When differences or disputes arise within our collaborative partnerships we are able to resolve these in ways that affirm the collaboration and its goals.	1	2	3	4
H) We share the learning and outcomes of our collaborations with other organisations to encourage them to build on our experiences.	1	2	3	4
<b>Collaboration summary rating</b> <i>Add together your ratings for the eight good practice elements related to collaboration. Divide your total by eight to get your organisation's summary rating for collaboration.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

# Organisational Responsiveness

To deliver effectively to diverse people and communities we must recognise the true extent of the term diversity. All people are unique. We all have different personal experiences, cultural backgrounds, physical abilities, family histories and circumstances that make us who we are.

Typically the term diversity is associated with culture, race and ethnicity, but diversity is a much broader concept. As well as culture, race and ethnicity, diversity comes from religion, age, gender, sexual orientation, mental and/or physical abilities, heritage and other characteristics that form a person's identity. These factors underpin our values, drive our preferences, and affect the way we see and engage with the world.

This self-assessment takes an overview of organisational responsiveness. Before completing this section you should define the specific population groups your organisation is working with now, or may work with in the future.

ORGANISATIONAL RESPONSIVENESS				
<p><i>Consider how and to what extent your organisation demonstrates each of the good practice elements related to organisational responsiveness. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</i></p>				
Current population groups:		Future population groups:		
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
Our organisation values the diverse and varied skills and experiences of people using our services and supports them to be self-determining and exercise control over their lives.	1	2	3	4
Our organisation uses a strengths-based approach that is appropriately tailored to accommodate the differences in people's backgrounds, culture, needs, supports and networks.	1	2	3	4
Our organisation is inclusive, warm, welcoming and respectful of all cultures and communities.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
Our organisation demonstrates strong links to our communities and involves all population groups we work with in setting our organisation's direction and service planning.	1	2	3	4
We minimise the barriers to full participation for all population groups we work with, including recognising the varied support networks and socio-economic factors that impact on people's wellbeing and resilience.	1	2	3	4
Our organisation's policies and practices demonstrate a clear commitment to recognising the values, needs and aspirations of the diverse populations we work with.	1	2	3	4
The diversity of our client groups is represented in the make-up of our staff and/or governance so we are able to respond to all population groups we work with in a culturally appropriate and inclusive way.	1	2	3	4
We monitor the effectiveness of our services for each population group we serve and continually improve and strengthen our ability to responds effectively.	1	2	3	4
<b>Organisational responsiveness summary rating</b> <i>Add together your ratings for the eight good practice elements related to organisational responsiveness. Divide your total by eight to get your organisation's summary rating for organisational responsiveness.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

## Māori

Māori are New Zealand's tangata whenua. Māori children, young people and families are over-represented in cases of socio-economic deprivation, harm and neglect.

All organisations, whether or not they identify as a specifically Māori organisation, should understand and value Māori culture, values and heritage in order to be fully responsive and bridge the socio-economic gaps between Māori and other New Zealanders.

This section of the self-assessment outlines kaupapa Māori good practice elements that cover manaakitanga (hospitality), whanaungatanga (fostering relationships), rangatiratanga (leadership) and pukengatanga (expertise). These principles support organisations to be truly responsive to the needs and aspirations of Māori.

MAORI				
<p>Consider how and to what extent your organisation demonstrates each of the good practice elements related to responsiveness to Māori. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the ratings make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</p>				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) Rangatiratanga: our organisation supports whānau to make their own decisions, be leaders and exercise control over their own lives.	1	2	3	4
B) Rangatiratanga: Māori staff and the wider Māori community are involved in setting our organisation's strategic direction and leading the design, delivery and review of all services for Māori.	1	2	3	4
C) Whānaungatanga: our organisation demonstrates commitment to valuing and affirming whānau connections by building and maintaining strong relationships with whānau.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Manaakitanga: our organisation demonstrates manaakitanga or hospitality through being warm and welcoming, responsive, professional, affirming and respectful of all people and their whānau.	1	2	3	4
E) Pukengatanga: our organisation is seen by others as a leader and staff are highly skilled in delivering Kaupapa Māori and cultural relevant services.	1	2	3	4
<b>Responsiveness to Māori summary rating</b> <i>Add together your ratings for the five good practice elements related to responsiveness to Māori. Divide your total by five to get your organisation's summary rating for responsiveness to Māori.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:          				



## Pacific Peoples

New Zealand has a close relationship with the Pacific nations. Pacific children, young people and families over-represented in cases of socio-economic deprivation, harm and neglect.

Organisations that are responsive to Pacific Peoples understand and value Pacific cultures, values, beliefs, heritage and languages. These organisations bridge socio-economic gaps between Pacific Peoples and other New Zealanders by:

- including Pacific Peoples in all decision-making about their families and communities
- being culturally informed about specific and critical needs for Pacific Peoples
- maintaining Pacific identities and culture
- delivering directly to Pacific communities.

