



Operational Framework - Capacity & Capabilities

Questionnaire

1 Use of This Document

This document presents an overview of a questionnaire for information relating to the capacity and capabilities of a Board / Team / Group as part of the Operational Framework for Board – Executive Relationships. Details on the composition of a board and areas for complimentary and supporting skills are identified using this document. Aimed at those participating, conducting, reporting on or auditing a Capacity & Capabilities assessment, this document outlines what the process is, why it is required and what happens to the information collected. This document presents a questionnaire for guiding and recording the discussion for formulation of a report back to the participants.

Please collect business cards where possible. Conduct the interview in a relaxed and informal way, using open ended questions, in a conversation and let the participant talk. Empathise and share experiences as required.

N.B. All Results are Confidential.

2 About Capacity & Capabilities

Answers to common questions about the Operational Framework – Capacity & Capabilities are presented.

What is the Operational Framework?

The Operational Framework is a set of tools and techniques, (an Operational Framework) for use between Boards and Executive Leadership, or other groups, particular within Not for Profit (NFP) organisations.

What is the purpose of Capacity & Capabilities?

The purpose of the Capacity & Capabilities is to establish the expertise present within a Board / Team and what areas of expertise are to be sought to compliment operations and existing capabilities.

How does the Capacity & Capabilities work?

The process works by having participants, e.g. a Board, share their views, experiences and expertise on the operation of the Board and areas where opportunity exists for development. The interviews are informal, confidential and results are presented back in a report and moderated discussion forum.

What is the outcome of the Capacity & Capabilities?

The outcome is informative information to help a Board / Team better themselves. The output is usually in the form of a value-adding report and workshop.

Who should partake in a Capacity & Capabilities?

Participants are those that want to be engaged and are looking to address issues in the operation of a Board / Team. The focus is often on the Board and Executive Leadership.

What is the confidentiality within the Capacity & Capabilities?

The process is in strictest confidence. Results are compiled without names being attached and a consolidated view is taken.

3 Recipe

A recipe for the process of looking at Capacity & Capabilities of Board / Team, including the interview, results compilation and stakeholder engagement is as follows. Remember:

- It is the view of the participant that is important and NOT that of the facilitator.
- It is the outcomes that are important for the participant.
- The significance to the participant lies in transferring the tool and the expertise so that they can use it for themselves.



Ingredients

Briefed participants

Capable facilitator

Copy of Operational Framework – Capacity & Capabilities Questionnaire

Informal atmosphere away from distractions

List of business expertise areas that are required

Instructions

1) Facilitator to take participant(s) to an informal atmosphere away from distractions.

2) Facilitator put participant at ease and ensuring a non-threatening engagement.

3) With a focus on listening to the participant, facilitator asking open ended questions around the Group / Team, its composition and capabilities to complete the table in the Operational Framework – Capacity & Capabilities Questionnaire.

4) Complete the document in plain English, with highly pragmatic focus looking towards the transfer of expertise to the participant.

4) Facilitator return questionnaire results as soon as possible to participant for peer review.

5) Facilitator to discuss issues and revisions with participants and advise of next step in the process. Remember it is the participants view that counts and NOT that of the facilitator.

4 Types of Questions

The following are examples of the types of question to include within the conversation.

4.1 Capacity

- How many members sit on the Board?
- If more than 10, do you feel the Board is too large and what would you do to address?
- How long does a Board member typically spend working for the organisation in a month?
- Does the Board have more capacity to do things?
- Do you think Board time is being effectively used?
- How could you make better use of Board time?
- What things are redundant and are serving to distract the Board?
- Is the CEO on the Board or does the CEO report to the Board? Discuss merits of each.

4.2 Communication

- How does the Board communicate to the organisation?
- Should the Board communicate more with the organisation?
- Is the information presented to the Board presented in an effective way?
- Is the Board good at making decisions and are these clearly understood and communicated?
- In your own words, what is the objective (goal) of the organisation?
 - Goal: to be rich



- Strategy: to buy and sell real estate in Perth
- Plan: how to realise strategy
- In your own words what is the strategy of the organisation to achieve that objective (goal)?

4.3 Capability

- Do you feel the Board is focused?
- What do you see as Board priorities?
- Do Board members have areas or portfolios of responsibility?
- What areas of expertise do you see as missing from the Board?
- Is extensive use made of working groups to make recommendations for Board decision?
- Is there ownership of issues by the Board? How would you address this issue?



Capacity & Capabilities Questionnaire

Completed By:

Date:

Personal Details

Details of the person being interviewed include:

Name:	
Position Title:	
Business Area:	
Organisation:	

Entity Details

Detail of the area within the organisation being assessed:

Entity:	
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Capacities & Capabilities

Detail the responsible party (Board or Organisation), capability and capacities and any skills or expertise to address.

Area	Responsible Party	Expertise / Skills to Address	Capacity	Resolution
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Area	Responsible Party	Expertise / Skills to Address	Capacity	Resolution
Audit, Compliance, Governance & Risk				
Brand & Communications				
Commercial Management				
Finance & Treasury				
Government & Regulation				
Information & Process				
Legal				
Operational Specialisation				
Property & Infrastructure				
People				
Resilience (Crisis Management, Disaster Recovery & Business Continuity)				
Sales & Marketing				
Service & Retention				
Strategy & Planning				
Security & Safety				



Comment:	
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CONFIDENTIAL

