

Organizational Self-Assessment: A Strategy to Build Capacity

Center of Excellence | March 30, 2022

AMPLIFY

EQUIP

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The Promise Of Community Action



Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

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Land Acknowledgement

Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here against their will, some were drawn to leave their distant homes in hope of a better life, and some have lived on this land for more generations than can be counted.

- Go to https://native-land.ca/ and enter your address in the search box on the left of the screen

- **Offer your land acknowledgement in the chat**
  - **"This meeting is being held on the traditional lands of the _____ People, and I pay my respect to elders both past and present, who have stewarded this land throughout the generations."**

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Agenda

What is Organizational Assessment? Why do we do it?

Review of the new Organizational Assessment Tool

How to use your results from the Organizational Assessment

Questions & Discussion

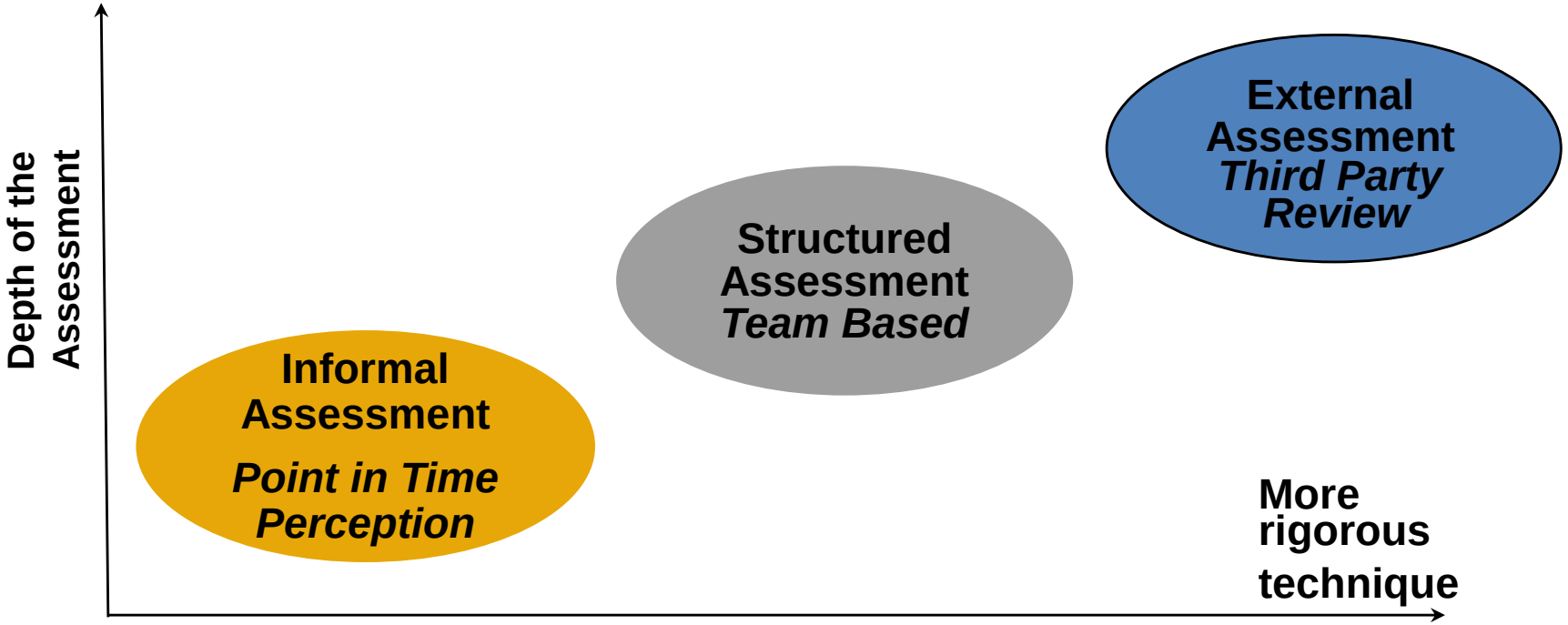
CSBG Community Services Block Grant

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What is Organizational Assessment?

- A systematic process of reviewing an organization to gain insight into its functioning and performance.



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Why Conduct an Organizational Assessment?

- Community Action Agencies engage in Community Needs Assessments to understand local needs and resources to inform strategies to address unique causes and consequences of poverty

- Much like a Community Needs Assessment, **an Organizational Assessment can be used to understand the strengths, resources, and needs of your agency.**

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Why Conduct an Organizational Assessment?: Culture of Excellence

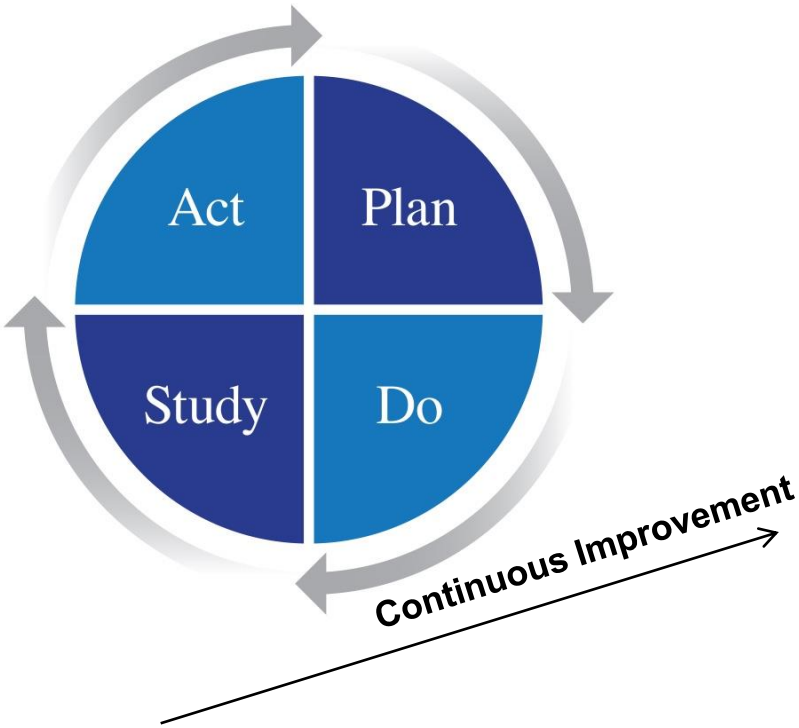


- Every Organization Can Improve
- You Can't Improve What You Don't **Measure**
- Continuous Improvement is both a **Commitment** and a **Process** for improving everything you do to Achieve Excellence
- The Focus is always on the Customer and Achieving Excellence through Improvement

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Why Conduct an Organizational Assessment?: Culture of Excellence Improvement

The essence of continuous improvement is employees involvement. Excellence is best achieved when engaged employees apply their creative energies to improve their own processes, products, or services.



