



Nonprofit Organizational Assessment Tool For Sexual Assault Agencies and Coalitions

1. GOVERNANCE AND LEADERSHIP				
INDICATOR	DONE?	NEEDS IMPROVEMENT?		
		NONE/N.A.	SOME	MUCH
<b>A. By-Laws</b> <ul style="list-style-type: none"> <li>Date of last revision/review _____/_____ (month/year)</li> </ul>				
<b>B. Board organizational chart</b> <ul style="list-style-type: none"> <li>Roles are defined (E.D. is delegated as the manager of the organization and the board is focused on policy and planning)</li> </ul>				
<b>C. Board member orientation packet</b> <ul style="list-style-type: none"> <li>Date of last revision _____/_____ (month/year)</li> <li>What mechanism is in place to show that each board member has received this packet?</li> </ul>				
<b>D. Current Board Roster with affiliations of board members. Updated when there is a change in board membership.</b>				
<b>E. Written description for:</b> <ul style="list-style-type: none"> <li>selection of board members</li> <li>duration of membership</li> <li>election of board officers</li> </ul>				
<b>F. Annual plan for training of board members</b>				
<b>G. Board Size:</b> <ul style="list-style-type: none"> <li>current: _____</li> <li>minimum: _____</li> <li>maximum: _____</li> <li>Number of Board Meetings per year _____</li> <li>Average attendance at Board meetings _____</li> </ul>				



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INDICATOR	DONE?	NONE	SOME	MUCH
<b>H. Annual Board Retreat</b> <ul style="list-style-type: none"> <li>• ____/____ (month/year)</li> </ul>				
<b>I. When the Board of Directors makes a decision, a quorum is present and minutes are maintained.</b> <ul style="list-style-type: none"> <li>• <i>Minutes are available for review</i></li> </ul>				
<b>J. Is the board representative of the diversity of the community and the agency's stakeholders?</b> <ul style="list-style-type: none"> <li>• <i>Diversity plan in place?</i></li> <li>• ____/____ (month/year) last reviewed</li> </ul>				
<b>K. Description of Executive Director's qualifications, job expectations and responsibilities.</b> <ul style="list-style-type: none"> <li>• <i>Date of last revision</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>L. Policy regarding Board evaluation of Executive Director.</b> <ul style="list-style-type: none"> <li>• <i>Date of last evaluation</i></li> <li>• ____/____ (month/year)</li> <li>• <i>Tenure of current director ____/____ (months/years)</i></li> </ul>				
<b>M. Policy addressing the appearance of a conflict of interest.</b> Policy addresses: <ul style="list-style-type: none"> <li>• <b>Staff</b></li> <li>• <b>Volunteers</b></li> <li>• <b>Board members</b></li> </ul>				

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<ul style="list-style-type: none"> <li>• <b>Sub contractors</b></li> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>INDICATOR</b>	<b>DONE?</b>	<b>NONE/N.A.</b>	<b>SOME</b>	<b>MUCH</b>
<b>N. Board understands its role in fund development for the agency.</b>				
<b>O. Written plan to examine intake and service delivery to ensure that there are no barriers which prevent access to services.</b>				
<b>P. Agency advocates for social change by addressing conditions which adversely affect SA victims/survivors.</b> <ul style="list-style-type: none"> <li>• <i>Plan in place to evaluate this advocacy</i></li> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>Q. All relevant filings with the Secretary of State are current.</b> <i>These might include: Annual Registration, Articles of Incorporation, Change of Name/address.</i>				
<b>R. Has filed 501(c)3 and received a letter of determination and is available for public inspection if so required</b>				
<b>S. IRS Form 990 and 990T have been filed if required and copies made available for public inspection if required</b>				
<b>T. Written budget for the current fiscal cycle with board approval of budget, budget revisions and budget amendments.</b>				
<b>U. Copy of annual report is available</b>				
<b>V. Independent financial audit report or financial review</b> <ul style="list-style-type: none"> <li>• <i>Date of last audit</i></li> <li>• ____/____ (month/year)</li> </ul>				



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<p><b>W. Written plan to ensure cultural competency of its service area</b></p> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<p><b>X. Maintains or has access to permanent records of administrative reports including:</b></p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Fire</li> <li>• Safety inspections</li> <li>• Local fire codes</li> <li>• Zoning codes</li> <li>• Building regulations</li> </ul>				
<p><b>Y. Maintains a work environment that is conducive to effective performance. There is a plan in place to evaluate this objective.</b></p>				
<p><b>Z. Agency has a mechanism in place to continually assess its service area and to identify the gaps in service provision.</b></p>				



