

Australian Service Excellence Standards (ASES) NSW Specialist Homelessness Services Quality Standards Implementation Resource Kit



Introductory Webinar 1 The ASES Accreditation Process for NSW Specialist Homelessness Services





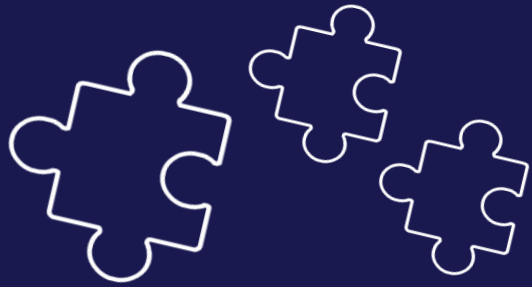
This webinar is one of a range of resources aimed to help Specialist Homelessness Services to meet the Australian Service Excellence Standards (ASES).

The kit will include:

- Introductory webinars
- How-to-guides on all the stages involved in quality and accreditation
- Checklists, flowcharts and templates
- Practice examples and case studies, and
- A complete ASES – referenced set of policies and procedures that services can adapt to suit their individual circumstances



- This webinar aims to explain the processes, stages, timing and milestones involved in ASES accreditation as well as some of the resource implications
- It is a good place to start ASES
- While it is suitable for all of your organisation's staff, it is particularly aimed at CEOs, Management Teams and Boards to assist them to plan and resource the implementation of ASES



1. INTRODUCING ASES

WHAT KIND OF STANDARDS ARE THE ASES?



ASES is a set of service standards that is:

- Tailored specifically for **community services**
- Embedded in **continuous quality improvement**
- Implemented incrementally using a **step-by-step approach**
- Applied to the **whole organisation**

To date over 250 community services organisations across Australia have achieved ASES accreditation—
a growing number are homelessness services



ASES is based on the following **principles**:

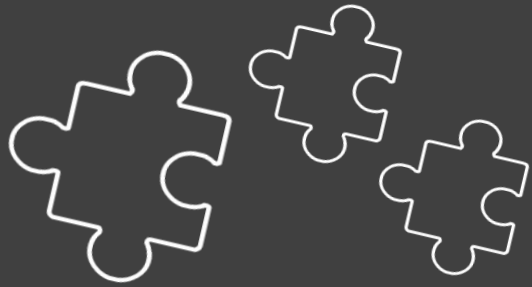
- Customer focus—based on rights, respect & feedback from the people receiving services
- Clear direction with accountability
- Continuous learning and innovation
- Valuing people and diversity
- Collaborative work practices
- Evidence-based decision-making, and
- Environmental, social and ethical responsibility



The ASES Standards have **two levels**:

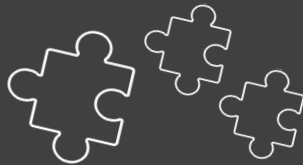
- The **Certificate Level** is the foundation level with a focus on essential business systems, people management, service provision and consumer outcomes
- The **Award Level** has an additional focus on leadership, becoming a learning organisation and being results-driven

To achieve the Award Level, organisations must work through the Certificate Level first

