

QUESTION: What is the purpose of your organisation?

Expectations:

1. Clear understanding of role and 'reason for being' (Why do you exist?).
2. Documented in strategic plan or constitution.
3. Clear, concise and easy to read.
4. Relevant in changing environment.
5. Specific enough to guide staff, volunteers and stakeholders.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation has a clear understanding of their role and core purpose. The purpose describes the organisations 'reason for being'.
2. The purpose is documented in the strategic plan and/or constitution as a purpose or mission statement.
3. The purpose is clear, concise and easy to read.
4. The purpose will maintain relevance in a changing environment. As social, economic, financial, cultural, political circumstances change, the club has reviewed to check that their reason for being is still relevant.
5. The purpose is specific enough to provide guidance to the organisation's staff, volunteers and stakeholders.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. The purpose captures the culture of the organisation.
5. The organisation demonstrates effective ways of integrating the purpose into day to day operations and fostering a shared belief and commitment to the purpose amongst staff and volunteers.

Further Reference

[SPARC – Strategic and business planning resource \(Purpose p.20\)](#)

[Community Net – Strategic Planning \(Purpose\)](#)

[Tasman RST SportAssist Resource – Strategic Planning \(Mission p.7\)](#)

[SPARC – Strategic planning seminar presentation \(Purpose, slide 16–18\)](#)

ID Number: 1

Ref: A1.1-1

QUESTION: How does your purpose align with the purpose of your governing body?

Expectations:

1. Clear alignment with purpose of parent organisation.
2. Legislative requirements considered.

Detailed Expectations for 'Sustainable' Organisations:

1. Clear alignment to the purpose (role) of the parent organisation (e.g. club to RSO, RSO to NSO, and NSO to international body).
2. Consideration given to legislative requirements (e.g. international bodies).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Alignment with governing body is articulated and documented in relevant documents (constitution, strategic plan).

Further Reference

[SPARC Nine Steps to Effective Governance](#)

[SPARC – Strategic and business planning resource](#)

[Community Net – Strategic Planning](#)

[Tasman RST SportAssist Resource – Strategic Planning](#)

[SPARC – Strategic planning seminar presentation \(Purpose, slide 16–18\)](#)

ID Number: 3 Ref: A1.1-3

QUESTION: What is your vision?

Expectations:

1. Vision or ideal future beyond current timeframe.
2. Vision expresses strategic direction.
3. Clear, concise and appropriate timeframe.
4. Motivates staff/volunteers toward common goal.
5. Achieving vision will help fulfil organisation's purpose.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation or programme has a vision of where it wants to get to, or an ideal future state beyond the current timeframe.
2. The vision expresses the intended strategic direction or focus.
3. Vision statement is clear and concise with an appropriate timeframe. For example this might be 3, 5 or 10 years in the future.
4. The vision is capable of motivating and inspiring staff and volunteers towards a common goal.
5. Achievement of vision will clearly enhance the organisation's ability to fulfil its purpose.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Strategic and business planning resource](#) (Strategic Direction/Vision p.28)

[Community Net – Strategic Planning \(Vision\)](#)

[Tasman RST SportAssist Resource – Strategic Planning](#) (Vision p.7)

[SPARC – Strategic planning seminar presentation](#) (Vision, slide 44–45)

ID Number: 140 Ref: A1.2-1

QUESTION: How is your vision used?

Expectations:

1. Vision effectively integrated into day-to-day operations.
2. Shared belief and commitment among staff and volunteers.
3. Connection between purpose and vision actively promoted within organisation.

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation demonstrates effective ways of integrating the vision into day-to-day operations.
2. The organisation demonstrates how the vision helps to foster a shared belief and commitment to the vision amongst staff and volunteers.
3. There is a real connection between the purpose and the vision that is actively promoted and enhanced within the organisation.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Strategic and business planning resource](#) (Strategic Direction/Vision p.28)

[Community Net – Strategic Planning \(Vision\)](#)

[Tasman RST SportAssist Resource – Strategic Planning](#) (Vision p.7)

[BNET – Tips for creating a shared vision](#)

ID Number: 11 Ref: A1.2-3

QUESTION: What is your competitive advantage?

- » *Your **competitive advantage** is why customers choose to affiliate to your organisation over others.*

Expectations:

1. Understand main factors which determine your success relative to competitors.
2. Examples of factors: geographic proximity, price leadership, accessibility, product/service options, influence with decision-makers, past reputation for sports delivery, sporting success etc.
3. Understand how you position your organisation in the minds of customer and stakeholder groups.
4. Understand why people don't choose to affiliate to your organisation.
5. Competitive advantage may be reflected in plans or policies.

Detailed Expectations for 'Sustainable' Organisations:

1. Your organisation understands what the main factors are that make it successful over competitor organisations. Knowledge of your organisations competitive advantage in the market evidenced by an understanding of what the main factors are which determine your success relative to your competitors?
2. Main factors might include differentiators such as geographic proximity, price leadership, accessibility, programme, product and service options, 'experience value', relative influence with decision-makers, past reputation for sport delivery or sporting success etc.
3. Understand how you position your organisation in the mind of current and potential customers (participants, coaches, officials, administrators, supporters) and stakeholders. Look at what your organisation promises and how that encourages customers to be involved with your organisation over others. (e.g. for a regional/national organisation the competitive advantage may be the fact that high performance athletes cannot play representative sport if they are not affiliated to the regional/national body. The decision is often not 'which organisation to affiliate to?', but 'whether to affiliate to a regional/national organisation at all?' With the increase in non-sanctioned competitions this competitive advantage may not always be sufficient)
4. Understand why people don't choose to affiliate to your organisation i.e. your competitive disadvantage.
5. Competitive advantage may be reflected or capitalised on through plans and/or policies. For example, organisational purpose and/or vision may emphasize aspects of competitive advantage (e.g. "ABCs vision is to produce the most nationally successful athletes by providing the highest quality coaching). Policies around membership revenue and services (i.e. clubs/regions pay for a chosen combination of products and services) might reflect competitive advantages of customer flexibility and organisation financial stability.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Strategic & Business Planning](#)

[SPARC – Sport Marketing \(Running Sport series\)](#)

[Business.govt.nz - Market your point of difference](#)

[SPARC – Strategic planning seminar presentation \(Competitive environment, slide 25–29\)](#)

[SPARC – Seminar Programme \(Consumer trends, positioning your organisation for success\)](#)

ID Number: 403 Ref: A1.3-2

QUESTION: How does your sport's history influence current operations and future direction?