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Why Conduct an Organizational Assessment?: Perception vs Reality



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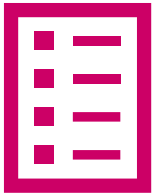
Great! I think I want to conduct an assessment. Where do I start?



IDENTIFY GOALS & SCOPE



IDENTIFY TOOL



PLAN



COMMUNICATE!

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Who should be involved in the assessment?

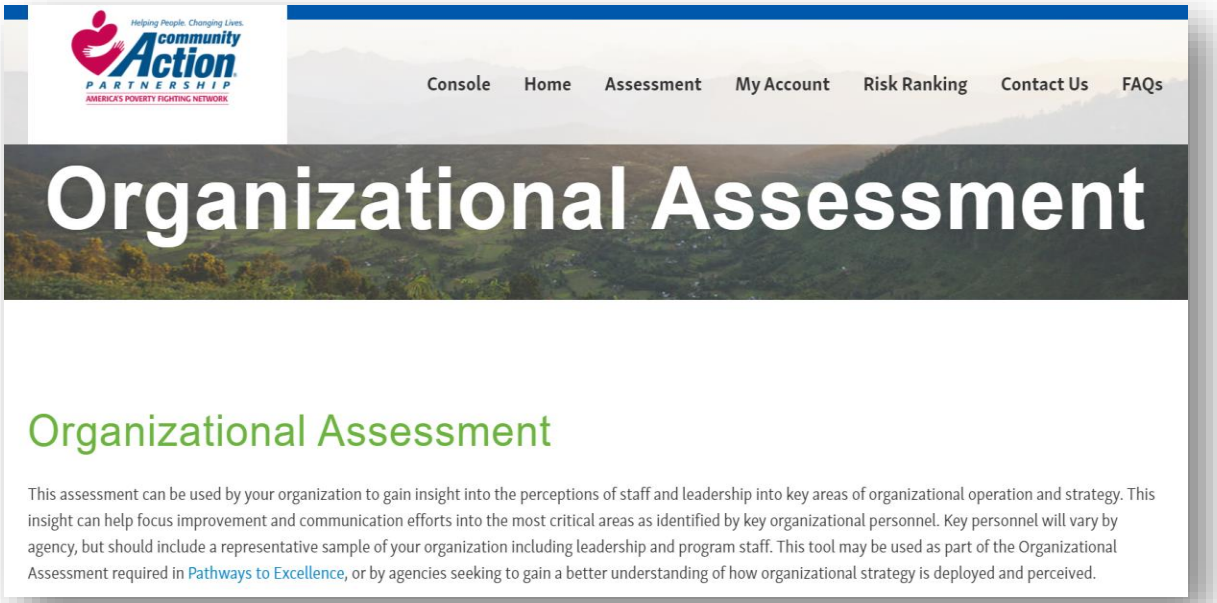
- Ensure representation from:
  - all major functions and programs within the agency
  - all levels within the agency
  - all levels of engagement within the agency

Ensure those engaged are representative of your organization

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Introducing the New Organizational Self Assessment Tool

- Designed for use by Community Action Agencies, based on the Community Action Standards of Excellence
- Gathers staff perceptions of deployment of agency strategy

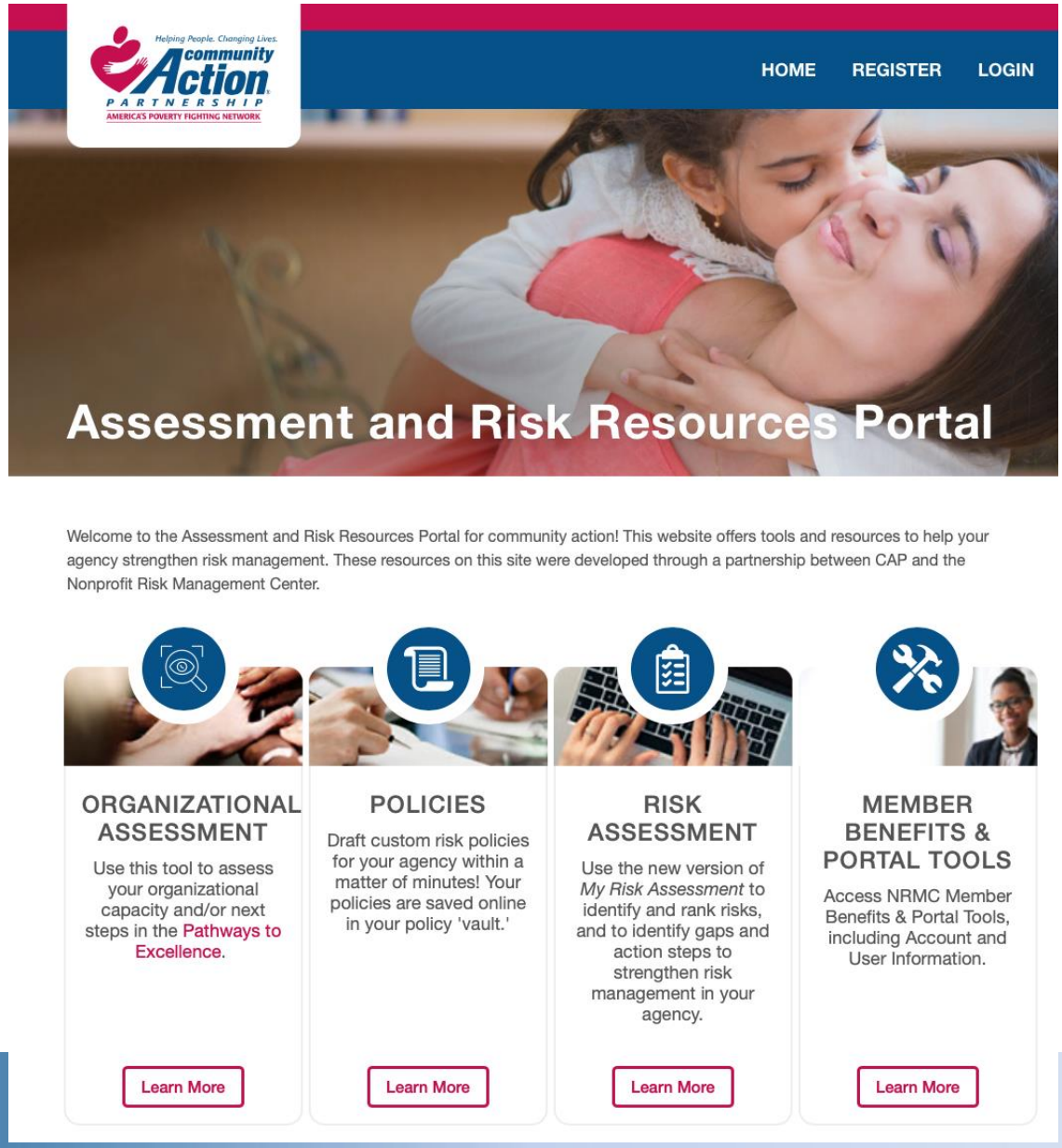


www.nonprofitrisk.org/CAP

- Incorporated in the Risk Assessment Portal with the Nonprofit Risk Management Center

