[Insert organisation name/logo]

ORGANISATIONAL DEVELOPMENT POLICY

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**Approved by: [insert organisation name] Board of Directors on [date]**

**Date for review: [date]**

**Record of policy development:**

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| **Version number** | **Date of issue**  | **Lead author/ reviewer**  | **Consultative panel**  | **Significant changes on previous version** |
| **[Yr/no]**  | **[Date]** | **[Name/role]** | **[Name/role/ organisation]**  | **[For example, incorporate changes to new legislation]** |
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***Note\****

*This policy template has been developed to meet the needs of a diverse range of services and includes items for consideration in policy and procedure.*

***Not all content will be relevant to your service.******Organisations are encouraged to edit, add and delete content to ensure relevancy.***

*NADA does not provide legal advice. If you are unsure about legislative responsibilities regarding organisational development for your service, please seek legal review of Policy Toolkit documents.*

*All notes (like this one) should be considered and deleted before finalising the policy. The contents list should be updated as changes are made, and when content is finalised. See the NADA Policy Toolkit User Guide for more editing tips.*

*\*Please delete note before finalising this policy.*

***Note\****

*To update the contents list when all content has been finalised, right click on the contents list and select ‘update field’, an option box will appear, select ‘Update entire table’ and ‘Ok’.*

*To use the contents list to skip to relevant text, use Ctrl and click to select the relevant page number.*

*\*Please delete note before finalising this policy.*

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# SECTION 1: ORGANISATIONAL DEVELOPMENT FRAMEWORK

## 1.1 Policy statement

**[Insert organisation name]** is committed to its ongoing organisational development, improving the quality of its services and management practices. It makes this commitment to realise its strategic goals and outcomes, and be inclusive of, and responsive to, clients, staff, Board members, stakeholders and the broader community.

## 1.2 Purpose and scope

The purpose of this policy is to provide guidance to **[insert organisation name]** in developing, implementing and maintaining organisational development activities to ensure processes and services within the organisation are of a consistent high quality, and are in line with organisational goals and values.

All staff and Board members are responsible for being aware of, implementing and maintaining organisational development activities as appropriate to their role and responsibilities.

## 1.3 Principles

* **[Insert organisation name]** considers organisational development and quality improvement systems as fundamental to the way business is carried out, and embeds quality improvement in the organisation’s philosophy and practice.
* The organisation supports and encourages the engagement of staff, students, volunteers and Board members, as well as clients and stakeholders in organisational development.
* The organisation approaches organisational development work with a cyclical model which includes consultation, monitoring, assessment, action, evaluation and feedback.

## 1.4 Outcomes

* Achievement of the organisation’s goals is supported by effective operational systems, in addition to active participation of staff and Board.
* Development and implementation of organisational systems is in line with strategic goals and values.
* Organisational development is supported across all areas of governance, management and service delivery.
* The organisation is recognised for its continuous improvement practice and quality services, as evidenced by formal accreditation and other external recognition.
* Best practice and innovative work practices are encouraged and supported.

## 1.5 Roles and responsibilities

|  |  |
| --- | --- |
| **Board of Directors** | * Endorse and ensure compliance with the Organisational Development Policy.
* Demonstrate a culture of quality improvement through Board practices and operations.
* Identify, lead and participate in organisational development and quality improvement activities in line with strategic goals and values.
* Review and endorse financial expenditure for organisational development implementation costs.
* Be aware of all external funding, membership, contractual and partnership relationships.
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| **Business services/management** | * Comply with the Organisational Development Policy and Procedure.
* Identify, lead and participate in organisational development, partnership development and quality improvement activities in line with strategic goals and values.
* Orientate new staff members to organisational development systems.
* Support staff to co-ordinate continuous QI systems, research, partnerships and practices.
* Provide leadership and resource support to staff.

**CEO*** Lead a quality improvement culture within the organisation.
* Identify and lead funding, membership, partnership and contractual relationships.
* Support staff in management of all external relationships.
* Communicate with Board and staff regarding current and potential external formal relationships, organisational development activities and new management processes.
* Identify, lead and involve staff in strategic and operational planning processes.
* Authorise presentations and/or attendance at conferences to support staff in their professional practice.

