# Mapping Organisational Values, Principles and Processes Tool and how to use it

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| This tool is designed to be downloaded from the website and completed on your own device. The tool can also be printed to A3 paper, or to print to A4 paper you will need to save the tool as a PDF first and then print. |

This tool is to support managers and team leaders to map their existing values, principles and processes to the [Specialist Family Violence Organisational Standards (SOS)](https://tepunaaonui.govt.nz/assets/Workforce-Frameworks/Specialist-Organisational-Standards-FV-Workforce-capability-Frameworks-Jan-2023.pdf). This will help form a picture of the current landscape of your organisational capability and identify any gaps.

There are separate templatesfor the five standards.Each template outlines the details each standard requires and provides space for relevant staff to complete. Evidence could include, your vision or moemoeā, organisational values, principles, policies or procedures – anything that demonstrates the ethos and kaupapa of your organisation.

### Five principles

The E2E is underpinned by five principles:

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|  | **Kotahitanga – Relationships and Inclusion**  Honours tangata whenua as the indigenous people of Aotearoa New Zealand and is committed to equitable, accessible and inclusive opportunities and practices for all individuals, groups and communities |
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|  | **Kaitiakitanga – Protection and Accountability**  Increases the safety of people who are impacted by violence, reducing the potential for further harm, and holding accountable people who use violence. |
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|  | **Mahi Tahi – Collaboration and Advocacy**  Works actively with others to create safety strategies and alliances for those impacted by family violence and challenges systemic, social and cultural factors that enable family violence to exist in Aotearoa New Zealand. |
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|  | **Ora – Wellbeing and Restoration**  Provides a holistic approach that is shaped by and reflects the aspirations and restoration of whānau, families and individuals. |
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|  | **Koi Mahi – Innovation and Learning**  Grows practice through continuous learning. |

### How to use this tool

* Add the **name of the person completing the mapping** at the top of each template. Add **date mapping is completed**, once finished.
* Compare your current values, principles, and processes with the standards outlined on the templates. **Add the name of documents** being used and the **details of documents**. Details should describe how they meet each standard.

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| For example, evidencing the standard **Upholds the commitment of non-Māori to Te Tiriti o Waitangi** could include a procedure that outlines the support and training made available to tauiwi workers, what it includes, and how it is linked to their performance appraisal and professional development plan. Also, using your vision and values to evidence your organisations commitment to Te Tiriti o Waitangi. |

* The **Gap analysis** column can be used for notes on standards that the organisation doesn’t meet or partially meets.

# Standard 1: Kotahitanga – Relationships and Inclusion

The organisation honours tangata whenua as the indigenous people of Aotearoa New Zealand, and is committed to equitable and inclusive opportunities and practices for diverse individuals, groups and communities.

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| Name of staff member who mapped training: |  | Date mapping completed: |  |