Expectations:

1. Understand how your organisation's history impacts on the organisation in both good and bad ways.
2. Understand how the history of your sport negatively and/or positively affects your organisation.
3. Appropriate approaches to minimise the organisations historically negative influences.
4. Appropriate approaches to maximise positives of organisational history.
5. Purpose and vision are consistent with how the organisation is managing its history.

Detailed Expectations for 'Sustainable' Organisations:

1. Understand how your club's history affects the organisation in both good and bad ways. Understanding of any impacts that the legacy or your organisation has on how you currently operate and your future plans, from both a positive and negative perspective. This may be around past competitive success, historical market perception of your organisation, legacy administrative processes etc.
2. Understanding of any impacts that the legacy of your sport overall has on how you currently operate and your future plans, from both a positive and negative perspective. This may be around market perceptions such as of the safety of your sport, the influence of historical rules and traditions, legacy of high profile sporting successes or failures etc (e.g. minority sports not covered often in major media may perceive their overall sporting status makes it harder to promote themselves for members).
3. Appropriate approach in place to minimise any limiting or restricting influence (e.g. marketing safety approaches of your organisation in a sport with a historically negative safety record, focussing on pay as you play experiences to minimise financial effects of a historically unstable organisation membership base, using regular website updates to minimise the reputations of a non-communicative organisation administration etc),
4. Appropriate approach in place to maximise the positives (e.g. using organisational offices as base for heritage through displays of team photos, honours boards, rep player memorabilia, recognising past champions through organisation website, submitting stories to local media about positive impacts participating in your sports organisation has had on crime/safety in your local community, celebrating your organisation's history and past successes as part of local Heritage Week celebrations etc).
5. Purpose and vision are consistent with how the organisation is managing its legacy. Any inconsistency with purpose and vision has been resolved (e.g. if your vision is to be the organisation with the most rep players then having a history of team selections that aren't transparent, or a committee that historically doesn't communicate information from the NSO will mean lack of alignment with the Vision and need to be resolved if the Vision is to be achieved).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

4. A club using its history, of being one of the first cricket clubs in NZ and having produced more NZ reps than any club in the wider region, as a marketing point. E.g. [North Shore Cricket Club](#)
5. Using a major event to create and promote a legacy for your sport. [Example – Legacy of FIFA U17 Women's World Cup in NZ](#)

Further Reference

[SPARC – Writing your club history](#)

[Examples of Heritage e.g. Western Springs Speedway Heritage.](#)

Our Sporting Life – UK Sports Heritage Network

Facebook - Irish Sporting Heritage Project

Recording your heritage in a book to sell as a fundraiser e.g. Sports Heritage Publications

NZ's unique sporting culture and identity

SPARC Event Excellence Award – FIFA U17 Women's World Cup NZ

ID Number: 423 Ref: A1.4-1

QUESTION: How would you describe your culture and values?

- » *Organisation culture is about the personality of your organisation. It is about your values, beliefs and customs of your organisation. It is fairly intangible but is an important basis of your organisation and how it operates and is seen by staff, volunteers, customers, stakeholders, suppliers and partners.*

Expectations:

1. Articulated through a combination of values, accepted behaviours, attitudes.
2. Consistent with, and supportive of, purpose and vision.
3. Organisational culture is consistent with the culture and values inherent in the sport.

Detailed Expectations for 'Sustainable' Organisations:

1. Culture can be articulated through a combination of values, accepted behaviours, attitudes, etc.
2. Culture is consistent with, and supportive of purpose and vision.
3. Culture is consistent with the culture and values inherent in the sport.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Evidence that organisational culture is a real enabler – it fosters positive and productive interactions and relationships externally, differentiates your organisation from competitors and draws people to want to be part of it.

Further Reference

[SPARC – Strategic and business planning resource \(Values, P22\)](#)

[SPARC – Strategic planning seminar presentation \(Values, slide 19–21\)](#)

[Change Dynamics Ltd \(Business\) – Organisational Core Values](#)

[SPARC – Planning for Clubs \(Values\)](#)

[SPARC – Leading with Values \(Coaching Example on Values\)](#)

[NZ's unique sporting culture and identity](#)

ID Number: 379 Ref: A1.5-1

QUESTION: How do you create a shared commitment amongst your staff and volunteers?

Expectations:

1. Staff/volunteers involved in developing vision and strategic plan.
2. Values or behaviours articulated.
3. Staff/volunteers involved in developing and agreeing values.
4. Regular communication about purpose, vision and values.
5. Leaders' role model values and reinforce by consulting, mentoring and challenging staff.