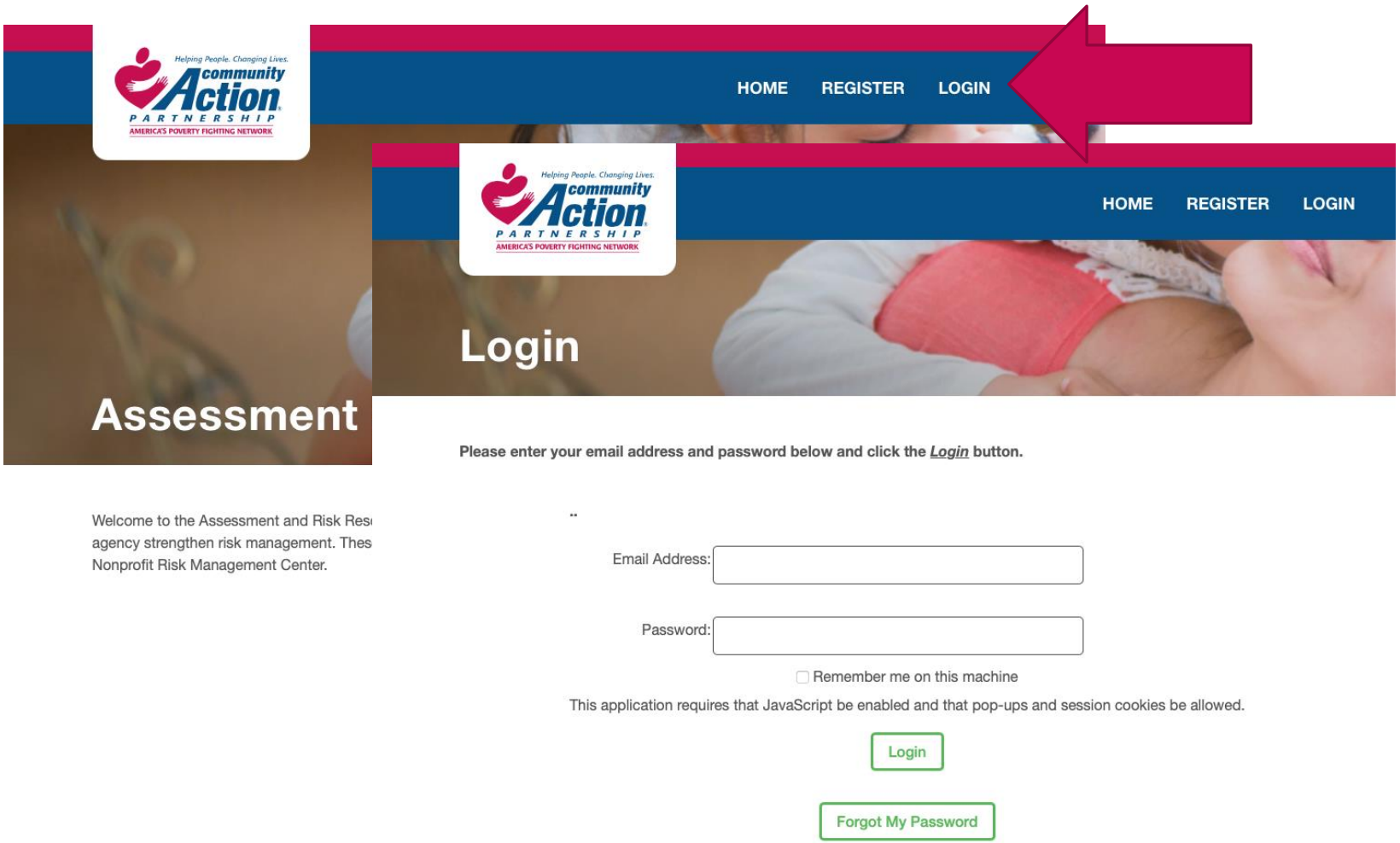
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Login to the Portal



Add new users



MEMBER BENEFITS & PORTAL TOOLS

Access NRMC Member Benefits & Portal Tools, including Account and User Information.

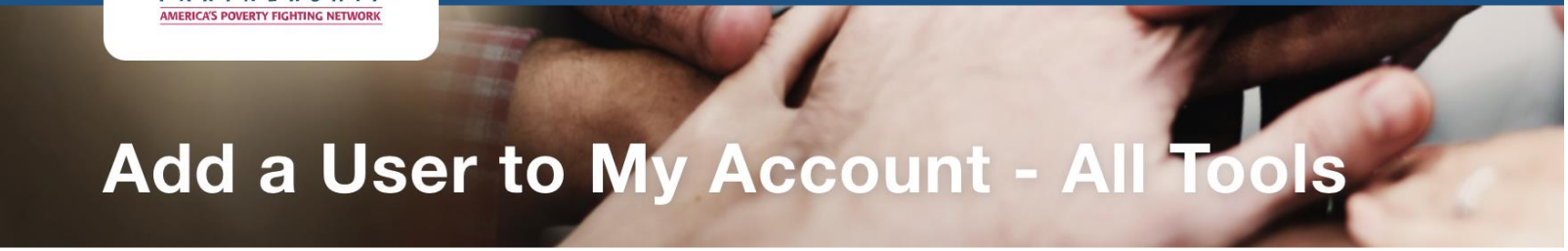
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PORTAL TOOLS

ADD A USER TO MY ACCOUNT - ALL TOOLS
Choose this option to add a user to an existing account. Remember that "added users" can be assigned Risk Assessment modules, and also participate in a Risk Ranking exercise for your agency.

MANAGE USERS - ALL TOOLS
Use this link to manage users, such as deleting a user or changing a user's status or information.

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Add a User to My Account - All Tools

To add a user to your account for the CAP Risk Management Tools please complete the information below. Please gather all of the information before you begin.

When the registration process is complete the new user will be able to fully use the power of the CAP Risk Management Tools.

