

ELEMENT	SCALE/RATING	UPWARD ALIGNMENT	DOWNWARD ALIGNMENT	OTHER CONSIDERATIONS
Conceptual framework	<ol style="list-style-type: none"> 1. Not at all developed 2. Underdeveloped 3. Developed 4. Well-developed 	NA	Adequately provides a frame of reference for direction, vision and strategy. Complex decisions can be appreciated at a high level with respect to the conceptual framework.	Is known and understood by organisation members (Y/N)?
Organisational attitude	<ol style="list-style-type: none"> 1. % of problems due to external/ environmental factors beyond control 2. % of organisational problems that can be addressed with internal actions 	The perceived locus of control is reflected in the conceptual framework.	Responsibility for both internal and external influences is reflected in the vision and strategy.	Is communicated to staff by example. Staff culture of blaming external events or hopelessness can be averted early.
Vision and strategy	<ol style="list-style-type: none"> 1. Not at all developed 2. Underdeveloped 3. Developed 4. Well-developed 	Takes into account the external and internal factors, utilising those that can be controlled and mitigating for those that cannot.	Dictates the organisational structure including roles, skills and materials needed.	Is known and understood by organisation members (Y/N)?
Organisational structure	<ol style="list-style-type: none"> 1. Not all all defined 2. Poorly defined 3. Defined 4. Well-defined 	Supports execution of the vision and strategy.	Identifies needs, justifies and motivates the acquisition of skills.	Roles, responsibilities, procedures and policies are properly documented in clear and accessible language (Y/N)?
Acquisition of skills	<ol style="list-style-type: none"> 1. Skills and competencies are underdeveloped with respect to operational needs 2. Skills and competencies meet just the basic operational needs 3. Skills and competencies are well-developed beyond the basic operational need 	<p>Supports the organisation's sense of control.</p> <p>Fulfills the roles and responsibilities defined in the organisational structure.</p> <p>Training needs are identified through a needs assessment or other reasoned and documented process.</p> <p>Acquired new/increased skills align with the vision and strategy.</p>	<p>New skills and competencies have the supporting material resources required for implementation e.g. tools, hardware, software, workspaces.</p> <p>Do new/increased skills oblige staff to do more or less work?</p> <p>Adequate time allocated to complete training during business hours.</p>	<p>How will the impact/benefit be evaluated?</p> <p>Has the reason for training been adequately articulated to staff?</p>
Material resources	<ol style="list-style-type: none"> 1. Mostly inadequate for operational purposes 2. Somewhat inadequate for operational purposes 3. Somewhat adequate for operational purposes 4. Mostly adequate for operational purposes 	Enables staff to effectively apply the skills and competencies required to perform their roles.	NA	<p>What training/support resources (including time) are required to ensure staff are proficient users of the new resources?</p> <p>How are legacy resources phased out?</p>

SCALE RATING	GUIDE DESCRIPTION
Not at all developed (1)	The organisation has not yet developed a working understanding of its operating environment, policy influences, market influences, target clientele/audience, and its position within that environment. It is not likely to be aware of emerging challenges and has no established frame of reference to develop policies, strategies or responses to changing conditions.
Underdeveloped (2)	The organisation has an awareness or limited understanding of the influencing environment as it currently stands, but no capacity to recognise and assimilate changing conditions to develop well-reasoned responses.
Developed (3)	The organisation has a good awareness and understanding of the influencing environment and a working knowledge of the environment's most basic, simple or general dynamics that can be used to create reasoned responses to new developments.
Well-developed (4)	The organisation has a competent working understanding of its operating environment, policy influences, market influences, target clientele/audience, and its position within that environment. The organisation can reasonably expect to be able to be informed of, and keep pace with, organisational and contextual developments.