Detailed Expectations for 'Sustainable' Organisations:

1. Staff and/or volunteers were actively involved in developing the vision and strategic plan. (e.g. having a well-advertised open meeting with member organisations, participants, coaches, officials, sponsors etc all welcomed to have input into vision/plans for the organisation).
2. Values or behaviours have been articulated and may include for example excellence, integrity, trust, communication, teamwork, respect, inclusiveness, achievement, family, community, entertainment, fun, passion, honesty, innovation, continuous improvement. Values intrinsic to the sport may also be included.
3. Staff/volunteers were involved in developing and agreeing the values. (e.g. having a well-advertised open organisational meeting to develop organisation values, and perhaps allowing member bodies to hold 'values sessions' with their organisations/committees to get their commitment).
4. Regular communication with staff and volunteers about the purpose, vision and values. (e.g. having this type of info on the website, articles in the organisation newsletter about decisions made or achievements and how/where they fit to the vision and values)
5. Role modelling of values (behaviours) by leaders and actively embedding the values through consultation, mentoring and coaching of staff and challenging to reinforce. (e.g. Board members being seen consistently "walking the talk" is key, i.e. showing in meetings that they have respect for each other, working with staff/volunteers collegially if teamwork is a value etc).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Strategic and business planning resource \(Values, P22\)](#)

[Community Net – Human Sustainability](#)

[Change Dynamics Ltd \(Business\) – Implementing Organisational Values](#)

[Change Dynamics Ltd \(Business\) – Organisational Core Values](#)

[SPARC – Strategic planning seminar presentation \(Values, slide 19–21\)](#)

[Tasman RST SportAssist Training Resource – Communication](#)

ID Number: 359 Ref: A1.5-2

QUESTION: What is the structure of your Board?

Expectations:

1. Governance Board of 5–7 people.
2. Elected and independent mix.
3. Chairperson elected by the Board.
4. Skills/experience-based selection.
5. Transparent selection process on a rotational basis.
6. Permanent Finance and CEO subcommittees.
7. As-required Temporary subcommittees.

Detailed Expectations for 'Sustainable' Organisations:

1. Governance Board consisting of 5–7 people for maximum efficiency and effectiveness. (NB In some cases it is understood that Board members may also have operational roles, but they need to 'wear different hats' to clearly separate governance from operations).
2. There is a mix of both independent and elected positions on the Board. Independent positions are not required to be members of the organisation (i.e. they are truly independent). Positions filled on rotational basis to ensure this mix is maintained.
3. The Chairperson is elected by the members of the Board, rather than from an AGM vote, to ensure the best calibre and capability to effectively manage the Board's decision making and the Board members. It's important they have the abilities, qualities, interest and time to take on the Chairperson role.
4. There is a matrix of Board skills/needs which is used to define the skills/experience criteria when filling new Board positions.
5. A robust and transparent process where positions are advertised and appropriate people are actively sought. Positions are ideally filled on rotational basis to ensure ongoing Board stability and effective knowledge sharing.
6. There is a permanent finance/audit subcommittee to ensure financial integrity. There is a permanent CEO appointment/remuneration subcommittee (where a CEO/GM is in place).
7. Any other subcommittees are needs-based, used sparingly and likely to be temporary. Examples include sponsorship, high performance, or marketing subcommittees.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Nine steps to effective governance resource](#)

[SPARC – Quick reference cards for Nine steps to effective governance](#)

[Alberta NFP – Effective organisations call for effective chairs](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

[SPARC – Committee roles and meetings](#)

[NZ Institute of Directors – Not for profit governance essentials course](#)

[Compasspoint – Non profit board basics elearning](#)

[Alberta NFP – So you want to be a board member](#)

[Alberta NFP – Roles and responsibilities of not for profit boards](#)

Alberta NFP – Financial responsibilities of not for profit Boards (Canada)

Alberta NFP – Committees (or Operational Subcommittees)

ID Number: 28 Ref: A2.1-1

QUESTION: How do you maintain a strong Board?

Expectations:

1. Board members have clear understanding of their role.
2. Board induction process.
3. Board skills/experience balance including finance, marketing, management, governance, and sport knowledge, legal.
4. Sub-committee accountability process includes objectives and reporting.
5. Well run Board meetings.
6. Board succession planning.
7. Proactive gender balanced approach.

Detailed Expectations for 'Sustainable' Organisations:

1. Board members have clear understanding of their role. Role descriptions are regularly reviewed and updated for Board and sub-committees.
2. Strong induction programme for new board members. This may be the standard volunteer induction process or more specific with additional or differentiated requirements for Board members given their governance role.
3. A balance of skills and experience amongst Board members including finance, marketing, management, knowledge of sport and governance, legal expertise or contacts.
4. Subcommittee accountability process ensures subcommittees are operating effectively. Clear objectives are set and monitored for sub-committee accountability. Reports are provided to Chairperson or Club Manager as applicable. Performance is reviewed by the Committee.
5. Well run Board meetings (e.g. strategic focus, agendas, reports prior to meetings, well-chaired discussion, action points and responsibilities documented and followed up etc).
6. Succession planning considered in advance (i.e. good candidates identified and encouraged to stand for election/appointment), defined handover periods for retiring/outgoing members.
7. Board proactively seeks to have gender balance in board members. Gender balance is considered in board succession planning. The board considers issues from a gender balanced approach.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Initial commitment letter signed by new board members confirming understanding of role and responsibilities.

Further Reference

[SPARC – Nine steps to effective governance resource](#)

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 1 Job Description, Step 8 Succession Planning, Step 9 Induction Process\)](#)

[SPARC – Seminar Programme \(Better Board Meetings\)](#)

[SPARC – Board needs matrix](#)

[Community Net – Governing body processes](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

[Alberta NFP – Sustaining healthy boards](#)

Alberta NFP – The boards role in fund development

NZ Institute of Directors – Not for profit governance essentials course

Community Net – Board Development Workbooks

SPARC – Committee Roles & Meetings (ClubKit)

Compasspoint – Non profit board basics elearning

Compasspoint – Board Café enewsletter

SPARC – Board service commitment letter template

ID Number: 361 Ref: A2.1-2

QUESTION: How does your Board make sure it maintains a strategic focus?

Expectations:

1. Board meet regularly as fits current state and environment.
2. Standard board agenda with clear strategic focus.
3. Agenda set by Chairman with Board input.
4. Proactive agenda management and time allocation to prioritise strategic matters.
5. Board leaves day-to-day issues to organisational management.
6. Annual agenda or planned approach to discussing strategic issues during the year.
7. Regular environmental scans and strategic plan updates.
8. Meeting agenda and process regularly reviewed.