*required

*Select Category for this User: (•) Added User ( ) Acct Holder

*First Name:

*Last Name:

*Email:

*Verify Email:

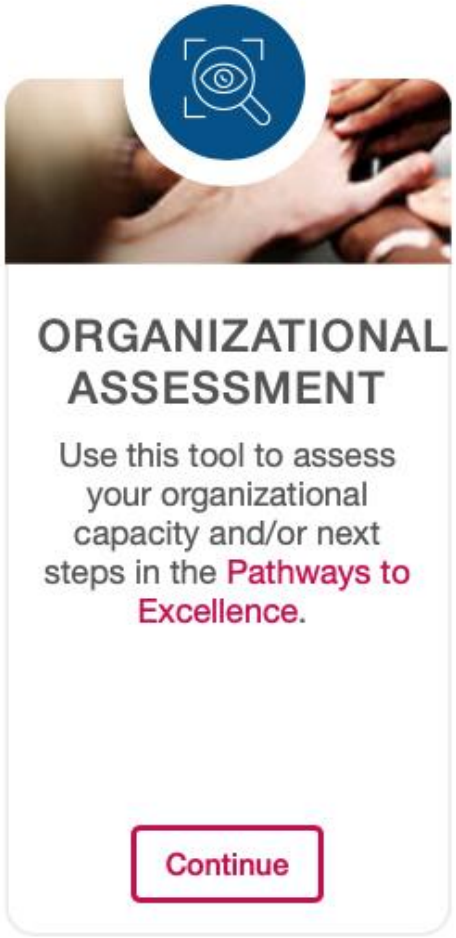
*State/Province: - Select -

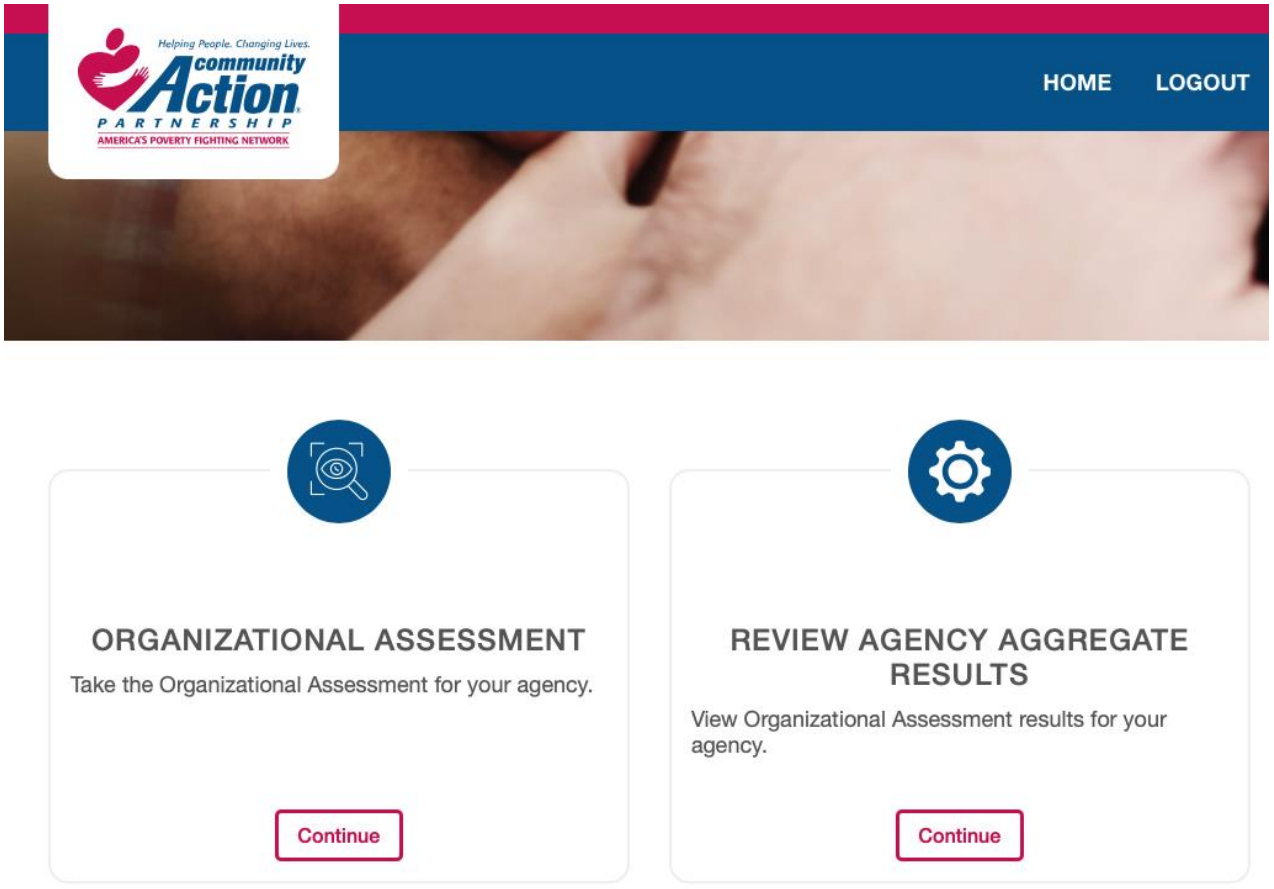
*Postal Code:

Country: - Select -

The new user will be required to agree to the Internet Privacy Policy and Terms of Use

Continue





1. Take the organizational assessment, or
2. See your team results

Organizational Assessment

1. Take the assessment!

Organizational Assessment

This assessment can be used by your organization to gain insight into the perceptions of staff and leadership into key areas of organizational operation and strategy. This insight can help focus improvement and communication efforts into the most critical areas as identified by key organizational personnel. Key personnel will vary by agency, but should include a representative sample of your organization including leadership and program staff. This tool may be used as part of the Organizational Assessment required in Pathways to Excellence, or by agencies seeking to gain a better understanding of how organizational strategy is deployed and perceived.

When completing this survey, consider your agency as you answer the questions in the assessment. Think of the overall financial, human resource, customer service, and data/performance management systems in your agency, as well as collaborations with partners that affect multiple programs and the overall community.

During the assessment:

- Category 1 will be visible at the start.
- The assessment can be started and stopped at any time.
- Use the **"Update"** button to save responses. Your answers will be saved, and you will be returned to the top of the page to either complete the next category or submit your answers.
- Use the "**Save My Assessment**" button at the top or bottom of the page after all the questions for the category have been completed.
- Click on the category title to expand the text and view all questions for that category.
- Use the scale provided to indicate your response to the statement regarding your agency from strongly agree to strongly disagree. Your response should be based on your ***initial perception*** of your organization's health, strength, and capacity—do not labor over your answers.
- Use the comments section if you would like to provide more clarity on why you chose a particular response.
- This survey is anonymous.

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CATEGORY 2: Strategic Planning

Category 2 examines how your agency assesses needs, sets longer-term/strategic direction and develops operational plans, updates these plans, and utilizes the strategic plan as a living document that guides the agency. It stresses that customer, community, and staff participation is an essential part of the planning process and that measures of progress must be incorporated and effectively utilized to assess progress over time.