| **KOTAHITANGA** | |  |  |  |  | |  |
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| **Standards** | | | | **Name of document** | **Details of document**: Describe the sections that relate to the standard | **Gap analysis:** Identify gaps when standards are not covered or only partially covered | |
| 1.1 | The organisation demonstrates a commitment to Te Tiriti o Waitangi | **a** | **The organisation:**  States its commitment to Te Tiriti o Waitangi in its vision and values. |  |  |  | |
| **b** | Ensures practices that honour tangata whenua and demonstrates awareness of the impact of non-Māori constructs on the ability of tangata whenua to be well and thriving. |  |  |  | |
| **c** | Actively addresses practices that stem from individualistic cultures that do not align with a Māori worldview and therefore impact on tangata whenua wellbeing. |  |  |  | |
| **d** | Maintains ongoing relationships with mana whenua of their service area. |  |  |  | |
| **e** | Maintains good working relationships with kaupapa Māori and iwi service providers in their rohe and clear processes for safe and effective referrals. |  |  |  | |
| **f** | Upholds the commitment of non-Māori to Te Tiriti o Waitangi. |  |  |  | |
| **g** | Ensures models of intervention and recognises multiple, intersecting oppressions that impact on whānau Māori. |  |  |  | |
| 1.2 | The organisation demonstrates a commitment to inclusive practice | **a** | **The organisation:**  Demonstrates commitment to the value of building meaningful relationships (whanaungatanga), serving people with dignity and respect (manaakitanga), and acting with integrity (tika) and with authenticity (pono). |  |  |  | |
| **b** | Demonstrates culturally safe and responsive practices and recognises that every person and situation is unique requiring specific understandings and responses based on individual needs. |  |  |  | |
| **c** | Ensures services provided demonstrate ability to maintain equity and equality of opportunity for those from different backgrounds, cultures, genders, sexualities, experiences, ages, religions and spiritualities, abilities and needs of the local community. |  |  |  | |
| **d** | Demonstrates agility in assessing and responding to needs or changes within communities. |  |  |  | |
| **e** | Is visible, easy to find and accessible. |  |  |  | |
| **f** | Ensures services are non-disabling and accessible for disabled people and meets accessibility standards and requirements. |  |  |  | |
| **g** | Is responsive to specific issues faced by people from ethnic communities including dowry-related violence, visa status dependency and loss of legal immigration status. |  |  |  | |
| **h** | Ensures practice reflects the composition of the cultural and ethnic communities it operates within. |  |  |  | |
| **i** | Encourages stakeholder responsiveness to people’s needs and addresses any discriminatory practices. People and whānau are able to offer feedback or concerns/complaints to the organisation with ease. |  |  |  | |
| **j** | Challenges systemic, social, cultural and access barriers that marginalised groups experience in accessing protection and support. |  |  |  | |

# Standard 2: Kaitiakitanga – Protection and Accountability

The specialist organisation focuses on increasing the safety of people who are impacted by violence, reducing the potential for further harm and holding accountable people who use violence.

