



REGIONAL ORGANISATIONAL DEVELOPMENT TOOL (ODT)

GUIDELINES FOR PARTICIPATING REGIONAL SPORT ORGANISATIONS

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Purpose and Development

Purpose

The SPARC Regional Organisational Development Tool (ODT) is designed to provide a comprehensive view of the capability and performance of a regional sport organisation. The ODT enables the identification of areas of good practice and opportunities for development and improvement.

The ODT process and report provide clear direction for organisations wanting to improve their performance. It also provides organisations with an opportunity to benchmark themselves against good practice across the full scope of their current and potential activities.

As a result Regional Sports Trusts (RSTs) and/or National Sport Organisations (NSOs) are also better informed to provide meaningful support to partner organisations. The opportunity for future reassessments provides organisations with an excellent tool for monitoring and improving themselves over the long term.

The ODT is looking for:

- a connection between the organisation's purpose and its activities
- a focus on customers (participants) and stakeholders
- a systematic approach to organisational activity
- effective use of performance measures to drive improvement
- results achieved
- continuous improvement and a future focus

Development

The ODT has been created to meet the development needs of the New Zealand sport and recreation sector.

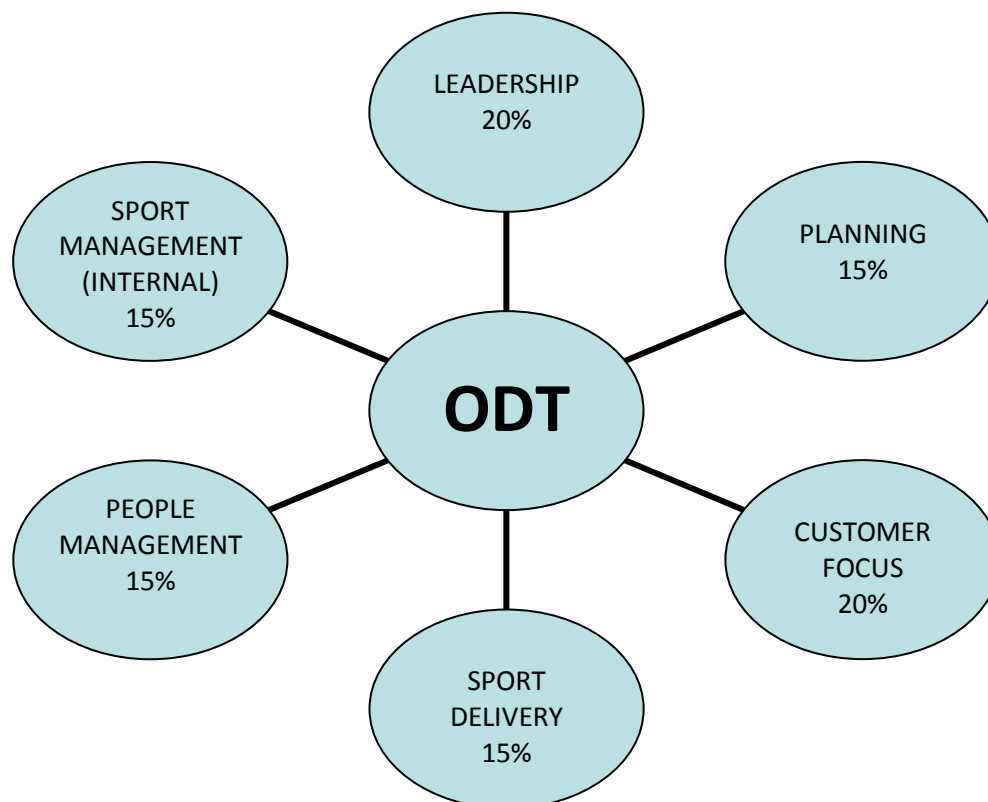
It integrates a wide range of existing tools within the sector with world leading tools and approaches including the internationally recognised Baldrige Criteria for Performance Excellence. An extensive development process has utilised the skills and experience of experts in organisational assessment and numerous subject matter experts to ensure that the breadth and depth of the ODT is both comprehensive and fit for purpose.

The ODT Framework

There are six modules within the ODT as displayed in the diagram below. The weighting of each module is also displayed. Each module comprises several sections as listed on the next page. Within each section are a set of questions that we will work through during the assessment.