In doing so, these organisations help to build a vibrant Pacific social sector that enables Pacific children, young people, families and communities to realise their tofi, cultural identity and wellbeing.

PACIFIC PEOPLES				
<p><i>Consider how and to what extent your organisation demonstrates each of the good practice elements related to responsiveness to Pacific Peoples. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</i></p>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) Our organisation works with Pacific people and families in strength-based ways to attain and maintain their tofi, cultural identity, safety and wellbeing.	1	2	3	4
B) Our organisation understands and seeks to minimise the socio-economic factors that impact on Pacific Peoples' livelihood, wellbeing and resilience and seeks to reduce the impact of those.	1	2	3	4
C) Our organisation maintains strong, responsive links to Pacific communities through communication, consultation and opportunities for representation on our Governance Board.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our organisation has sufficient Pacific staff to respond appropriately to Pacific Peoples using our services in the language of their choice.	1	2	3	4
E) Our organisation's policies, practices and services are inclusive of and informed by Pacific indigenous values and cultures.	1	2	3	4
F) Pacific Peoples, including the families we support, are regularly invited to provide evaluative feedback on our governance and the services we provide.	1	2	3	4
G) Our organisation demonstrates an understanding of cultural frameworks for the Pacific communities we work with, including the position of elders, women and children, ancestry, spirituality and links to the land and sea.	1	2	3	4
<b>Pacific Peoples summary rating</b> <i>Add together your ratings for the seven good practice elements related to responsiveness to Pacific Peoples. Divide your total by seven to get your organisation's summary rating for responsiveness to Pacific Peoples.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				

# Refugee and Migrant Communities

New Zealand communities are becoming increasingly multi-cultural and diverse.

Refugee and migrant population groups have a wide range of cultures, languages, beliefs, and settlement needs. The challenges of living in a new country, including being unfamiliar with social services, language difficulties and limited support networks, means these groups often experience unequal access to social and health services. However, evidence suggests that culturally targeted services can increase access and improve outcomes for people from refugee and migrant backgrounds.

All organisations receiving funding from government should ensure services are culturally relevant, however the good practice elements outlined below are designed particularly for organisations working with significant refugee and migrant communities.

REFUGEE AND MIGRANT COMMUNITIES				
<i>Consider how and to what extent your organisation demonstrates each of the good practice elements related to responsiveness to refugee and migrant backgrounds. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</i>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) Our leaders and staff demonstrate a clear commitment to meeting the needs and aspirations of refugee and migrant communities settling in New Zealand.	1	2	3	4
B) Our organisation meaningfully engages with refugee and migrant communities to build trusting relationships, understanding their needs and aspirations and removing barriers to wellbeing and participation.	1	2	3	4
C) Our services are warm, welcoming, accessible, respectful, affirming and responsive to the needs and aspirations of refugee and migrant communities.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our organisation values and utilises the skills and knowledge of people from refugee and migrant backgrounds and supports them, and their communities, to be self-determining.	1	2	3	4
E) We use a strengths-based approach recognising the differences in people's backgrounds, needs, supports and resources, and we tailor the way we work to respond to these differences.	1	2	3	4
F) We regularly monitor and evaluate the effectiveness of our services in achieving positive outcomes for refugee and migrant communities, making improvements where needed.	1	2	3	4
G) Our policies and service delivery adhere to relevant legislative requirements and international obligations appropriate to the status and wellbeing of refugee and migrant communities.	1	2	3	4
<b>Refugee and migrant communities summary rating</b> <i>Add together your ratings for the seven good practice elements related to responsiveness to refugee and migrant backgrounds. Divide your total by seven to get your organisation's summary rating for responsiveness to refugee and migrant backgrounds. Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:				



# Children and Young People

Every year children in New Zealand are hurt, neglected, abused and killed. Protecting vulnerable children is everyone's responsibility – not just those who work directly with children.

Any organisation delivering specialised child protection services will have robust and detailed child centric service/practice policies and processes which are assessed through the Ministry of Social Development's Approval Framework.

However, even those not directly providing services to children and young people are able to make children's safety and wellbeing a priority. Each of us should know the signs of child abuse, neglect and harm and what to do if we see these signs. The White Paper for Vulnerable Children and the Children's Action Plan set out how you can play your part.

Organisations actively prioritising the wellbeing of children and young people will:

- have a specific set of policies, services and supports that are appropriate to their service focus and level of direct contact with children, young people, parents, and families/whānau
- make information and support readily available for staff and volunteers who are worried about any child or young person.