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| **KAITIAKITANGA** | |  |  |  |  |  |
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| **Standards** | | | | **Name of document** | **Details of document:** Describe the sections that relate to the standard | **Gap analysis**: Identify gaps when standards are not covered or only partially covered |
| 2.1 | The organisation has a coherent model of practice | **a** | **The model of practice:**  Enhances the safety and protection of people impacted by violence and their children, family and whānau. |  |  |  |
| **b** | Demonstrates an understanding of the principles outlined in this document including:   * Integration of Te Tiriti o Waitangi, te ao Māori and whānau-centred thinking when working with all people. |  |  |  |
|  | * Application of a ‘primary victim-survivor, predominant perpetrator’ analysis. |  |  |  |
|  | * Placement of gender-based violence in the context of widespread social beliefs and practices which oppress all women including transwomen and condones violence against them. |  |  |  |
|  | * Understanding that some forms of family violence may be outside the gendered dynamic of family violence. |  |  |  |
|  | * Understanding of the rights and interests of children and young people. |  |  |  |
|  | * Understanding of the rights and interests of disabled people and adults who need safeguarding. |  |  |  |
|  | * Understanding of culturally safe and appropriate practice in relation to different ethnic backgrounds. |  |  |  |
|  | * Using a shared language that carries the voice of victim-survivors/those that have been violated. |  |  |  |
|  | * Recognition of potential fear or distrust that victim-survivors might hold when accessing services, the organisation works in a compassionate and non-judgemental manner. |  |  |  |
|  | * Language that accurately frames events and the context of the situation and does not stigmatise, blame victim-survivors or enable the actions of people who use violence. |  |  |  |
|  | * Recognition of the intersection of structural inequities (i.e., racism, sexism, transphobia, intersex phobia, homophobia, classism, ableism, ageism), distorted power (i.e., hierarchy privilege), and oppression (i.e., patriarchy, colonisation, disability, heteronormativity) to create a culture that enables family violence to thrive. |  |  |  |
| **c** | Is informed by victim-survivors with structures of accountability to them. |  |  |  |
| **d** | Ensures appropriate government procurement obligations and relevant legislation are adhered to. |  |  |  |
| **e** | Demonstrates the protection, promotion and enhancement of human rights. |  |  |  |
| **f** | Ensures appropriate responses to the different manifestations and impacts of family violence. |  |  |  |
| 2.2 | The organisation prioritises safety and has processes to identify risk and protective factors | **a** | **The organisation:**  Ensures policies and processes outline safety and autonomy practices for victim-survivors of violence even when they are not a direct service user. |  |  |  |
| **b** | Maintains child protection policies that focus on children’s safety, needs and wellbeing even when they are not a direct service user. |  |  |  |
| **c** | Maintains policies that focus on response and protection for adults who require safeguarding |  |  |  |
| **d** | Ensures processes and practices remain current with sound knowledge of legislation and legal tools that promote safety, protection and accountability, and mechanisms to update working in the organisation. Triaging is victim and whānau centred and is informed by multiple sources (victim-survivors, specialist services and advocates, government and non-government agencies). |  |  |  |
| **e** | Recognises the heightened risk during separation and post separation and ensures workers support safe practice. |  |  |  |
| **f** | Ensures assessment tools emphasise the recording of uncertainties and potential concerns, contextual issues and structural inequities, as well as actual and concrete factors. |  |  |  |
| **g** | Identifies and communicates risk internally and externally and has effective procedures and processes to manage or reduce risk on a day-to-day basis. |  |  |  |
| **h** | Coordinates victim-survivor centred risk management and needs assessment plans with local government and non-government agencies to enhance the safety of victim-survivors and accountability of people using violence that include safe, ethical and confidential information sharing processes and collaborative safety planning and processes for ongoing monitoring of risk. The organisation operates from a well evidenced, trauma and violence informed approach with policies and procedures for safe practice. These include effective trauma and violence informed responses for clients and workforce wellbeing and safety. |  |  |  |
| **i** | Ensures procedures outline practices and responses that work toward engagement and accountability of people using violence, without colluding with the violence, minimising actions and/or blaming something or someone else. |  |  |  |
| **j** | Ensures risk assessment and management tools are underpinned by the principles and analysis outlined in this document. |  |  |  |

# Standard 3: Mahi Tahi – Collaboration and Advocacy

The organisation works actively with others to create safety strategies and alliances for those impacted by family violence and challenges systemic, social and cultural factors that enable family violence to exist in Aotearoa New Zealand.

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| Name of staff member who mapped training: |  | Date mapping completed: |  |