**Management** * Support staff in their professional development.
* Build relationships with key stakeholders and experts in the field.
* **[Insert allocated role]** leads the organisation’s quality improvement (QI) program.
* Individual Program/Project managers may sign off on membership or partnership relationships.
* Identify research projects in line with strategic objectives, priorities and policy.
* Lead comparative and benchmarking activities and subsequent organisational change.
 |
| **Program services/clinical** | * Comply with the Organisational Development Policy and Procedure.
* Identify, lead and participate in organisational development and quality improvement activities in line with strategic goals and values, particularly those related to service delivery and improving performance.
* Communicate with all staff regarding funding, memberships, current and potential external relationships.
* Seek endorsement of all membership and contractual relationships from Management Services.
* Lead and contribute to the development of relationships with external stakeholders and funding bodies as delegated through projects and activities.
* Orientate new staff members, students and volunteers to organisational development systems.
* Contribute to information management processes, including information-sharing and systems review as part of core business processes.
* Remain aware of new initiatives and best practices relevant to their role in the organisation.
* Seek out and participate in professional development opportunities.
* Lead or support research projects in line with strategic objectives, priorities and policy.
* Support comparative and benchmarking activities and subsequent organisational change.
 |

## 1.6 Policy implementation

This policy is developed in consultation with **[insert organisation name]** staff and is approved by the Board of Directors. All staff are responsible for understanding and adhering to the Organisational Development Policy and Procedure.

Specific implementation and monitoring activities undertaken include:

* This policy is part of staff orientation processes.
* This policy is referenced in relevant organisational policies, procedures and other supporting documents.
* External relationships are discussed as part of the organisation’s strategic and business planning processes, including the identification of potential relationships and the review of current relationships.
* Details of external meetings with partners and stakeholders are noted in the **[insert diary]** which is accessible by all staff.
* All staff are responsible for the application of research and evidence-based practices.
* All staff are provided with ongoing support and professional development to maintain knowledge and implementation of good practice.

This policy must be read in conjunction with the Organisational Development procedure, Communications Policy and Procedure, and the Service and Program Operations Policy and Procedure(NADA templates available).

## 1.7 Risk management

Mechanisms are in place to ensure that organisational development systems are effective and are regularly monitored.

All staff, volunteers, student placements and Board members are made aware of this policy and the Organisational Development Procedure during orientation.

Other risk management actions include:

* Staff being provided with ongoing support to assist them to effectively manage organisational development and quality improvement activities in line with strategic goals and values.
* As part of **[insert organisation name]** Policy Review Schedule, this policy will be reviewed within **[insert number of years]** years unless circumstances require an earlier review and update.
* The need for improvements in procedures/systems/service delivery can be identified by any Board member, staff member or client through feedback or quality monitoring systems.
* Relationship expectations will be in writing, where possible. Systems are in place to ensure relationships entered into are relevant, purposeful and time-framed.
* Relationships change over time, as do the expectations of those involved in the relationship. Therefore, regular review of the purpose of the relationship and how the relationship functions will ensure invested time and effort is productive and rewarding.
* Organisational development is a standing agenda item for staff meetings to discuss any relevant issues.
* The organisation ensures that research it undertakes, participates in or endorses has a sound theoretical base, is ethical and promotes evidence-based practice for its services, staff development and client outcomes and encompasses capacity development for members of the organisation.
* All staff are aware of, and keep up-to-date with, available evidence-based practice literature.

# SECTION 2: INTERNAL REFERENCES

## 2.1 Supporting documents

**Consumer Participation**

* NADA Consumer Participation Audit Tool

**Quality Improvement**

* Policy Review Schedule
* Quality Improvement Action Plan

**Consultants**

* Consulting Briefing Paper Template
* Consultant List Template
* Consultant Contract Template

**Partnerships**

* Memorandum of Understanding (MOU) Template
* Terms of Reference Template
* Partnership Engagement Checklist

**Governance**

* Strategic Plan Template
* [NADAbase](https://nada.org.au/about/what-we-do/nadabase/)

## 2.2 Related policies and Procedure

Templates for these policies and procedures be accessed via the [NADA Policy Toolkit](https://nada.org.au/resources/policy-toolkit/) webpage.

* Governance Policy and Procedure
* Communications Policy and Procedure
* Human Resources Policy and Procedure
* Project Management Policy
* Information and Communication Technology Policy and Procedure
* Service and Program Operations Policy and Procedure
* Diversity, Inclusion and Anti-Discrimination Policy
* Consumer Engagement Policy

For external references and resources relevant to this policy, see section 7 of the Organisational Development Procedure.

# SECTION 3: RELEVANT LEGISLATION

» *Age Discrimination Act 2004* (Cth)

» *Anti-Discrimination Act 1977* (NSW)

» *Disability Discrimination Act 1992* (Cth)

» *Fair Work Act 2009* (NSW)

» *Human Rights and Equal Opportunity Commission Act 1996* (Cth)

» *Industrial Relations Act 1996* (NSW)

» *Racial Discrimination Act 1975* (Cth)

» *Sex Discrimination Act 1984* (Cth)