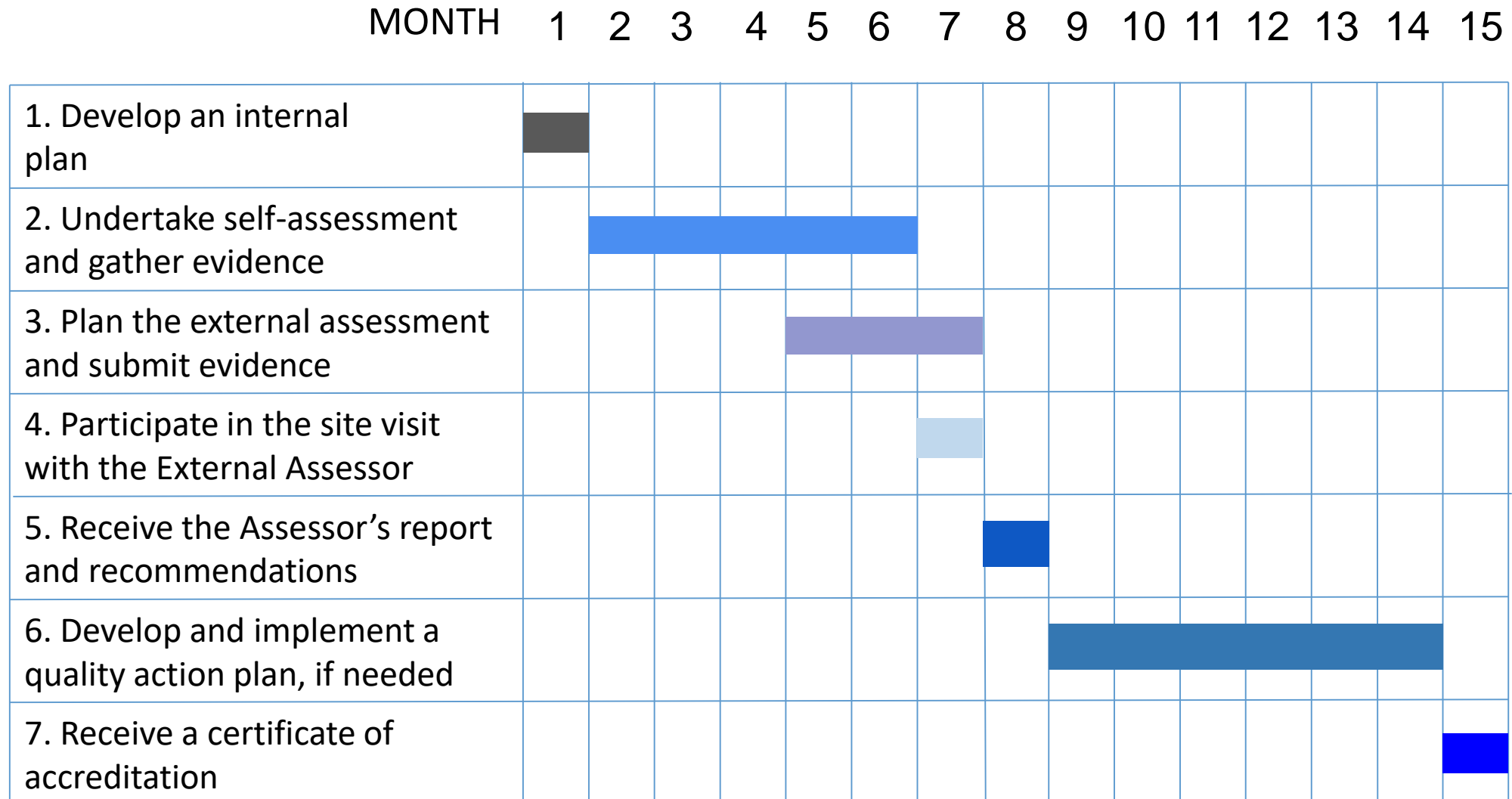


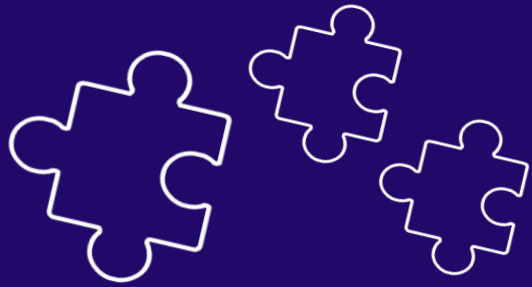
2. STEPS TO ACCREDITATION

STEPS TO ACCREDITATION FOUNDATIONS



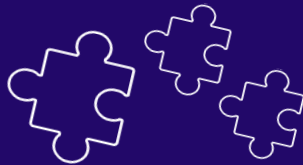
1. Planning and co-ordination—
identify a quality lead to
coordinate the whole process
2. Allocating enough time and
resources—if you need to, start
early
3. Involving the whole of the
organisation—through an
effective stakeholder
communication and engagement
strategy