Detailed Expectations for 'Sustainable' Organisations:

1. Board meet on a regular basis suited to the organisations current state and environment.
2. Standard board meeting agenda with clear strategic focus. Strategic items early in agenda to ensure focus.
3. Chair sets agenda (with input from other board members) and ensures a strategic focus.
4. Board focused on strategic issues, proactive agenda management to ensure a strategic focus and to remove unnecessary operational items. Allocates significant time at meeting to discuss strategic matters.
5. Board leaves day-to-day issues to organisational management.
6. Planned approach to discussing strategic issues during the year. Board plan its work through the year, establishes annual agenda.
7. Regular strategic reviews to scan the environment and ensure the strategic plan remains relevant.
8. Meeting agenda and process regularly reviewed.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 2 Annual Agenda, Step 3 Meeting Content\)](#)

[SPARC – Seminar Programme \(Better Board Meetings\)](#)

[SPARC – Seminar Programme \(Giving direction in the boardroom, strategic thinking and effective decision-making\)](#)

[Community Net – Strategic focus of governing body meetings](#)

[Alberta NFP – Meetings that work](#)

[Community Net – Governance vs management](#)

[SPARC – Nine steps to effective governance resource](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

[SPARC – Committee roles and meetings \(ClubKit\)](#)

NZ Institute of Directors – Not for profit governance essentials course

Community Net – Board Development Workbooks

Compasspoint – Free E-learning course on Non profit board basics

Compasspoint – Board Café enewsletter

ID Number: 38 Ref: A2.1-4

QUESTION: How do you make sure there are adequate Board policies in place?

Expectations:

1. Adequate range of Board policies (e.g. conflict of interest, Board remuneration etc)
2. Directors Handbook provided including all relevant policies and procedures.
3. Policies are actively used and referenced to ensure compliance.
4. Process for keeping policies and Directors Handbook up-to-date.
5. Policies reviewed according to an established timetable by the Board.
6. External review from time to time.

Detailed Expectations for 'Sustainable' Organisations:

1. Adequate range of Board policies including governance-management split, conflict of interest, code of ethics/conduct, director responsibilities, role description for directors, commitment to performance evaluation, delegated authorities, financial controls, formal meeting agendas and minutes, board remuneration policy, regular financial performance monitoring (including the use of financial ratios to analyse current financial position and cash flow and asset projections for future, regular independent financial audits).
2. New directors receive a Directors Handbook that includes all relevant policies and procedures.
3. Policies are actively used and referenced to ensure compliance. (e.g. when voting is required at Board level, conflict of interest policy is considered)
4. Process for keeping policies up-to-date. Directors Handbook is kept up-to-date. Accountability assigned and process for content review, link to strategy/purpose, recommendations for change, updating, finalisation and communication.
5. Policies reviewed according to an established timetable by the Board (e.g. annual review may be common, often planned for off-season timing)
6. External review from time to time. (e.g. Institute of Directors, SPARC or governance consultant reviews and makes recommendations on policy mix, intent and wording)

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 9 Induction, Conflict of Interest, 5 CEO\)](#)

[Know How Non Profit – Policies and Procedures](#)

[NZ Institute of Chartered Accountants – Governance policies](#)

[NSCSS – Simple policies and procedures manual](#)

[Alberta Not for Profit Sector – Developing Policy](#)

[SPARC – Nine steps to effective governance resource](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

[SPARC – Committee roles and meetings](#)

[NZ Institute of Directors – Not for profit governance essentials course](#)

[Community Net – Board Development Workbooks](#)

[SPARC – Committee Roles & Meetings \(ClubKit\)](#)

Compasspoint – Non profit board basics elearning

Compasspoint – Board Café enewsletter

SPARC – Governing process template

ID Number: 30 Ref: A2.1-5

QUESTION: How does your Board guide the activities undertaken by your Leader and staff/volunteers?

Expectations:

1. Leader/CEO job description, contract and performance agreement in place.
2. Clear goals (established in the strategic plan) and accountabilities (financial and decision making limits).
3. Policies outlining what can and can't be done.
4. Regular meetings with the CEO and senior management.
5. Regular and appropriate reporting by CEO and staff/volunteers.

Detailed Expectations for 'Sustainable' Organisations:

1. Leader/CEO job description, employment contract and performance agreement in place. These should be updated in line with key changes in the organisation, with employment legislation and as annual/strategic plans are updated.
2. Clear goals (established in the strategic plan) and accountabilities (financial and decision making limits).
3. Policies outlining what can and can't be done. (e.g. code of ethics/conduct, commitment to performance evaluation, delegated authorities, financial controls, media policy etc)
4. Regular meetings between Board and the CEO and senior management. (e.g. main meeting contact is likely with Board Chairperson, possibly with CEO subcommittee or with different Board members depending on accountabilities and focus of meeting)
5. Regular and appropriate reporting by CEO and staff/volunteers that follows guidelines on what is and isn't submitted to the Board. For example the use of RAG-indicated reporting (red, amber, green colour coding) allows understanding by the Board without moving their strategic focus overly into operations. Meetings with Volunteers may simply be through attendance at a quarterly volunteers social gathering to be able to take feedback and provide a strategic overview.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 5 CEO\)](#)

[Tasman RST SportAssist Resource – Leadership Development](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[Community Net – Governing body chief executive relations](#)

[Community Net – Governance & Management](#)

[SPARC – People Management resource](#)

[SPARC – People Management templates](#)

ID Number: 36 Ref: A2.2-2

QUESTION: How does your Board evaluate your Leader?

Expectations:

1. Documented performance management system for Leader/CEO evaluation.
2. Clear performance expectations established.
3. Formal annual performance review.
4. Evaluation involves staff, Board and key stakeholders.
5. Regular informal evaluation and feedback provided.