| **MAHI TAHI** | |  |  |  |  |  |
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| **Standards** | | | | **Name of document** | **Details of document:** Describe the sections that relate to the standard | **Gap analysis:** Identify gaps when standards are not covered or only partially covered |
| 3.1 | The organisation works with other organisations and sectors | **a** | **The organisation:**  Actively participates in relevant multi-agency systems that contribute to developing a community response to family violence. |  |  |  |
| **b** | Develops relationships with specialist services and agencies available to all victim-survivors of family violence and people who use violence. These include specialist services for women, men, tangata whenua, Pacific peoples, disabled people, older people, adults who need safeguarding, children and young people, ethnic communities and LGBTQIA+ communities. |  |  |  |
| **c** | Develops partnerships with other agencies to enhance responses and provide support (e.g., sexual violence support, alcohol and drug, mental health, health care needs, social care needs, disability support, and housing). |  |  |  |
| **d** | Develops relationships with disabled people and their organisations and has a shared understanding about how to work together to prevent and respond to violence against disabled people and Adults at Risk. |  |  |  |
| **e** | Develops partnerships and working relationships with other organisations (including non-family violence agencies) focused on preventative, restorative and transformative ways to address violence in their communities. |  |  |  |
| **f** | Supports other agencies to enhance their practices to more consistently and safely respond and prioritise safety and wellbeing for all. |  |  |  |
| **g** | Ensures processes are in place to support workers working across professional and organisational boundaries. |  |  |  |
| **h** | Maintains effective systems to support working alongside other professionals to ensure that safety is prioritised, and risk is appropriately recognised and managed. |  |  |  |
| **i** | Plays a leadership role in family violence initiatives. |  |  |  |
| **j** | Recognises the intersection of family violence and sexual violence and works with the sexual violence sector to ensure people impacted by sexual violence can access appropriate services. |  |  |  |
| 3.2 | The organisation works for societal and system transformation | **a** | **The organisation:**  Advocates for equitable resources for specialist kaupapa Māori and iwi-led responses to end violence for whānau. |  |  |  |
| **b** | Advocates for equitable resources for other culturally appropriate specialist responses to end violence within family, and community. |  |  |  |
| **c** | Plays an active role in challenging societal attitudes and norms that sustain and perpetuate violence. |  |  |  |
| **d** | Collaborates within the sector to create safe spaces for people experiencing or at risk of violence. |  |  |  |
| **e** | Shares knowledge to achieve social change that increases community wellbeing and autonomy. |  |  |  |
| **f** | Identifies inadequate responses to family violence and escalates concerns to ensure services prioritise protection and accountability. |  |  |  |
| **g** | Ensures processes are in place to represent the experience and voices of people impacted by family violence, and to support them to represent their own experiences. |  |  |  |
| **h** | Ensures strategies challenge stigma and discrimination wherever it is experienced, to promote the inherent dignity, value and human rights of all people. |  |  |  |
| **i** | Contributes to media commentary when relevant on issues pertaining to family violence in line with the organisation’s media policy. |  |  |  |
| 3.3 | The organisation shares relevant information | **a** | **The organisation:**  Adheres to a clear framework that outlines processes for information seeking and sharing, acknowledging data sovereignty, particularly for tangata whenua. |  |  |  |
| **b** | Ethically shares information in line with relevant legislation and privacy policies to promote safety, accountability and address risk at an individual and systems level. |  |  |  |
| **c** | Promotes a culture of consultation both internally and externally. |  |  |  |

# Standard 4: Ora – Wellbeing and Restoration

The organisation provides a holistic approach that is shaped by and reflects the aspirations and restoration of whānau, families and individuals.

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| **Standards** | | | | **Name of document** | **Details of document:** Describe the sections that relate to the standard | **Gap analysis:** Identify gaps when standards are not covered or only partially covered |
| 4.1 | Strategies promote restorative practices | **a** | **The organisational strategies:**  Promote whānau and family safety, wellness, autonomy and restoration, and uphold the dignity, values and beliefs of people and their diverse cultural identities. |  |  |  |
| **b** | Recognise mātauranga Māori restorative practices. |  |  |  |
| **c** | Ensure wellness and restoration values inform practice and are included in strategies. |  |  |  |
| **d** | Ensure disabled people and Adults at Risk are supported to overcome the impact of violence and abuse. |  |  |  |
| **e** | Ensure that people using violence are supported to change their behaviour, attitudes and beliefs to sustainably stop their use of violence and control. |  |  |  |
| 4.2 | Trauma and violence informed responses promote whānau, family or individual transformation | **a** | **The organisation's responses:**  Apply an understanding of trauma and violence informed practice. |  |  |  |
| **b** | Apply an understanding of colonisation and the wider range of the effects of intergenerational and historical trauma. |  |  |  |
| **c** | Apply Māori models of trauma and restoration appropriately, demonstrating a clear understanding of the differences between whānau and family. |  |  |  |
| **d** | Recognise the cumulative and traumatic impacts of family violence on women, tangata whenua, children and young people, disabled people, ethnic people, Pacific peoples, LGBTQIA+ people, older people, victim-survivors. Also, recognising that people who use violence may be affected by trauma. |  |  |  |
| **e** | Recognise childhood trauma that may have been experienced by people. |  |  |  |
| **f** | Are trauma and violence informed and integrate information that supports a strategy of inter-generational transformation for the whānau, family or individual. |  |  |  |
| **g** | Encourage an enabling environment that supports whānau, families’ and individuals’ self-management and autonomy. |  |  |  |
| **h** | Ensure that children and young people receive specialist trauma and violence informed support that aims to reduce and overcome the long-term impact of violence and abuse. |  |  |  |

# Standard 5: Koi Mahi – Innovation and Learning

The organisation engages in growing practice knowledge and is responsive to the development of new approaches to end violence.