- + CATEGORY 1:
- + CATEGORY 2:
- + CATEGORY 3:
- + CATEGORY 4:
- + CATEGORY 5:
- + CATEGORY 6:
- + CATEGORY 7:

	Strongly Disagree	Disagree	Agree Some What	Agree	Strongly Agree
As it plans for the future, my organization involves me and asks for my ideas.	○	○	○	○	◉
I know about the parts of my organization's strategic plan that most affect me and my work.	○	○	○	○	◉
I have easy access to the parts of my organization's strategic plan that most affect me and my work.	○	○	○	○	◉
Our plan uses substantive measures of success.	○	○	○	○	◉
I know how to tell if we are making progress on key parts of the plan, especially those elements that I work on.	○	○	○	○	◉
We engage and involve the community and stakeholders in planning our agency's future.	○	○	○	◉	○
Our organization has the funding needed to fulfill our mission, including from diverse sources including federal, state, private, local, and in-kind investments.	○	○	○	◉	○
Total Points	0	0	0	0	40
Category 2 Total			**40**		

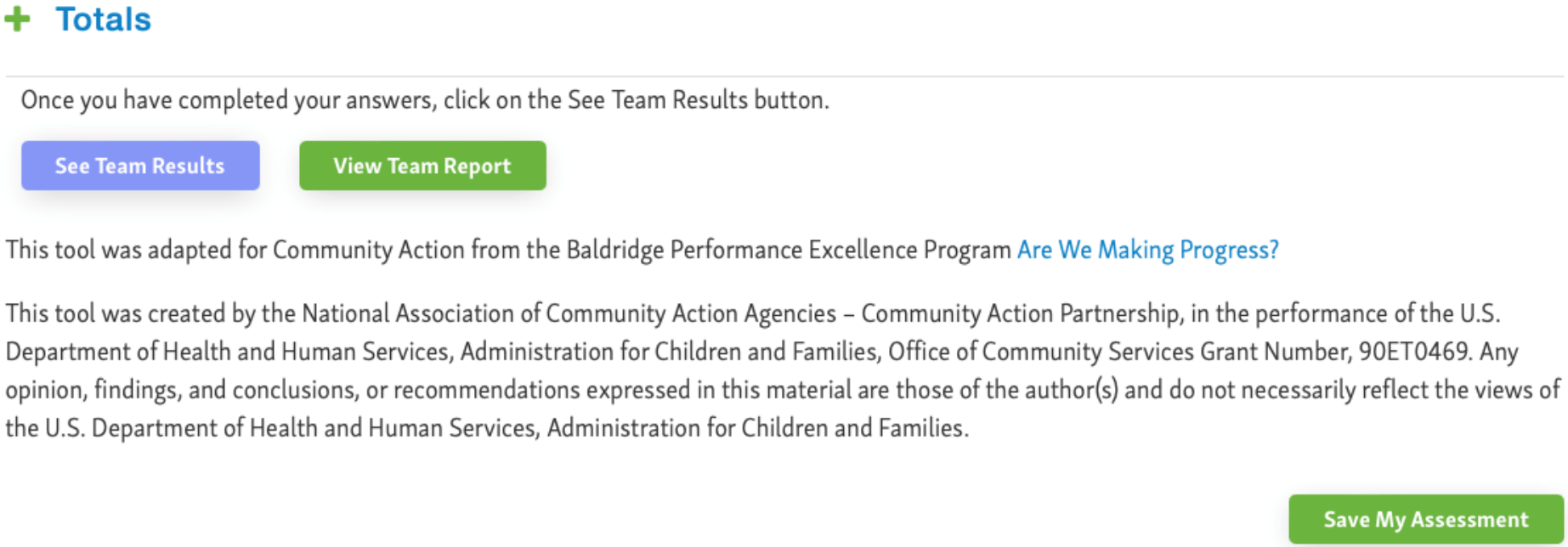
Strategic Planning Comments

Please enter any comments you wish to further clarify your rating for this category

Update this Category Now

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Save your answers at any time!



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2. View Team Results



ORGANIZATIONAL ASSESSMENT

Use this tool to assess your organizational capacity and/or next steps in the Pathways to Excellence.

Continue

REVIEW AGENCY AGGREGATE RESULTS

View Organizational Assessment results for your agency.

Continue



Organizational Assessment

This assessment can be used by your organization to gain insight into the perceptions of staff and leadership into key areas of organizatio
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- Use the comments section if you would like to provide more clarity on why you chose a particular response.
- This survey is anonymous.

Survey Version: Version 2

Once you have completed your answers, click on the See Team Results button.

See Team Results | View Team Report

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Team Aggregate Results

Team Aggregate Results

The organizational assessment is meant to provide feedback about yo
the **Community Action Standards of Excellence.** It is not intended t
starting point leading to a more in-depth approach.

There were 1 of 6 users participating.

View Team Report

- + CATEGORY 1: LEADERSHIP
- + CATEGORY 2: STRATEGIC PLANNING
- + CATEGORY 3: CUSTOMER FOCUS
- + CATEGORY 4: MEASUREMENT, ANALYSIS, AN
- + CATEGORY 5: HUMAN RESOURCE FOCUS
- + CATEGORY 6: PROCESS MANAGEMENT
- + CATEGORY 7: RESULTS/OUTCOMES

✖ CATEGORY 1: Leadership

Category 1 examines how your agency's senior leaders address mission, values, direction, and performance expectations while focusing on customers/stakeholders, as well as empowerment of staff, innovation, and learning within the organization. It also examines how your organization addresses community advocacy and low-income constituency involvement.	1 Strongly Disagree	3 Disagree	5 Agree Some What	7 Agree	10 Strongly Agree
Our organization's mission/vision (what it is trying to accomplish) is well understood by staff at every level.	0	0	0	0	10
Our senior (top) leaders communicate our organization's values to guide us.	0	0	0	0	10
Our senior leaders create a work environment that helps me do my job.	0	0	0	7	0
Our organization's leaders share information about the organization.	0	0	0	7	0
Our senior leaders encourage learning that will help me advance in my career.	0	0	5	0	0
Our organization makes it clear what our top priorities are, and what's most important.	0	0	5	0	0
I feel engaged with my organization.	0	0	0	7	0
My organization regularly asks what I think.	0	3	0	0	0
Our Board and senior leaders actively advocate on behalf of the agency and those we serve.	0	3	0	0	0
Total Points	0	6	10	21	20
Aggregate Score (%)	57 (63%) of 90				