Detailed Expectations for 'Sustainable' Organisations:

1. Documented performance management system for Leader/CEO evaluation. Typically this will be run by the Board Chairperson or the CEO Committee. Standard performance review processes applicable across the organisation will be followed, with special requirements to meet Leader positional needs as relevant.
2. Clear performance expectations established. (e.g. specific KPIs indicated within job description, tied to annual plan measures)
3. Formal annual performance review. This may be supported by quarterly or six monthly performance meetings. The performance review may or may not be tied to salary negotiations.
4. Evaluation involves staff, Board and key stakeholders. (e.g. 360° feedback process or similar)
5. Regular informal evaluation and feedback provided. Ultimately the annual performance review should contain no surprises if a culture of performance management is well established.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[Alberta NFP – Evaluating the executive directors performance](#)

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 5 CEO\)](#)

[SPARC – People Management resource \(Performance Review Process p 49\)](#)

[Community Net – Governing body CEO relationships](#)

[Community Net – Performance Management](#)

[Tasman RST SportAssist Resource – Leadership Development](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[Community Net – Governance & Management](#)

[SPARC – People Management templates](#)

ID Number: 149 Ref: A2.2-4

QUESTION: How do you make sure your organisation could operate effectively without the Leader?

Expectations:

1. The organisation is not overly dependent on the Leader/CEO.
2. Knowledge around the Leader's role and operational requirements is shared.
3. Inclusive planning processes so understanding lies beyond the Leader/CEO.
4. A plan and systems are in place so the organisation could function effectively without the Leader/CEO.
5. Succession planning in place (where appropriate).

Detailed Expectations for 'Sustainable' Organisations:

1. The organisation is not overly dependent on the Leader/CEO. For example, things don't grind to a halt if the current Leader/CEO is unavailable or absent.
2. Knowledge around the Leader's role and operational requirements is shared as relevant (e.g. documented or passed on through training to other staff/volunteers).
3. Planning processes are inclusive so people other than the Leader/CEO understand what's happening and reasons behind what's planned in future for the organisation. Clearly articulated vision and values are integral to help guide future CEOs.
4. A plan and systems are in place so the organisation could function effectively without the Leader/CEO. The more systematic (and documented) the organisation's activities are, the easier it is for them to continue on. Issues are more likely when regular day-to-day decision making and action relies on CEO input. Along with a job description, a weekly/monthly/annually task list, a calendar, and an outline of critical relationships (e.g. stakeholder management plan) provide a clearer guide.
5. Succession planning in place where appropriate so there's someone who could step up if necessary. For smaller organisations succession planning may not be feasible due to low staff numbers, but in larger organisations this may be more expected. In the sports industry succession planning often considers the talent in the market and potential successors currently in other sporting organisation roles.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

5. A successor within the team has been identified and on-the-job training opportunities and development are being proactively managed to ensure they are groomed for takeover.

Further Reference

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 5 CEO, Step 8 Succession Planning\)](#)

[SPARC – People Management resource](#)

[Tasman RST SportAssist Resource – Leadership Development](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[Community Net – Governance & Management](#)

[Help 4 Not for Profits – Succession Planning, The elephant in the room](#)

ID Number: 362 Ref: A2.2-6

QUESTION: How informed and influential is your Board?

Expectations:

1. Receive regular and appropriate operational and financial reporting.
2. Receive and/or conduct regular review of external and internal environment.
3. Evidence of regular communication and positive interaction with key stakeholders guided by stakeholder communications plan.
4. Proactive promotion and communication of the organisation's purpose and vision.
5. Evidence of positive outcomes of Board influence on stakeholders.

Detailed Expectations for 'Sustainable' Organisations:

1. Board receive regular and appropriate operational and financial reporting from CEO and staff.
2. Board receive and/or conduct a regular review of external and internal environment through staff reports, consultation feedback and external information and reviews.
3. Evidence of regular communication and positive interaction with key stakeholders. Stakeholder communications plan provides the guide for the Board specific to their needs. i.e. identifies who the key stakeholders are and outlines plans for regular communication and management of them, and who within the Board has the relevant accountability for that relationship management.
4. Board proactively promote and communicate the organisational purpose and vision with key stakeholders.
5. Positive outcomes of Board influence are evident. (e.g. changes made to policies at national or international level through advocacy and influence; relationships with key stakeholders grown etc). Consultation confirms that key stakeholders understand and identify some alignment and/or support of the role and vision of the organisation.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[Alberta Not-for-profit sector - Advocacy](#)

[Alberta NFP – Sustaining healthy boards](#)

[SPARC – Nine steps to effective governance resource](#)

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 7 Review Board performance\)](#)

[Community Net – Governing body processes](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[NZ Institute of Directors – Not for profit governance essentials course](#)

ID Number: 364 Ref: A2.3-2

QUESTION: How does your Board monitor and evaluate organisational performance?

Expectations:

1. Regular performance monitoring against key strategic objectives and measures.
2. Regular monitoring of key operational performance measures (including financials).
3. Consideration of feedback from key stakeholders.
4. Awareness of staff (and perhaps volunteer) environment, engagement or mood.

Detailed Expectations for 'Sustainable' Organisations:

1. Regular performance monitoring against key strategic objectives and measures in the strategic plan. There's a balanced scorecard type approach that looks at the most relevant longer-term performance outcomes around leadership, planning, customer focus, sport delivery, people management and sport management.
2. Regular monitoring of key operational performance measures including key financial measures. Balanced scorecard type approach that looks at the most relevant short-term measures of performance (probably more in the customer focus, sport delivery, people management and sport management areas, i.e. including financial).
3. Consideration of feedback from key stakeholders. This may include information gained through formal surveys and through informal contact.
4. Awareness of staff (and perhaps volunteer) environment, engagement or mood. This may include some form of formal or informal survey of staff/volunteers.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. An annual report on performance against strategic objectives which guides planning.
2. Standard reporting format provides data/graphs on key performance results and trends over time.