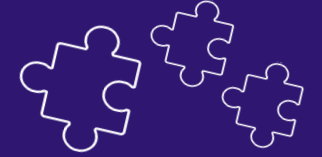
3. THE SELF-ASSESSMENT AND EXTERNAL ASSESSMENT

THE SELF ASSESSMENT



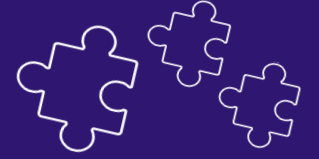
The self-assessment enables the organisation to:

- Understand its strengths and limitations
- Determine a baseline of current functioning
- Inform the type and scope of intervention needed to achieve accreditation
- Strengthen and increase its effectiveness

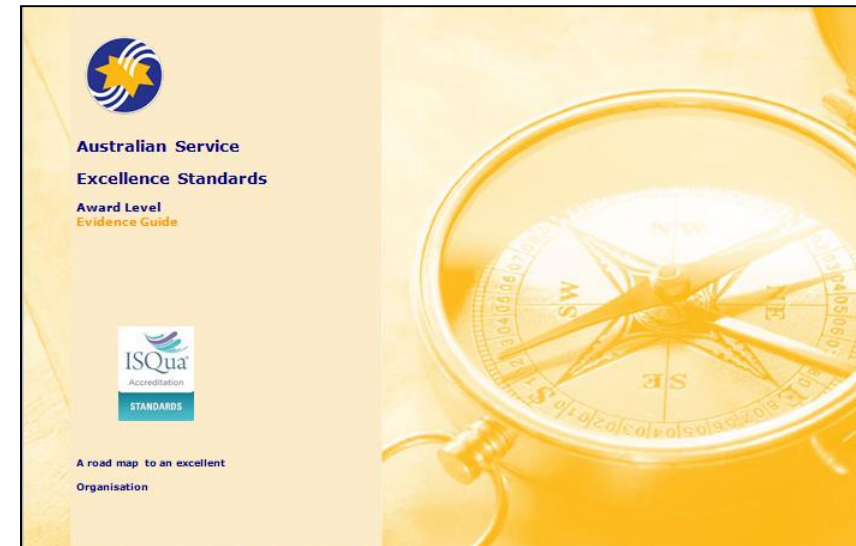


- The self-assessment process and how it is approached are important elements of accreditation
- When an organisation approaches the self-assessment process as an opportunity for “**self-reflection** and **growth**” there is enhanced likelihood of:
 1. Successful accreditation outcomes
 2. Increased organisational capacity overall

Source: Williams-Gray B. (2016). *Building Capacity in non-profit Human Service Agencies Through Organizational Assessment During the Accreditation Process* Journal of non-profit Education and Leadership 2016, Vol. 6, No. 2, pp. 99–114



- The South Australian Department of Human Services has developed evidence guides for both levels of the ASES
- Evidence Guides are available in the BNG portal reading room or by request from the Homelessness Industry Partnership





Australian Service Excellence Standards | Certificate Level Evidence Guide

1

Planning

C.1.1 Strategic Planning Standard

Standard: Strategic planning is undertaken to further organisational and service development.

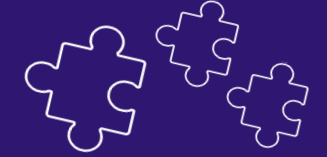
Outcome: Stakeholders are confident in the planning for service development and future directions of the organisation.

REQUIREMENTS	CLIENT RATING	EVIDENCE GUIDE	DOCUMENTATION
1. The role and values of the organisation are clearly identified and communicated.	<input type="checkbox"/> NIP <input type="checkbox"/> PIP <input type="checkbox"/> FIP	<p>The role and purpose of the organisation is expressed within its certificate of incorporation (ie objects of association, constitution) and articulated through its vision and mission statements, as signed off by the Board of Management.</p> <p>There is a clear sense of purpose and inclusive language (includes the values for prevention of stigma, discrimination and social exclusion) that reflects the organisational focus and communicated to the organisation's stakeholders (eg annual report, website, social media, contracts, consumer literature, staff and volunteer induction literature) and actioned through the strategic directions.</p>	<ul style="list-style-type: none"> • Constitution • Certificate of Incorporation • Vision and Mission Statement • Organisational Chart • Strategic plan • Business Plan • Annual Report • AGM minutes and agendas • Newsletters • Brochures • Website • Program Booklet • Course information • Board handbook • Staff handbook • Volunteer handbook