CHILDREN AND YOUNG PEOPLE				
Consider how and to what extent your organisation demonstrates each of the good practice elements related to responsiveness to children and young people. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.				
Good practice element	1. Aspirational <i>We want to be able to do this well.</i>	2. Emerging <i>We're developing, but we need more capability.</i>	3. Consolidating <i>We do this well, but we are looking to improve.</i>	4. Transformative <i>We do this really well and are open to sharing with others.</i>
A) All staff know how to recognise and respond to signs of child abuse, neglect and harm and understand our organisation's rules about reporting concerns, including when and how to notify Child, Youth and Family or police.	1	2	3	4
B) Our organisation has a clearly visible and demonstrated commitment to looking out for the safety and wellbeing of vulnerable children and young people.	1	2	3	4
C) Information about protecting children and young people, parenting and other child-related matters is easily available in our workplace for staff, volunteers and people using our services.	1	2	3	4

Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) We have plans and policies in place that ensure our organisation is continually strengthening our capacity to look out for vulnerable children.	1	2	3	4
E) We regularly invite feedback and advice from staff and volunteers about additional ways our organisation could support them to take well-informed action on behalf of a child or young person at risk.	1	2	3	4
F) Our responsiveness to children and young people is informed by an understanding of Māori and other culturally relevant perspectives, practices and aspirations.	1	2	3	4
<b>Responsiveness to children and young people summary rating</b> <i>Add together your ratings for the seven good practice elements related to responsiveness to children and young people. Divide your total by seven to get your organisation's summary rating.</i> <i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i>				
Rating:		Adjusted rating:		
Commentary and evidence:          				

## People Living with Disability

People living with disability aspire to a good life, just like every New Zealander. However, often the development of our community doesn't take account of the impairments people have. This creates significant barriers for people with physical, sensory, neurological, psychiatric, intellectual or other impairments.

Achieving an inclusive society involves making sure people living with disability are integrated into community life on their own terms, their abilities are valued, their diversity and interdependence is recognised, and their human rights protected.

This section of the self-assessment is relevant to all organisations receiving funding from government, but in particular it's been designed for organisations working with a significant group of people living with disability.

PEOPLE LIVING WITH DISABILITY				
<i>Consider how and to what extent your organisation demonstrates each of the good practice elements related to responsiveness to people living with disability. Select the rating that best describes your organisation's current capability level (1 to 4). In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.</i>				
Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
A) Our organisation demonstrates a strong contribution to creating an inclusive society that respects, values and supports the lives of people living with disability, their family/whānau, supporters and caregivers.	1	2	3	4
B) We acknowledge the experience of disability as a form of specialised knowledge and act to promote and strengthen the leadership, rights, self-determination and full participation of people living with disability.	1	2	3	4
C) We understand people living with disability come from diverse backgrounds and experiences and promote opportunities for them to participate in their communities of choice in ways that meet their needs.	1	2	3	4



Good practice element	1. <b>Aspirational</b> <i>We want to be able to do this well.</i>	2. <b>Emerging</b> <i>We're developing, but we need more capability.</i>	3. <b>Consolidating</b> <i>We do this well, but we are looking to improve.</i>	4. <b>Transformative</b> <i>We do this really well and are open to sharing with others.</i>
D) Our organisation collects, analyses and uses relevant disability information and research to improve our service delivery to people living with disability and their family/whānau.	1	2	3	4
E) Our organisation's services acknowledge the roles, responsibilities and challenges facing family/whānau and others who support people living with disability, and are well tailored to their needs.	1	2	3	4
<p align="center"><b>People living with disability summary rating</b></p> <p><i>Add together your ratings for the five good practice elements related to responsiveness to people living with disability. Divide your total by five to get your organisation's summary rating for responsiveness to people living with disability.</i></p> <p><i>Check whether this feels right in terms of your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.</i></p>				
Rating:		Adjusted rating:		
Commentary and evidence: <div></div>				

# Organisational Capability Development Priorities

The following table has been designed to give you a snapshot of your organisation's capability self-assessment ratings. By considering the ratings together you can more accurately select the capability priority level for your organisation.

There is no correct 'answer' when selecting the priority level. Every organisation is different, works with different people and will have different priorities. However, in considering each capability's priority for your organisation you may ask yourself the following questions:

- How important is this capability to the people using our services?
- How important is this capability to the future of our organisation/s?
- How well developed is this capability within our organisation?
- What development is required and what priority is this development?

You may also choose to include brief notes about why you have selected the priority level for each capability.

		Capability rating	Low priority	Medium priority	High priority
Strategic Governance					
Financial Viability and Sustainability					
Adaptive Leadership					
Organisational Management					
Workforce Development					
Outcomes Focus					
Organisational Technology					
Innovation					
Collaboration					
Organisational Responsiveness					
	<i>Māori</i>				
	<i>Pacific Peoples</i>				
	<i>Refugee and Migrant Communities</i>				
	<i>Children and Young People</i>				
	<i>People Living with Disability</i>				