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RESOURCE DEVELOPMENT				
INDICATOR	DONE?	NEEDS IMPROVEMENT?		
		NONE/N.A.	SOME	MUCH
<p><b>A. Personnel policies are systematically monitored and reviewed.</b></p> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• <i>____/____ (month/year)</i></li> </ul>				
<p><b>B. Personnel files are updated on a regular basis.</b></p> <p><i>These files will contain:</i></p> <ul style="list-style-type: none"> <li>• <i>Application or resume</i></li> <li>• <i>Job description</i></li> <li>• <i>Performance evaluations</i></li> <li>• <i>All documentation relating to performance including disciplinary actions and termination summaries, if applicable</i></li> </ul> <p><i>There is a written policy that addresses:</i></p> <ul style="list-style-type: none"> <li>• <i>access by the employee,</i></li> <li>• <i>review of the file,</i></li> <li>• <i>addition and correction by personnel of the information contained in their records</i></li> </ul>				
<p><b>C. Personnel reviews are done annually.</b></p> <ul style="list-style-type: none"> <li>• <i>What mechanism is in place to assure this is done?</i></li> </ul>				
<p><b>D. Agency has a written schedule of salaries and benefits for all positions. This schedule is evaluated by management and board on an annual basis. The evaluation will take into consideration local or regional standards for similar positions.</b></p> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• <i>____/____ (month/year)</i></li> </ul>				
<p><b>E. Staff job descriptions are reviewed and updated as indicated. Any changes are provided to the employee in writing.</b></p>				

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<ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>INDICATOR</b>	<b>DONE?</b>	<b>NONE/N.A.</b>	<b>SOME</b>	<b>MUCH</b>
<b>F. Agency follows non-discriminatory hiring practices as mandated by state and federal law.</b>				
<b>G. Is the staff representative of the diversity of the community and the agency's stakeholders?</b> <ul style="list-style-type: none"> <li>• <i>Diversity plan in place?</i></li> <li>• ____/____ (month/year) last reviewed</li> </ul>				
<b>H. Agency complies with all applicable laws and regulations in regard to fair employment practices and contractual relationships.</b> <ul style="list-style-type: none"> <li>• <i>There is a mechanism in place to ensure compliance with these mandates</i></li> </ul>				
<b>I. Criminal Background checks are done on all employees who have any contact with children, elderly or other persons vulnerable or at risk.</b> <ul style="list-style-type: none"> <li>• <i>There is a system in place to monitor this check system.</i></li> </ul>				
<b>J. There is an orientation process that includes:</b> <ul style="list-style-type: none"> <li>• <b>Agency's goals</b></li> <li>• <b>Services</b></li> <li>• <b>Policies</b></li> <li>• <b>Operational procedures</b></li> <li>• <b>Agency's service population</b></li> <li>• <b>Agency's collaboration with other community resources</b></li> <li>• <i>There is a system in place to assure that all employees receive this orientation.</i></li> </ul>				
<b>K. There is an established on-going personnel/professional development plan</b>				
<b>L. Agency has a system in place to recruit, develop and retain staff.</b>				

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<p><b>M. There is clear understanding among staff regarding both the informal and formal lines of communication in the agency.</b></p>				
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<p><b>FINANCIAL / FUNDRAISING</b></p>				
<p><b>INDICATOR</b></p>	<p><b>DONE?</b></p>	<p><b>NEEDS IMPROVEMENT?</b></p>		
		<p><b>NONE/N.A.</b></p>	<p><b>SOME</b></p>	<p><b>MUCH</b></p>
<p><b>A. Board receives timely, accurate and clear financial statements on a regular basis.</b></p>				
<p><b>B. Agency receives disbursements and accounts for its funds in accordance with sound financial practices and generally accepted accounting principles.</b></p> <ul style="list-style-type: none"> <li>• <i>There are written procedures governing internal accounting controls</i></li> <li>• <i>There is an inclusive and descriptive chart of accounts</i></li> <li>• <i>Records indicate prompt and accurate recording of revenues and expenses</i></li> <li>• <i>Recommended that annually there is a documentation process done that ties each staff's hours worked to the funding sources (timesheet or desk audit/time study)</i></li> </ul>				
<p><b>C. Agency shows evidence of a diverse funding base, resources and/or on-going fundraising that supports its programs and prevents the interruption of services.</b></p> <ul style="list-style-type: none"> <li>• <i>There is a written contingency plan for the continuation of core services in the event of a discontinuation or other disruption in funding flow.</i></li> </ul>				
<p><b>D. Controls exist to assure proper accounting for payroll costs.</b></p> <ul style="list-style-type: none"> <li>• <i>Written policy regarding written authorization for new</i></li> </ul>				