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| **KOI MAHI** | |  |  |  |  |  |
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| **Standards** | | | | **Name of document** | **Details of document:** Describe the sections that relate to the standard | **Gap analysis:** Identify gaps when standards are not covered or only partially covered |
| 5.1 | The organisation has a culture of learning | **a** | **The organisation:**  Assesses capability regularly to determine areas of knowledge and skill development needed by the workforce to respond safely and respectfully to people impacted by family violence and people using violence. |  |  |  |
| **b** | Supports and implements the innovation of new approaches to ending family violence. |  |  |  |
| **c** | Monitors new interventions to ensure safe delivery and learning is captured and shared effectively. |  |  |  |
| **d** | Provides opportunities for ongoing learning including health, psychological, developmental, social and economic impacts of family violence on people, including children. |  |  |  |
| 5.2 | The organisation has a safe, competent and well workforce | **a** | **The organisation:**  Ensures practitioners are appropriately skilled and equipped to work with people impacted by, or using family violence according to their role. |  |  |  |
| **b** | Ensures all staff have training and support to enable them to implement the organisation’s safety procedures. |  |  |  |
| **c** | Ensures all staff have training and support to enable them to make safe and effective referrals when needed. |  |  |  |
| **d** | Provides opportunities for staff to continue to develop their skills, learn about relevant research and stay up to date with emerging approaches and evidence. |  |  |  |
| **e** | Supports the workforce to develop capabilities, skills and knowledge to enhance responsiveness to people from all backgrounds, cultures, ages, genders, sexualities, experiences and abilities. |  |  |  |
| **f** | Ensures all staff, including contracted organisations’ staff delivering interventions, attend specialised family violence practice supervision. |  |  |  |
| **g** | Ensures family violence supervisors have an advanced understanding of family violence dynamics. |  |  |  |
| **h** | Implements and promotes a staff wellbeing policy outlining the support of workers’ holistic health and wellbeing. |  |  |  |
| **i** | Provides an environment in which the skill and competency of people from all communities, including tangata whenua, Pacific peoples, ethnic communities, disabled people, older people, and LGBTQIA+ communities, are fostered. |  |  |  |
| **j** | Creates leadership opportunities for people from all backgrounds, cultures, ages, genders, sexualities, experiences and abilities. |  |  |  |
| **k** | Maintains procedures that outline and monitor appropriate caseload to protect workers from overload and burnout. |  |  |  |
| 5.3 | The organisation has a reflective organisational culture | **a** | **The organisation:**  Ensures processes encourage reflection, support, discussion and debate as a part of engagement and supported learning for workers. |  |  |  |
| **b** | Encourages workers to contribute to decision-making and leadership. |  |  |  |
| **c** | Maintains processes to address inadequate responses to family violence (both internally and externally). |  |  |  |
| **d** | Escalates concerns to ensure services prioritise protection and accountability. |  |  |  |
| **e** | Evaluates responses to ensure they increase protection and accountability and family wellbeing. |  |  |  |
| **f** | Monitors processes to ensure that workers are well-trained, resourced, supported and supervised. |  |  |  |
| **g** | Provides opportunities for safe, accessible and meaningful feedback, through multiple channels, for all people and groups including children, and work to ensure that practice and services are adjusted accordingly to ensure safe, competent and well-managed interventions and services. |  |  |  |
| **h** | Regularly monitors policies, procedures and systems, and makes appropriate improvements. |  |  |  |
| **i** | Maintains processes that ensure the organisation’s culture is respectful and does not replicate the dynamics of abuse. |  |  |  |