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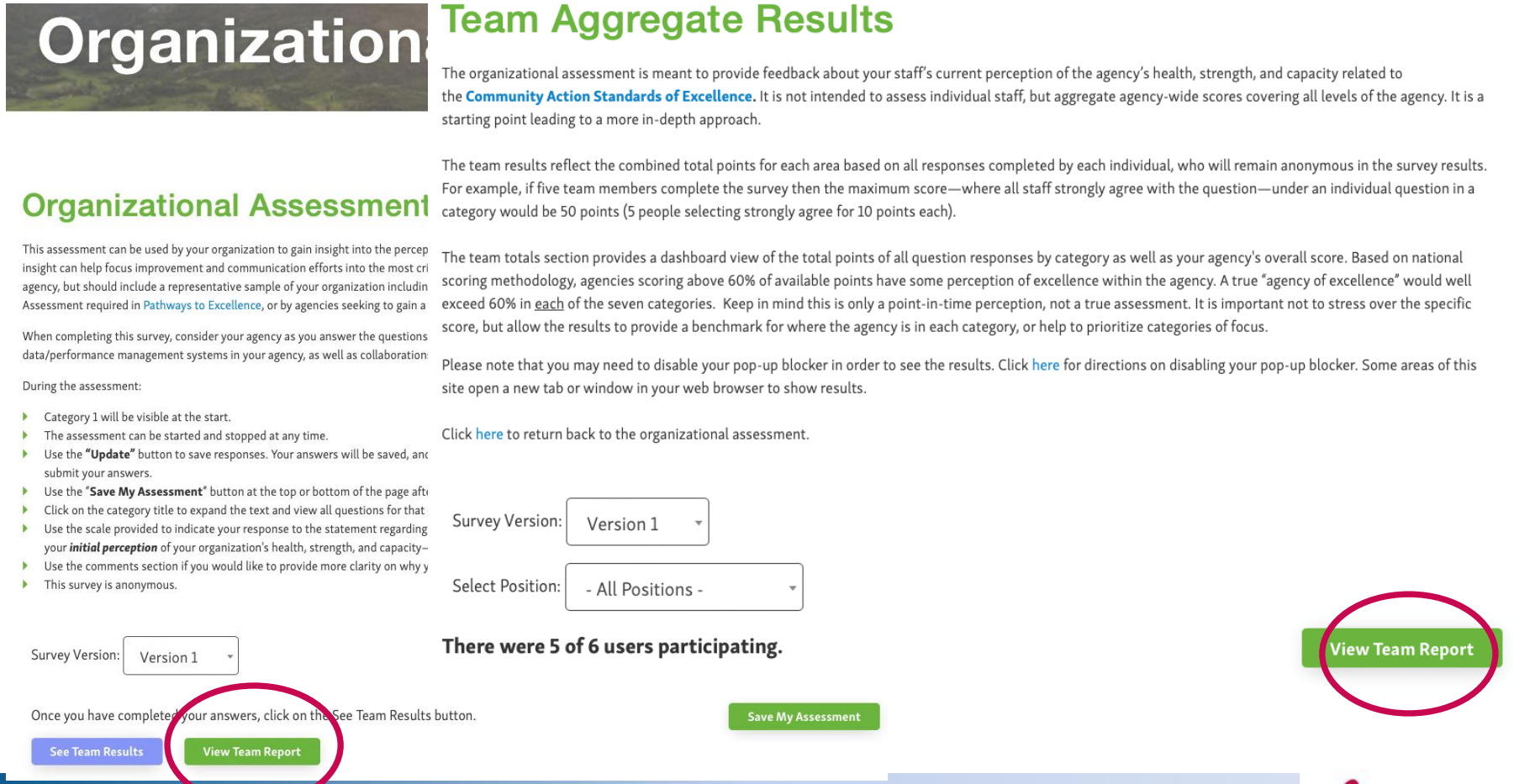
Dashboard: Agency Rating

Team Totals

Grand Totals: 1 of 2 users participating.	1 Strongly Disagree	3 Disagree	5 Agree Some What	7 Agree	10 Strongly Agree
CATEGORY 1: Leadership	9	0	0	0	0
CATEGORY 2: Strategic Planning	0	0	0	0	40
CATEGORY 3: Customer Focus	0	0	0	0	50
CATEGORY 4: Measurement, Analysis, and Knowledge Management	0	0	0	0	60
CATEGORY 5: Human Resource Focus	0	0	0	0	50
CATEGORY 6: Process Management	0	0	0	0	60
CATEGORY 7: Results/Outcomes	0	0	0	0	60
Total Points for Each Category	9	0	0	0	320
Overall Agency Total:	**329**				
	The minimum possible grand total is 41 and the maximum is 410.				

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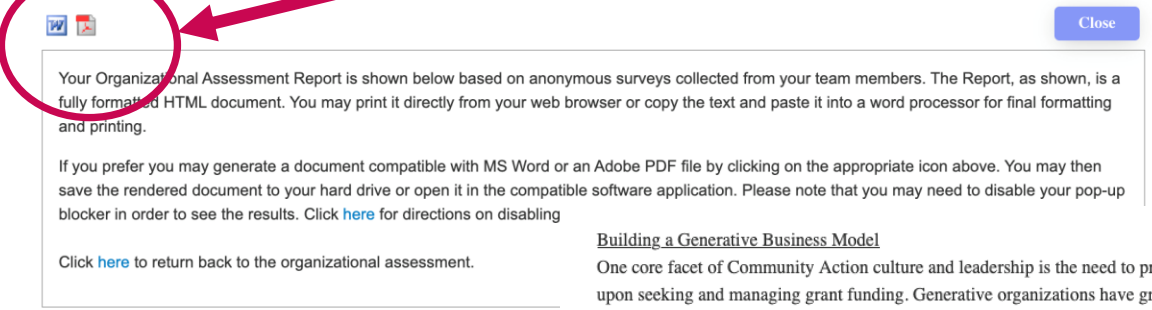
Get Recommendations!



Recommendations at your Fingertips!

Survey Report

Click here to download



Organizational

Version 2

Congratulations on completing the CAA self-assessment!

Interpreting Your CAA's Assessment Results

The purpose of completing this assessment is to promote continuous quality impr
assessment provides a point-in-time perspective of your CAA's health, strength, a

Your assessment results are nothing to worry about; ***they are only for your intern***
to you and your team as you continue to improve your CAA's organizational heal

Building a Generative Business Model

One core facet of Community Action culture and leadership is the need to promote a generative or results-oriented business model, as opposed to a business model founded upon seeking and managing grant funding. Generative organizations have greater potential to produce meaningful societal benefits than organizations solely focused on their bottom line. To become more generative, an agency can generally aim to realize three goals:

1. Power its own growth and success while creating opportunities for other organizations and institutions to learn from, challenge, or add to the agency's contributions.
2. Align systems and stakeholders into an ecosystem and enable mutual, positive interaction and mutual benefit across that whole ecosystem.
3. Create non-financial social value (i.e., positive community outcomes and learning) as well as financial value.

Start learning more about generative organizations by reading Three Design Principles for Generative Businesses and The Benefits of Giving Away What Your Company Knows, articles authored by CV Harquail, a consultant and management professor whose research focuses on organizational identity, authenticity, and change.