Further Reference

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 6 Enhance the Board's monitoring effectiveness\)](#)

[SPARC – Seminar Programme \(Giving direction in the boardroom, strategic thinking and effective decision-making\)](#)

[Alberta NFP – Understanding financial statements](#)

[Community Driven Institute – Creating and measuring real outcomes](#)

[TechSoup NZ – Use online surveys to get the feedback you need](#)

[Free online survey tools e.g. SPARC example, Go Fetch and Survey Monkey](#)

[Free online survey tools e.g. SPARC example, Go Fetch and Survey Monkey](#)

[Community Net – Governing body processes](#)

[SPARC – Nine steps to effective governance resource](#)

[Community Net – Governance & Management](#)

[Tasman RST SportAssist Training Resource – Board Governance](#)

[NZ Institute of Directors – Not for profit governance essentials course](#)

[Compasspoint – Non profit board basics Free E-Learning Course](#)

[Community Driven Institute – Creating and measuring real outcomes](#)

ID Number: 41 Ref: A2.3-3

QUESTION: How does your Board manage organisational risk?

Expectations:

1. Risk management policy and procedure in place.
2. Major risks identified and documented.
3. Appropriate mitigation strategies/actions and policies are in place.
4. Risks regularly reported on by Leader/CEO and reviewed by the Board.
5. Process for managing succession in key organisational roles.
6. Process for managing damaging situations or personalities.

Detailed Expectations for 'Sustainable' Organisations:

1. Risk management policy and procedure in place.
2. Major risks identified and documented (e.g. financial, funding membership, legislative, negative publicity, high performance, event etc).
3. Appropriate mitigation strategies/actions and policies are in place.
4. Risks reviewed regularly by the Board. Regular reporting on risks by Leader/CEO.
5. Process for managing succession in key organisational roles.
6. Process for managing damaging situations or personalities.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Guidelines for Risk Management in Sport & Recreation](#)

[SPARC – Risk Management of Events](#)

[Community Net – Risk Management](#)

[Alberta NFP – Understanding financial statements](#)

[Help 4 Not for Profits – Succession Planning, The elephant in the room](#)

[SPARC – Seminar Programme \(Giving direction in the boardroom, strategic thinking and effective decision-making\)](#)

[NZRA – Recreation facility risk management](#)

[NZ Institute of Chartered Accountants – Risk management \(not for profits\)](#)

ID Number: 42 Ref: A2.3-4

QUESTION: How does your Board improve its own performance?

Expectations:

1. Evaluation results lead to clear objectives and actions for performance improvement.
2. Board receive training and coaching as required.
3. Individual board members have development plans in place.
4. Barriers to good governance are addressed (e.g. constitution).
5. Regular review of organisational structure to identify and remove barriers.
6. Strong recruitment, induction and development processes for board members.

Detailed Expectations for 'Sustainable' Organisations:

1. As a result of Board evaluation and/or external review clear objectives are set, and actions in place to improve performance. Any issues identified in Board evaluation are resolved in a timely manner.
2. Board receive training and coaching as required. This may be through NZ Directors Institute or SPARC Seminar Series, or alternatively via online e-learning options, or through mentoring from more experienced Board members etc.
3. Individual board members (Directors) have development plans in place.
4. Any barriers to good governance such as unreasonable constitutional requirements, (e.g. Board makeup and turnover) are addressed.
5. Regular review of organisational structure to identify and remove structural barriers.
6. Strong recruitment, induction and development processes for board members ensure any internal barriers are addressed.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Governance evaluation system](#)

[Help 4 Non Profits – Ongoing board education for those who don't think they need it](#)

[Alberta NFP – Sustaining healthy boards](#)

[Alberta NFP – Building better boards](#)

[SPARC – Quick reference cards for Nine steps to effective governance \(Step 7 Regularly review the Board's performance\)](#)

[SPARC – Seminar Programme \(Giving direction in the boardroom, strategic thinking and effective decision-making\)](#)

[SPARC – Seminar Programme \(Introduction to sport governance\)](#)

[Help 4 Non Profits – Could your Board be more effective? Quiz](#)

[SPARC – Seminar Programme \(Performance management in the governance of sport and recreation organisations\)](#)

[Community Net – Governance & Management](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[New Zealand Institute of Directors – Website](#)

ID Number: 148 Ref: A2.3-7

QUESTION: How do you encourage open, two-way communication?

Expectations:

1. Regular internal communication with staff, volunteers and Board members.
2. Systematic communication with key stakeholders based on their articulated needs.
3. Use of a variety of communication methods for effectively sharing information and receiving feedback.
4. Communicating in a manner that builds and maintains the working relationship.
5. Active consultation with staff, volunteers and stakeholders for holistic problem solving.
6. Mentoring or coaching of staff and volunteers.
7. Culture reflects a safe environment for honesty and risk taking.

Detailed Expectations for 'Sustainable' Organisations:

1. Regular communication with staff and volunteers and Board members. This may include scheduled weekly/monthly meetings, regular written communications (e.g. newsletters, memos etc) as well as various informal communication opportunities (e.g. coffee catch up, open door policy).
2. The information needs of key stakeholders are articulated and understood. (e.g. preferred method, volume, frequency and focus of communication, likely based on survey feedback, and typically outlined within a Stakeholder communications plan). Communication with key stakeholders is systematically managed based on these needs (e.g. funders and sponsors e-news with snippets on organisational success, diarised monthly individual sponsors meeting with specified reporting, quarterly meeting with council officers with weekly e-feedback on facility needs/issues etc)
3. Use of a variety of communication methods for effectively sharing information and receiving feedback. Understand what communication medium works most effectively with individuals/groups to both share information and receiving feedback. Make use of optimum methods where possible, balancing up cost, difficulty, ease, importance etc. (e.g. one-on-one meetings, group meetings, anonymous surveys, forums, email, website postings, blogs, twitter etc)
4. Communicating in a manner that builds and maintains the working relationship. Reliance on face-to-face communication where geography permits, rather than over-reliance on email. Respectful communication in line with organisation's values. Active listening, taking account of different perspectives and diverse personality types.
5. Active consultation with staff, volunteers and stakeholders allowing holistic thinking around problems. i.e. stepping back from complex problem situations and seeing them broadly from multiple view points.
6. Mentoring or coaching of staff and volunteers. Sharing knowledge and experience, being open to new ideas and methods, and establishing one-to-one training and communication opportunities 'on-the-job'
7. Culture reflects a safe environment for honesty and risk taking. No feeling of blame or failure, but instead evidence of learning from mistakes, innovation and openness to ideas, challenges etc.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Strategic Leadership \(Running Sport Series\)](#)

[Tasman RST SportAssist Training Resource – Communication](#)

[SPARC – Seminar Programme \(Effective communication with your stakeholders\)](#)

SPARC – Communication within your club (ClubKit)

KiwiHost – Customer service training

HRINZ - Mentoring

HRINZ – Coaching

Online communication e.g. Skype, Google Gmail, Microsoft Wiki, Twitter, Facebook, MySpace etc.