PREPARING FOR THE SELF-ASSESSMENT

- Once your organisation has become familiar with the Evidence Guide, you are ready to move on to undertaking a self-assessment
- There are essentially two ways to do self-assessment:
 - one is to undertake the assessment electronically on the Breaking New Ground (BNG) website on the Standards and Performance Pathways (SPP) Portal
 - The other is to manually complete the ASES Certificate Level workbook
- Some organisations choose to do both usually starting with the workbook and then going onto the SPP Portal



Australian Service Excellence Standards | Certificate Level Workbook

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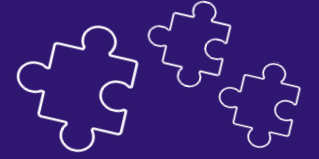
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1. The role and values of the organisation are clearly identified and communicated.	<input type="checkbox"/> NIP <input type="checkbox"/> PIP <input type="checkbox"/> FIP	<input type="checkbox"/>
2. Environmental scanning is considered to identify threats; explore opportunities for innovation and potential alliances.	<input type="checkbox"/> NIP <input type="checkbox"/> PIP <input type="checkbox"/> FIP	<input type="checkbox"/>
3. A current Strategic Plan has been developed in consultation with key stakeholders.	<input type="checkbox"/> NIP <input type="checkbox"/> PIP <input type="checkbox"/> FIP	<input type="checkbox"/>



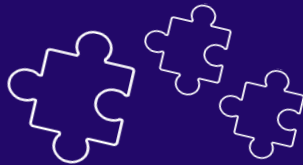
- If you have self-assessed as having most requirements fully in place, you are ready to proceed with booking an external assessment
- If you have any more than 5 or 6 requirements that are not fully in place, first develop an action plan to address those gaps, implement the plan and then proceed to the external assessment