Building a Better Board

Aside from workplace culture, a self-managing, actively engaged board of directors is key to effective stewardship and leadership of any CAA. To enhance your CAA's leadership at the board level, consider asking your board of directors to complete the CAA Board Self-Assessment to stimulate ideas and conversation about strengthening the board's performance. For more inspiration, watch the corresponding CAPLAW webinars on Board Capacity Building for CAAs. Further augment your board's innate talent by watching the Board Recruitment and Development webinar, or learn to empower your board members with the Advocacy for CAA Boards webinar. Or, if you need to clarify board roles and responsibilities compared to those of CAA staff, then explore CAPLAW's guidelines for board roles and responsibilities for public or private agencies. If you wish to augment board member orientation and training at your CAA, then review CAPLAW's free presentation: Developing a Board Training Strategy.

Also explore governance resources from the Nonprofit Risk Management Center, a 501(c)(3) nonprofit organization devoted to inspiring effective risk management—including good governance—across the nonprofit sector.

- Boards on Board: Managing Governance Risk
- Enforcing Board Member Responsibilities
- Let's Work Together: The Sweet Sounds of a Board-CEO Partnership
- Big Bucks or Big To Do About Nothing: CEO Compensation in the Spotlight

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Decoding Results

- Remember, the results show the perceptions of staff within your agency.

- Like any data, **the results must be analyzed** before you can decide what to do with them



Decoding Results

Consistency of Results

- Patterns
- Patterns across categories

Anticipated Results vs Actual Results Alignment

- Lack of alignment could indicate:
  - Leadership perception misalignment
  - Communication challenges
  - Strategy/Approach vs Deployment misalignment

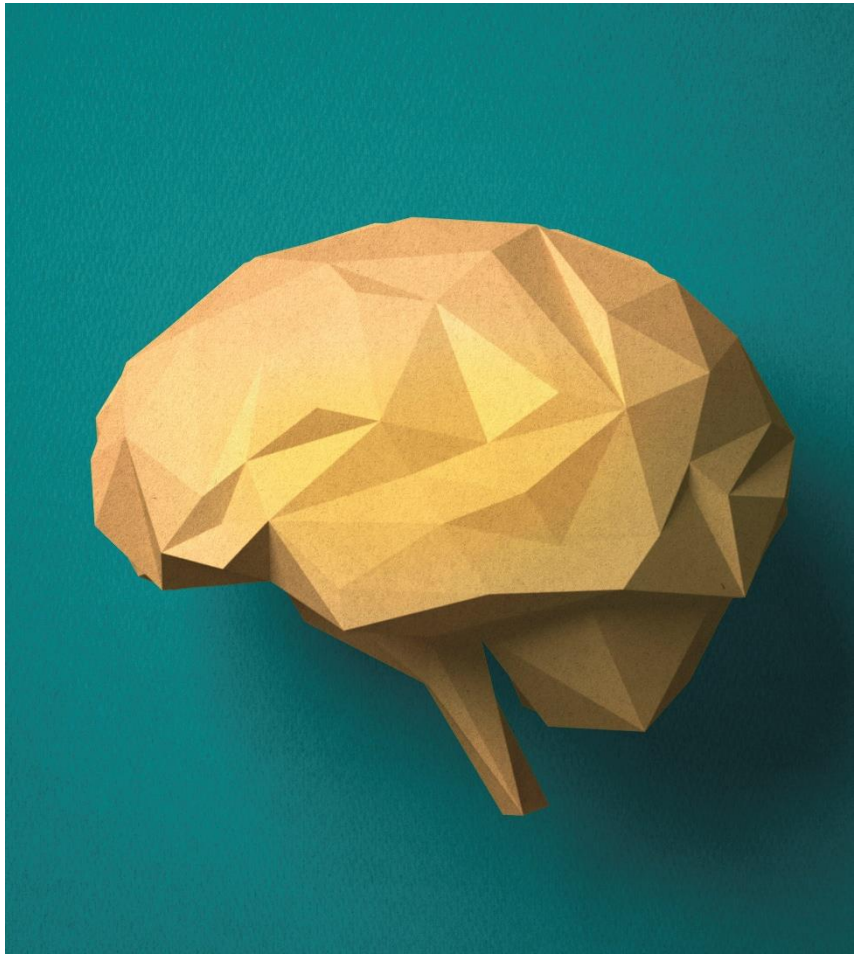
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Contextualizing the Results

- Does the agency have other indicators to contextualize the data gathered?
  - Employee data (engagement surveys, metrics/indicators of employee wellbeing)
  - Customer data (satisfaction surveys)
  - Agency policies
  - Results metrics (Customer outcomes, Monitoring/Audit reports, etc.)

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Contextualizing the Results



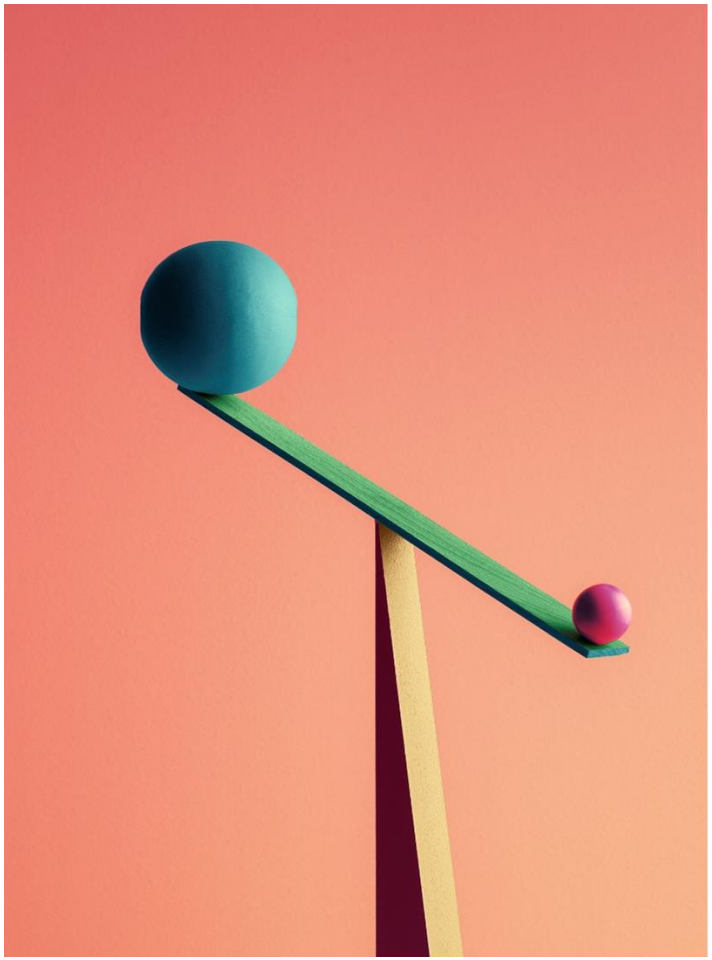
- Think about results in relation to:
  - Agency strategic plan
  - Historic/Current agency performance & environment
  - Recent agency improvement efforts
  - Broader agency environment

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Prioritizing Action

- You cannot make all improvements at the same time

- Options for prioritization
  - Quick wins / “low hanging fruit”
  - Strategic Plan Priorities
    - Key Performance Indicators / Dashboard Metrics
  - Funder Requirements / Priorities



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Use the Action Planning Worksheet!