ID Number: 277 Ref: A3.1-3

QUESTION: How do you foster an effective team environment?

Expectations:

1. Designing and building a team with the right skills, attributes and attitudes.
2. Building and fostering a supportive environment and team spirit.
3. Involving team in the development of purpose, values, vision and strategy.
4. Providing an optimal physical work environment.

Detailed Expectations for 'Sustainable' Organisations:

1. Designing and building a team with the right skills, attributes and attitudes. These should align with the culture and values that your organisation holds as key.
2. Building and fostering a supportive environment and team spirit. E.g. having social activities or opportunities for staff and volunteers to work together. Providing support either formally (e.g. EAP programme) or informally (e.g. a listening ear)
3. Involving team in the development of purpose, values, vision and strategy. Ideally active involvement in the development of these aspects rather than their comment on something the Leader or Board has determined.
4. Providing an optimal physical work environment. E.g. open plan or a physical layout that eliminates or reduces silo mentalities

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[CEO Online – Communicating in teams](#)

[SPARC – Strategic Leadership \(Running Sport Series\)](#)

[SPARC – Seminar Programme \(Developing Organisational Team Excellence\)](#)

[HRINZ – Reality of Team working](#)

ID Number: 279 Ref: A3.2-1

QUESTION: How do you improve your performance as a Leader?

Expectations:

1. Leadership development included in Leader/CEO development programme.
2. Development plan identifies development needs.
3. Understanding and leveraging of personal strengths.
4. Understanding and addressing personal opportunities.
5. High self awareness including leadership style.

Detailed Expectations for 'Sustainable' Organisations:

1. Leadership development included in Leader/CEO development programme.
2. Development plan identifies development needs. There's evidence of a plan in place that takes feedback from performance review process (around current capabilities vs KPIs) and identifies how gaps or needs are being addressed.
3. Understanding and leveraging of personal strengths. E.g. taking on leadership/responsibility to share or contribute around area(s) of expertise across the sports sector.
4. Understanding and addressing personal opportunities. Clear knowledge of key areas of weakness in terms of personal and/or professional capabilities. Actively seeking to reduce these weaknesses (through training/coaching, delegation to or appointment of complementary staff/volunteers, situational management etc)
5. High self awareness including leadership style Awareness of personal leadership style through some form of testing or awareness process (e.g. situational leadership style, Lewin's leadership style, Myers Briggs etc)

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

2. Development plan inputs include feedback from 360 reviews, staff engagement and stakeholder surveys.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

Further Reference

[SPARC – Seminar Programme](#)

[SPARC – NSO/RST stakeholder survey tool](#)

[NZ Institute of Management – website](#)

[CEO Online – Executive Development, real time learning](#)

[NZ Assoc for Training and Development - website](#)

[Your Leadership Legacy - test](#)

[Human Metrics – Myers Briggs test](#)

[SPARC Leadership Excellence Award – Kerry Clark CEO Bowls NZ](#)

ID Number: 367 Ref: A3.3-2

QUESTION: How do you understand the needs and expectations of your stakeholders?

- » *Stakeholders are those people or organisations who affect or can be affected by an organisation's actions. For RSOs these might typically include Member Organisations (e.g. Clubs), Schools, Councils (Territorial Local Authorities), National Sporting Organisation (NSO), Regional Sports Trust (RST), Facility Owners/Managers, Sponsors and Funders, Media etc.*
- » *This section looks at the general approach to stakeholder relationship management. There are specific questions relating to details around financial stakeholders (e.g. sponsors and funders) in Module F.*

Expectations:

1. Documented evidence of the needs and expectations of various stakeholder groups.
2. Established processes for obtaining stakeholder input, including regular consultation.
3. Documented evidence of research conducted or sourced in last 2–4 years.
4. Various methods for stakeholders to contact your organisation.
5. Process in place for allowing stakeholder feedback, both positive and negative.
6. Forum for receiving, analysing and resolving these issues.

Detailed Expectations for 'Sustainable' Organisations:

1. Documented evidence of the needs and expectations of various stakeholder groups (e.g. NSO/RSOs/clubs, funders, sponsors, RST). Needs and expectations may be around marketing, media, communication, finances, sporting outcomes etc. (e.g. Once you've identified who the organisations/people are that have influence over your organisation, then you need to find out exactly what their needs are (e.g. councils may require 'timely communication' of rep team numbers for ground bookings, local media have deadlines and content/format requirements for media releases, schools may have expectations for coaching support and needs for rep players to help in-school sports promotion etc).
2. Processes for obtaining stakeholder input established, including regular consultation (e.g. AGM, regional/club visits, stakeholder surveys, web-based data gathering, newsletter and email/website surveys and feedback). There are clear ways for stakeholders to have input into services and programmes on offer (and their levels of funding or support indicate needs are being met).
3. Documented evidence of research conducted or sourced in last 2–4 years.
4. Various methods for stakeholders to contact your organisation. (e.g. phone, email, identified contact person(s), website forms, physical location etc)
5. Process in place for allowing stakeholder feedback, both positive and negative. (e.g. regular one-on-one meetings, hosting forums, website feedback forms, annual renegotiation meetings, attendance at stakeholders communication forums etc)
6. Forum for receiving, analysing and resolving these issues (e.g. automated email collection from online feedback forms that are reviewed, analysed and addressed, suggestion box that is cleared and actioned by accountable person/committee monthly, process for documenting and auctioning stakeholder feedback gained through meetings/emails etc)