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<p><i>hires, terminations, rates of pay and deductions.</i></p> <ul style="list-style-type: none"> <li>• <i>Written policy which states that director or designee reviews and approves payroll expenditures and time/overtime records</i></li> </ul>				
<b>E. Agency has a plan to replace necessary equipment such as computers, monitors, software, phone systems, etc.</b>				
<b>INDICATOR</b>	<b>DONE?</b>	<b>NONE/N.A.</b>	<b>SOME</b>	<b>MUCH</b>
<b>F. Agency has a fundraising plan and there is a mechanism in place to evaluate the success of that plan.</b>				
<b>G. Agency is financially flexible enough to accommodate unexpected changes in funding flow. Agency has a cash reserve that will accommodate at least 90 days of operating costs.</b>				

<b>MARKETING</b>				
<b>INDICATOR</b>	<b>DONE?</b>	<b>NEEDS IMPROVEMENT?</b>		
		<b>NONE/N.A.</b>	<b>SOME</b>	<b>MUCH</b>
<p><b>A. Agency has the ability to collect and utilize data to:</b></p> <ul style="list-style-type: none"> <li>• <i>Plan</i></li> <li>• <i>Manage</i></li> <li>• <i>Evaluate its program effectiveness</i></li> <li>• <i>There is a mechanism in place to use data in this manner.</i></li> </ul>				
<b>B. Agency shows that it uses its principles, values, and mission in its planning, formulating of strategies and evaluation.</b>				
<b>C. agency communicates its mission regularly in its service area.</b>				
<b>D. Agency has a marketing plan.</b>				





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<ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
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STRATEGIC PLANNING				
INDICATOR	DONE?	NEEDS IMPROVEMENT?		
		NONE/N.A.	SOME	MUCH
<b>A. Agency has a current strategic plan that is current and up to date. Strategic plan sets goals and measurable objectives.</b> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>B. Board, management, staff and community stakeholders participate in the planning for the organization.</b>				
<b>C. Board has been oriented to the strategic plan.</b>				
<b>D. Mission statement has been reviewed and reflects appropriately the mission of the organization.</b> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• ____/____ (month/year)</li> </ul>				
<b>E. Mission statement is widely understood by the board, staff, and community stakeholders</b>				
<b>F. Organization periodically reviews organizational strengths, weaknesses, threats and opportunities.</b>				
<b>G. All agency programs fit within the mission and vision of the agency.</b>				

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Volunteers				
INDICATOR	DONE?	NEEDS IMPROVEMENT?		
		NONE/N.A.	SOME	MUCH
<b>A. Agency has a clear understanding of the role of volunteers within the organization.</b>				
<b>B. There is a systemic and organized method to volunteer recruitment which includes:</b> <ul style="list-style-type: none"> <li>• <i>A recruitment policy</i></li> <li>• <i>An application and interview process including screening.</i></li> <li>• <i>A clear chain of command for each volunteer position.</i></li> <li>• <i>A recruitment plan that reflects the diversity of the community.</i></li> </ul>				
<b>C. There are job descriptions for all volunteer job positions.</b> <ul style="list-style-type: none"> <li>• <i>Date of last review</i></li> <li>• <i>____/____ (month/year)</i></li> </ul>				
<b>D. Each volunteer has a personnel file and it is current and updated as appropriate. Each file will have:</b> <ul style="list-style-type: none"> <li>• <i>Application or resume</i></li> <li>• <i>Evidence of orientation to the agency, covering all items listed above for personnel as appropriate.</i></li> </ul>				

***Organizational Assessment Work Plan***

<b>Item that needs improvement</b>	<b>What specifically?</b>	<b>By Whom?</b>	<b>By When?</b>	<b>Benchmark if necessary</b>	<b>How will we know if it is done?</b>
<i>Example: 1. A. By-law review and revision</i>	<i>By laws have not be reviewed since 1/20/05</i>	<i>Board of Directors appointed committee made up of board members and ED</i>	<i>3/06/07</i>	<i>None</i>	<i>Presented for approval to the full Board at Board meeting scheduled for 3/06/07</i>