The questions in each section typically address the following:

1. Planning
2. Implementation (management)
3. Performance (measurement and results)
4. Future Needs (continuous improvement)



A. Leadership

- Direction
- Governance
- Leader performance
- Stakeholder management

B. Planning

- Strategic planning
- Annual planning

C. Customer Focus

- Customer service
- Athletes (Participants)
- Coaches
- Officials
- Administrators
- Supporters

D. Sport Delivery

- Infrastructure support
- Marketing and Communications
- Event management
- Competition management
- Facilities and Equipment

E. People Management

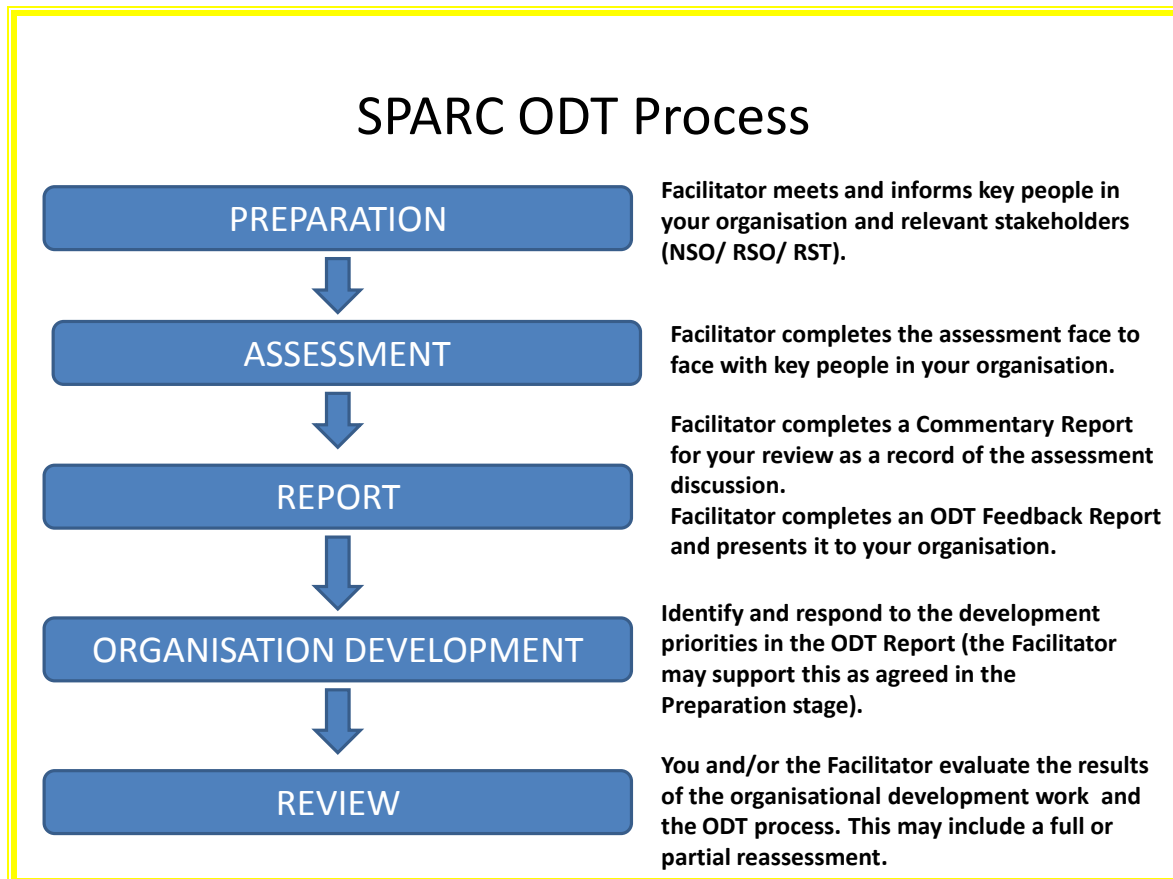
- People capacity & capability
- Staff management
- Work environment
- Volunteer management
- Volunteer environment

F. Sport Management

- Financial management
- Financial sustainability
- Member management
- ICT management
- Knowledge management
- Supplier management
- Asset management

The ODT Process

The ODT is an interview based assessment tool. The ODT process follows a 5 step approach as outlined in the diagram below.



What you need to know

Below are answers to questions you may have about each step of the ODT Process.

1. Preparation

How long does the assessment take?

Your Facilitator will discuss with you the type of assessment that best meets your needs. Up to one full day (or the equivalent time in sessions) should be allowed for a full RSO Assessment. This includes approximately one hour to complete the Governance section with the Chairperson.

Who is involved?

The interview stage is led by a trained ODT Facilitator from your RST and/or NSO. Another RST and/or NSO staff member or external consultant may also attend. It is ideal to have two people from your organisation involved in the assessment wherever possible to help provide an accurate understanding of all areas of the organisation, and allow greater support when reporting back to your Board or Committee. This should include the General Manager (or CEO or other relevant position). The assessment may require input from some staff members so it is preferable to have key staff available if required during the scheduled interview date. The Chairperson completes the Governance section with the Facilitator.

Should we inform our Governing Body?

Your Facilitator will contact your Governing Body (NSO) as part of the ODT Process. This ensures that they are aware of your possible involvement in the ODT and provides them an opportunity to communicate any relevant information, specific areas of interest or focus for your sport. Your Facilitator will discuss this further with you and provide you with a standard confidentiality Memorandum of Understanding (MOU). You may also wish to contact your NSO directly, and that is welcomed.

