ORGANIZATIONAL ASSESSMENT

*(Adapted from Social Venture Partners “Organizational Capacity Assessment Tool 2006” and Grantmakers for Effective Organizations “Strengthening Nonprofit Capacity 2016”)*

For each category below, rate the following items, both on the current performance of your organization (1 = poor performance / greatest need; 4 = excellent performance / strength of organization), and on the category’s importance to you.

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| 1.Mission, Vision, Strategy, and Planning  |  |
|  | **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Mission/vision lack clarity; strategy not visible in decision making; organization operates on day-to-day basis; processes not clearly defined, decisions made by one person |  | **Description of Excellent:** Mission and vision clearly reflect organization’s values and purpose and are broadly held throughout organization; strategic plan guides management decisions; operations reflect long-range planning; well-designed processes in place; systems in place for broad participation in decision making as appropriate |  |
| 2. Management Team Leadership  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Limited experience in nonprofit management; limited recognition in the nonprofit community; little attention to organization mission/vision; has difficulty building trust and rapport; micromanages; delays decision making; relies on intuition rather than strategic analysis |  | **Description of Excellent:** Highly experienced in nonprofit management; recognized as a leader in sector; lives the organization mission/vision; builds win-win relationships within and outside organization; promotes staff members’ development; makes informed decisions in ambiguous circumstances; exceptional ability to synthesize complexity  |  |

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| 3. Board Leadership  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Board lacks understanding of basic responsibilities; board lacks understanding of and/or disagrees about organization’s mission/vision; board provides little direction to staff; board does not participate in fundraising; board lacks diversity |  | **Description of Excellent:** Board is actively involved in both long-range financial plans and monitors finances monthly; board defines and monitors CEO/ED performance targets; mission/vision drive board strategic planning; board provides strong direction and support to leadership staff; majority of board embrace fundraising as core responsibility; board has broad variety of expertise from all relevant constituencies |  |

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| 4. Diversity, Equity and Inclusion  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Organization practices exclude eligible people from leadership or staff positions and/or the organization’s services; organization policies and practices do not encourage consideration of diversity, equity, or inclusion  |  | **Description of Excellent:** Diverse board and staff; organization ensures an inclusive recruitment process that results in diversity of thought and leadership for board and staff; staff policies and day-to-day practices support an inclusive workplace environment; organization website and direct services are welcoming to all |  |

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| 5. Program Design and Evaluation  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Very little to no evaluation of program activities/ outputs or external comparisons; data rarely used to improve programs; programs/services lack clear alignment with mission and seem unrelated to each other; limited ability to create new programs |  | **Description of Excellent:** Well-developed integrated system for measuring performance and progress continually; comprehensive internal and external benchmarking are intrinsic to target-setting; programs/services are fully aligned with mission/goals and with one another; able to create new/innovative programs efficiently and effectively |  |

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| 6. Human Resources Management  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Very little to no training/coaching; no regular performance appraisals; no HR planning; unclear roles/responsibilities; job descriptions inaccurate or non-existent; high turnover and/or frequent absences |  | **Description of Excellent:** Relevant and regular training/coaching; consistent performance appraisal process; realistic and detailed HR planning; clearly defined roles; organization chart reflects reality; no turnover or attendance problems |  |

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| 7. Legal Resources  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Organization does not anticipate legal issues; finds legal help and addresses issues as they arrive  |  | **Description of Excellent:** Effective and efficient legal resources at hand for routine legal work with access to specialized legal expertise as needed |  |

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| 8. Financial Management  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Cash not always available to pay bills on time; only a basic system in place to track revenue deposit/bills paid; general budget is loosely based on previous performance; limited financial planning; no annual audit; very few internal controls regarding funds in/outs |  | **Description of Excellent:** Cash available to meet all obligations with operating reserve equal to at least six months operating expenses; robust system in place governing all financial operations with accounts reconciled monthly and comprehensive chart of accounts; financial plans continuously updated; annual independent audit; comprehensive written internal control policies implemented continually  |  |

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| 9. Fund Development  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Organization highly dependent on a few funding sources; donor information insufficiently tracked; weak fundraising skills; board used minimally or ineffectively in donor relationships; no or few systems in place for long-term planning and revenue diversification |  | **Description of Excellent:** Highly diversified funding across multiple source types; secure donor management system tracks donor contacts fully and interfaces well with internal financial system; expert internal fundraising expertise; board well utilized in fundraising activities; well-developed system for long-term planning and revenue diversification |  |

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| 10. Marketing, Communications and External Relations  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Organization has no or outdated marketing materials; no communications plan exists; key messages are not defined; general lack of public relations/marketing skills; organization not recognized in community |  | **Description of Excellent:** Organization’s marketing materials are used consistently, are easily updated, and appeal to variety of constituencies; communications plan/strategy implemented and updated regularly; communications carry consistent and powerful message; communications staff have strong public relations/marketing expertise; organization is widely known in community and perceived as actively engaged in community  |  |

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| 11. Information Technology  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Limited phone/fax facilities impair effectiveness/efficiency; limited computer/technology capabilities; website not functional/out of date; no technology for tracking financial information, people, or program outcomes |  | **Description of Excellent:** Reliable phone/fax with individual voice mail; fully-networked computers with current software used by all staff; interactive website is regularly updated and user-friendly; comprehensive electronic data systems for tracking financial information, people, and program outcomes is widely used and efficient  |  |

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| 12. Collaboration  |
| **Performance** *(Circle one)* | **Importance** *(Circle one)* |
|  1 2 3 4  Poor Fair Good Excellent |  1 2 3 Not Somewhat Extremely Important Important Important |
| **Description of Poor:** Organization leaders are unaware of other organizations doing similar/related work; staff do not participate in available networking opportunities |  | **Description of Excellent:** Organization leaders have created and sustained strategic relationships with colleague organizations, stake-holders, and/or decision-makers; organization continues to seek additional opportunities for collaboration |  |