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

6. Each key stakeholder has an identified staff/volunteer to manage their needs. All feedback (via email, website, meetings, and informal conversation) is directed to this person who resolves their issues. Learnings (positive and negative) are shared across the organisation and proactively applied to other stakeholder relationships as appropriate.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

Further Reference

SPARC – Creating a stakeholder communications plan

SPARC – Seminar Programme (Effective communication with your stakeholders)

Tasman RST SportAssist Resource – Communication

Tasman RST SportAssist Resource – School Community Partnerships

Community Net – Working with Government Agencies

Community Net – Marketing

Good Practice Government – Stakeholder Engagement

Alberta NFP – Maximise your time and effort, collaborate!

Help 4 Non Profits – FriendRaising (Community Engagement)

SPARC – People and Partners (ClubKit)

ID Number: 47 Ref: A4.1-2

QUESTION: How do you make sure your relationships with key stakeholders are effective?

Expectations:

1. Responsibilities for stakeholder relationships shared amongst staff/board members.
2. Regular meetings, contact or consultation to allow two-way communication (e.g. NSO-RSO-Club).
3. Relevant information is forwarded in a timely manner.
4. Formal engagement and consultation during evaluation and planning processes.
5. Stakeholders given clear information about what you will and won't do/provide.
6. Stakeholder communication plan in place and monitored.

Detailed Expectations for 'Sustainable' Organisations:

1. Responsibilities for stakeholder relationships are shared amongst staff/ board members as appropriate. Board members and/or staff stakeholder relationships should align to their role descriptions (e.g. Financial person may have Funder and Sponsor responsibility, Marketing person handles Media, Chairperson or national delegate handles NSO etc).
2. Regular meetings, contact or consultation to allow two-way communication. There's regular communication to and from NSO's, RSO's, Clubs as relevant. Representation at parent body AGM and contribution to their initiatives as relevant.
3. Relevant information is forwarded in a timely manner. Submission deadlines are understood and met (e.g. from or for RST, RSO or NSO newsletters, for Sponsor staff meetings or websites, for funding rounds).
4. Formal process of engagement and consultation in evaluation and planning processes. (e.g. stakeholders' views sought either in-person through meetings with their relationship person or through involvement at an open meeting).
5. Stakeholders are provided with clear information about what your organisation will and won't do/provide (managing the expectations placed on your organisation). Memorandums of Understanding (MOUs), Sponsorship Contracts or other written agreements may be used.
6. Stakeholder communication plan in place and monitored.

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

5. Strong collaboration with key stakeholders for mutually beneficial outcomes. Example – Project Energize Waikato

Further Reference

[SPARC – Creating a stakeholder communications plan](#)

[SPARC – Seminar Programme \(Effective communication with your stakeholders\)](#)

[Example - Sport Waitakere Partnering Agreements](#)

[Alberta NFP – Maximise your time and effort, collaborate!](#)

[Tasman RST SportAssist Resource – Communication](#)

[Tasman RST SportAssist Resource – School Community Partnerships](#)

[Community Net – Working with Government Agencies](#)

[Good Practice Government – Stakeholder Engagement](#)

[Help 4 Non Profits – FriendRaising \(Community Engagement\)](#)

[SPARC – People and Partners \(ClubKit\)](#)

ID Number: 50 Ref: A4.2-1

QUESTION: How do you determine stakeholder satisfaction?

Expectations:

1. Performance measures in place include stakeholder satisfaction.
2. Varying methods used for gathering stakeholder feedback and suggestions.
3. Stakeholder satisfaction survey completed on an annual or bi-annual basis.
4. Satisfaction measures in contracts or sponsorship/funding agreements.
5. Stakeholder perceived effectiveness of communications is monitored regularly.
6. Marketing measures tracked (e.g. brand awareness, public profile, media coverage).

Detailed Expectations for 'Sustainable' Organisations:

1. Performance measures in place include stakeholder satisfaction. Ideally an overall satisfaction rating, comparative to other similar organisations they deal with, segmented by stakeholder type will provide a sound overview. More specific measures relating to key aspects of importance/value to stakeholders will provide better understanding.
2. Varying methods for gathering feedback and suggestions. Open communication channels, evaluation forms, forums/workshops, web feedback, blog or other methods for gathering suggestions and discussing issues and opportunities. Accountable staff/volunteers actively manage relationships and seek feedback.
3. Stakeholder satisfaction survey completed on an annual or bi-annual basis. This may be done using on-line survey tools or questioning during a regular stakeholder meeting or other means that captures the information your organisation requires without creating 'survey overload' or a negative feeling amongst stakeholders.
4. Satisfaction measures in contracts or sponsorship/funding agreements. (e.g. satisfaction rating based on aspects of the contract that are of most importance to sponsors/funders)
5. The organisation has the ability to monitor the effectiveness of their communications. For example a regular measure of stakeholder satisfaction with the level and quality of communication, or use of click-thru rates on e-newsletters or web-based communications.
6. Marketing measures in place such as brand awareness, public profile and media coverage (i.e. often a greater awareness of your organisation is a requirement for stakeholders).

Examples of Good Practice

Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.

1. Example

Further Reference

[SPARC – Creating a stakeholder communications plan](#)

[SPARC – Seminar Programme \(Effective communication with your stakeholders\)](#)

[Community Driven Institute – Creating and measuring real outcomes](#)

[SPARC – NSO/RST stakeholder survey tool](#)

[Tasman RST SportAssist Resource – Communication](#)

[Good Practice Government – Stakeholder Engagement](#)

[Community Net – Working with Government Agencies](#)

[Community Net – Marketing and Promotion](#)

ID Number: 52 Ref: A4.3-1