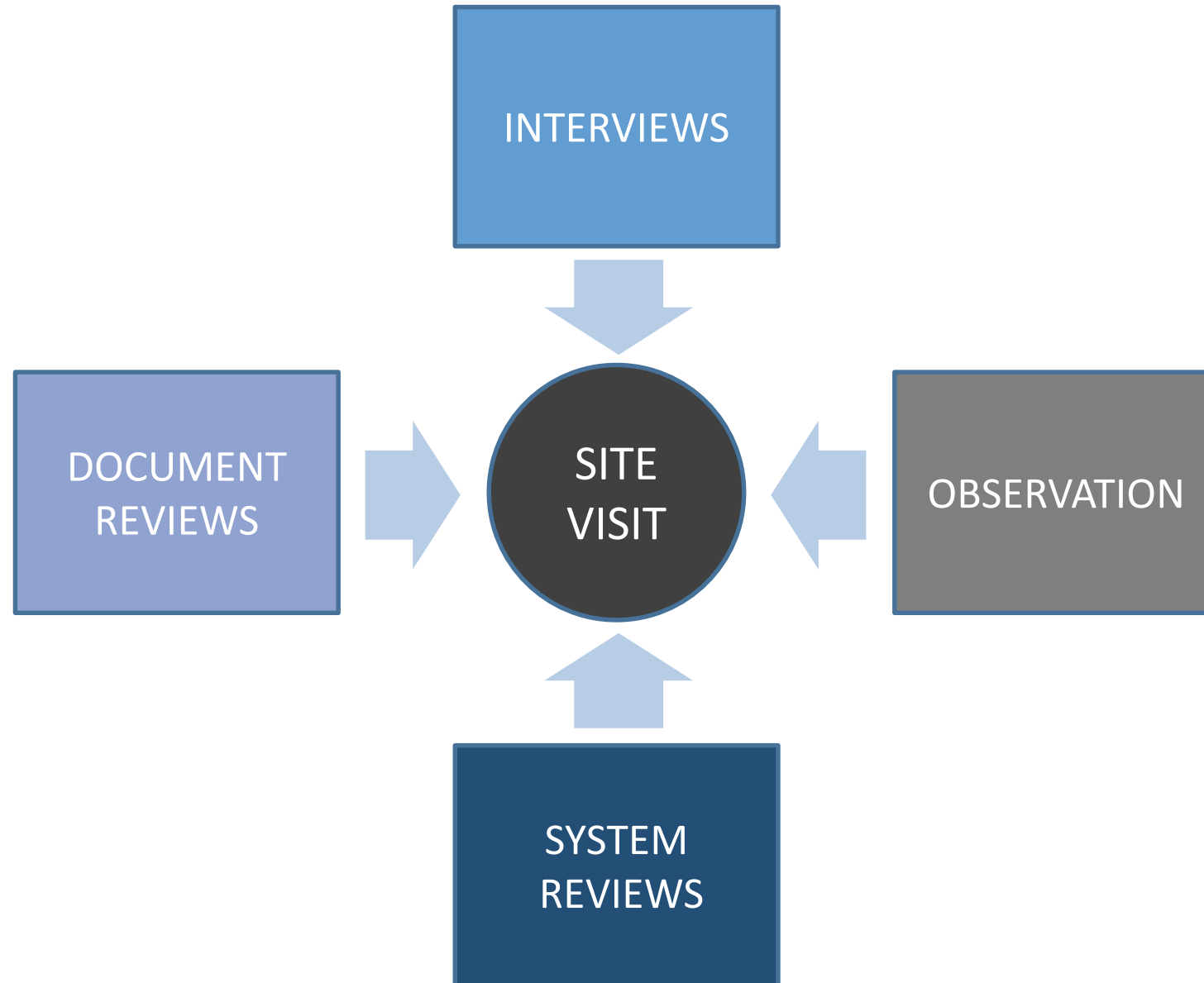
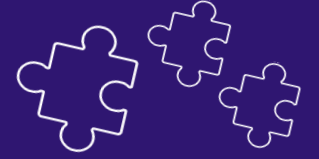
In addition to completing your self-assessment and addressing any gaps, other indicators that your organisation is “assessment-ready” are:

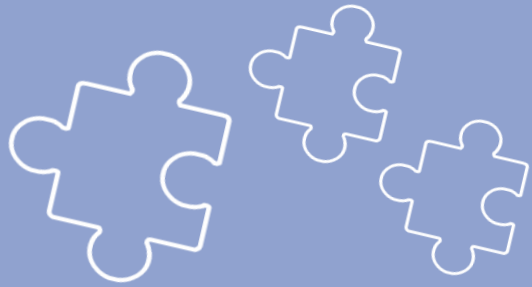
- The Board and staff at all levels of the organisation are aware of, and engaged in, the quality process
- Partners, staff and a representative sample of clients have been advised of the external assessment and a number of them have given consent to be interviewed
- The evidence required to demonstrate compliance with requirements has been identified and is ready for submission to the External Assessor

THE EXTERNAL ASSESSMENT

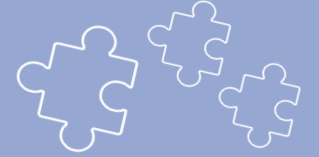


- The external assessment is undertaken by one of a number of [panelled providers](#) selected by the South Australian Department of Human Services
- Organisations can choose any provider on the panel
- It involves the external assessor undertaking a desktop review of your evidence, undertaking a site visit and providing an assessment report





4. TIPS FOR SUCCESS



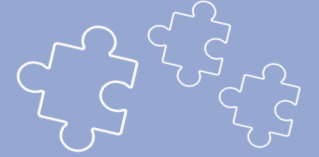
- Staff training and awareness of continuous quality improvement (CQI) have been linked with improved organisational and client outcomes in accreditation
- To be effective, an organisation actively implements the CQI plan–do–check–act process and gives staff an active role in quality improvement
- One way to support quality improvement is to develop a quality management policy or framework before embarking on ASES