Action Planning Worksheet for your CAA's Organizational Assessment

Category 1: Leadership

This category examines the CAA's leadership system, and how senior leaders guide the agency. It examines how your agency is governed, and how senior leaders support the achievement of the organization's mission, values, direction, and overall performance.
It examines how your leadership system sustains the agency, promotes community advocacy, focuses on addressing poverty, and achieves low-income involvement.

Directions: Consider gathering a diverse team or forming an ad hoc committee to ruminate on this worksheet and to implement the ideas generated from the exercise.

Step 1: Select the organizational assessment category where you would like to begin to prioritize quality improvement work. You may choose to focus on an area where you believe you can make the most important or impactful changes or an area where you can most easily make improvements to your CAA's health (i.e., the low-hanging fruit). For your convenience, there is a separate worksheet for each of the Standards for Excellence's seven categories and the corresponding definition at the top of the worksheet. Only fill out the worksheet in the category you wish to work on.

Step 2: Identify two or three areas of focus to aid in the improvement of your agency's organizational health and capacity in the above listed category.

Step 3: Identify two or three strengths for each capability focus area that you listed in step 2. If you get stuck on one of the focus areas skip it for now and come back to it later.

Step 4: List ways to leverage any existing practices or strategies your agency may already be doing in the focus areas identified in step 2. Refer to the resources you identified in step 3 to look for ways to bolster your CAA's capabilities.

Step 5: Begin to implement ideas generated from this worksheet. Have 30-, 60-, and 90-day check-ins to assess if progress is being made and to see where further improvement may be needed.



RESOURCES



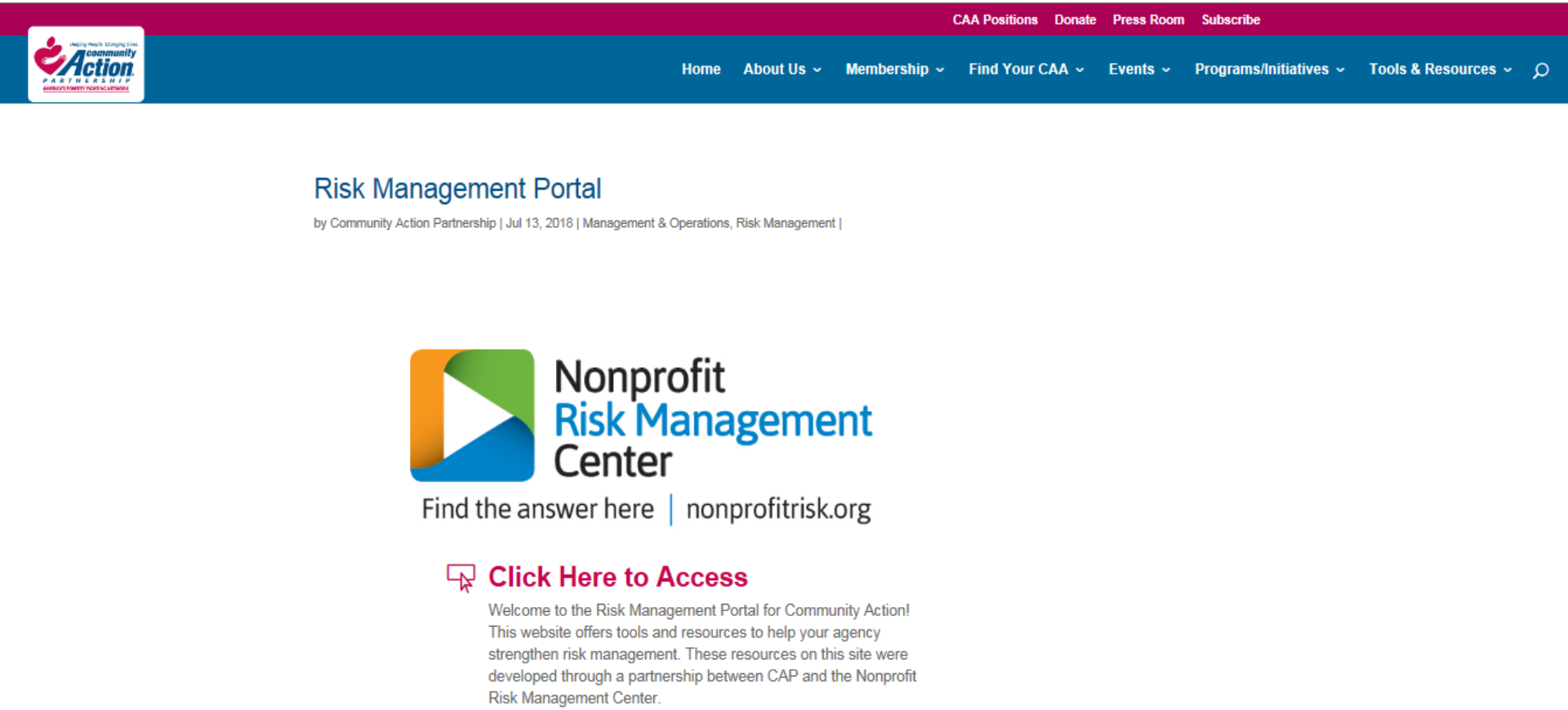
Nonprofit Risk Management Center

Find the answer here | nonprofitrisk.org

2022RISKSUMMIT.ORG

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Risk Assessment Portal



www.nonprofitrisk.org/CAP



Welcome to the Assessment and Risk Resources Portal for community action! This website offers tools and resources to help your agency strengthen risk management. These resources on this site were developed through a partnership between CAP and the Nonprofit Risk Management Center.



ORGANIZATIONAL ASSESSMENT

Use this tool to assess

POLICIES

Draft custom risk policies for your agency within a matter of minutes! Your

RISK ASSESSMENT

Use the new version of

MEMBER BENEFITS & PORTAL TOOLS

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Thank You!

The National Community Action Partnership is YOUR partnership and is always ready to support your organization in any way.

Contact us at any time!

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Maribeth Schneber-Rhemrev | Director, Organizational Capacity Building
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