We'd like to be involved, what happens next?

Once you confirm your organisation would like to participate in the ODT process your Facilitator will organise a suitable date(s) and venue(s) and arrange the MOU.

What preparation do you need to do?

Please read through these guidelines thoroughly. To facilitate an efficient assessment please provide reading copies of all key documents ahead of the interview.

Key documents may include some or all of the following (depending on the type of assessment and size of the organisation);

- Constitution
- Strategic plan
- Annual/Operations plans
- Other relevant plans
- Annual report
- Key financial reports
- Any performance or review documents
- Any HR documents and/or policies
- Board/Committee policies and sample meeting documents
- Financial policies and procedures
- IT/ Administration policies

2. Assessment

How is the assessment conducted?

The assessment interview will be held in the offices of the organisation being assessed providing a suitable room is available. The ODT is on a technology platform that enables the assessment to be completed by both parties working through the questions together. Ideally the assessment is displayed via data projector. It is essential that a quiet room is available with no interruptions. The Facilitator will confirm or arrange the availability of following; data projector, screen and suitable on-site location.

What is the format of the assessment?

The assessment is based on the six modules outlined above. Within each module are several sections that contain questions that will be discussed during the assessment interview. All questions are designed as open ended questions.

How are your answers assessed?

As the ODT has a development focus the answers are assessed using a six point scoring system for each question that helps identify good practice and development opportunities. The six point scoring system is outlined in the table below. Scores should be the result of an open discussion on each question. Occasionally you and the Facilitator may disagree on a score - in the interests of completing the assessment within the allocated times and in line with national standards your Facilitator has been trained to make final decisions on scores.

The SPARC Organisational Development Tool uses six scoring bands to identify the overall level of organisational capability and performance. This scoring system has some similarities to the Baldrige Criteria for Performance Excellence (the world recognised standard and used by the New Zealand Business Excellence Foundation) and sets very high standards. It is important to recognise that scores in the “Effective” band are good results.

CATEGORY	DESCRIPTION
Outstanding	The organisation's performance is embedded with a consistently HIGH standard with clear evidence of cycles of improvement and is regarded as a BENCHMARK for other organisations.
Performing	The organisation's performance is EMBEDDED with a CONSISTENTLY acceptable standard enabling it to effectively deliver on stakeholder expectations. There is evidence of CYCLES OF IMPROVEMENT.
Effective	The organisation's performance is at an ACCEPTABLE STANDARD and should enable it to effectively deliver on stakeholder expectations without being exposed to unnecessary risk.
Developing	There is evidence of SOME CAPABILITY in place or DEVELOPING. The organisation's performance is BELOW an <i>effective</i> standard, potentially inhibiting it from functioning effectively and/or exposing it to unnecessary RISK.
Beginning	There is evidence of LIMITED CAPABILITY in place or BEGINNING. The organisation's performance in this area is BELOW an <i>effective</i> standard, potentially inhibiting it from functioning effectively and/or exposing it to unnecessary RISK.
Absent	The organisation has NO CAPABILITY or performance, inhibiting it from functioning effectively and/or potentially exposing it to SIGNIFICANT RISK.

What evidence is needed?

Each question has a list of expectations that are used by the Facilitator as a guide for an “Effective” score. The agreed score is based on these expectations and the requirements for the six scoring options above. Your Facilitator is trained to help determine the most appropriate scoring option for each question. For some questions the Facilitator will ask for copies of relevant documents.

How are your answers captured?

The Facilitator will take commentary notes in the ODT programme throughout the interview and may also enter possible action items identified. These will form the basis of the report.

What will you see during the session?

The ODT programme displays the questions and your answers. Visual graphs may be used to display your responses and give an immediate view of your results.

3. Report

What happens after the assessment?

Your Facilitator will provide you with a Commentary Report which documents the discussion and scores captured to give you an opportunity to check for accuracy.

Do we get a report?

Your Facilitator will complete an ODT Feedback Report and present this to your organisation. This report will include a summary of the assessment and recommendations from the Facilitator.

Who sees our results and reports?

Organisations participating in the ODT have the confidentiality of information protected by a standard Memorandum of Understanding (MOU). Your Facilitator will discuss this MOU with you.

4. Organisation development

What happens next?

The ODT assessment and report is just the starting point. The real value of the ODT is in the development and improvement organisations implement as a result of the priorities identified through the process. Organisations should develop an action plan or project plans to address the opportunities identified in the report. Your Facilitator will discuss what support they can provide.

5. Review

When does the ODT process end?

Some organisations may decide the ODT is a continuous journey! However once the projects in Step 4 above have been completed the ODT process is completed by evaluating the results achieved. This may include a full or partial reassessment using the ODT tool. The results should be communicated to relevant stakeholders such as your Governing Body. For many organisations this will begin another chapter of development and improvement!

Contact details

If you have any queries please don't hesitate to contact me. I look forward to working with you through this process.

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