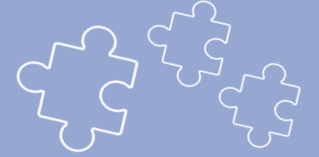
Adopting change management principles will consolidate the concerted effort towards accreditation:

- Build on a culture of continuous quality improvement
- Make it real—work out what ASES means for your organisation and integrate local issues into improvement activities
- Start and lead from the top—get the Board and senior management to champion the vision for ASES
- Involve every layer of the organisation, clients and stakeholders
- Tackle, but do not judge, resistance to change—listen to concerns, address those concerns and give staff opportunities to take part in developing solutions



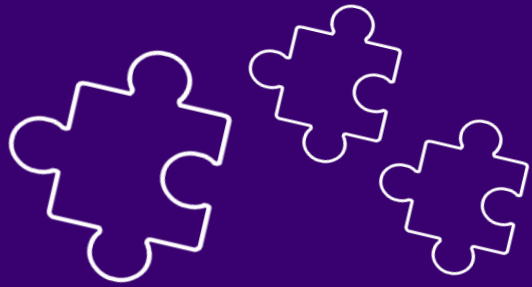
Develop a communication and engagement strategy provides a road map for:

- Educating stakeholders about the process from the outset
- Identifying all stakeholder groups and developing suitable strategies for each group
- Identifying how clients, staff, management and the governing body can participate and contribute
- Communicate the process of accreditation tasks and milestones to stakeholders throughout the process
- Celebrate small successes along the way

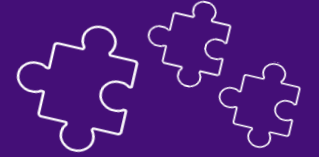


Supporting staff workloads to integrate accreditation activities into business-as-usual can be achieved by:

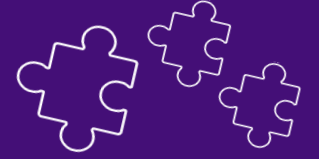
- Developing realistic implementation plans—allow as much time as possible for ASES—this reduces the risk of losing organisational capacity by diverting too many resources to accreditation at any one time
- Sharing and allocating the workload
- Making “ASES work” a regular and ongoing part of the week—slow-and-steady is better than spurts of intense activity
- Explore using volunteers and students for some tasks where appropriate



5. FEEDBACK FROM ASES-ACCREDITED ORGANISATIONS



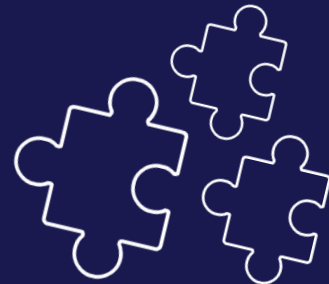
- Most organisations find the first round of ASES accreditation to be rewarding but also time consuming
- It takes a committed effort and a dedicated team to put into place the systems, processes and documents to meet the standards and requirements
- On average organisations take 12 months' work to reach assessment readiness
- Once accredited, however, organisations report that the subsequent rounds are much easier and mainly involve minor adjustments and upgrades to the systems already in place
- More importantly, organisations report ongoing benefits from having undertaken ASES



Some of the benefits of ASES that organisations have reported are:

- Staff have a greater **understanding** about what they do and why
- **Staff** acquired vast **skills** during the process
- ASES created a sound framework for **business and governance**
- **Policies and procedures** were developed for all processes and problems
- **The Board** and **volunteers** gained greater awareness of their **roles**
- ASES provides a review **mechanism to continuously improve** and keep up-to-date
- ASES provided a formal structure for **quality improvement**
- A direct correlation between having a **quality improvement** program and **growth** of the organization
- Participants gained a sense of **achievement**

THANK YOU



Thank you for watching the ASES Introductory Webinar on the process of accreditation developed by AQP.

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[www:aqpconsulting.com.au](http://www.aqpconsulting.com.au)

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