

*“Organizational effectiveness is the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results.”*

### ORGANIZATIONAL EFFECTIVENESS AND CAPACITY SELF EVALUATION

The following self-assessment checklist was developed by Management Strategies to help you assess your organization’s effectiveness and capacity.

Governance	Yes	No	Uncertain	Needs Improvement	N/A
Are the roles of the Board and ED/CEO well defined and respected?					
Do board members receive regular training and information about their responsibilities?					
Is there a current, written board manual?					
Do board members actively participate in fundraising?					
Does the board have a process for handling urgent matters between meetings?					
Have more than 75% of board meetings had a quorum over the past 24 months?					
Does the board annually evaluate the ED/CEO?					
Does the board annually approve and monitor the budget?					
Is the board involved in strategic planning on a consistent basis?					
Does the board have a code of ethics and conflict of interest statement?					
Does the board evaluate its performance annually?					

Financial Development & Management	Yes	No	Uncertain	Needs Improvement	N/A
Has your organization operated without a deficit for the past three years?					
Do you know which of your programs are self supporting and which are running a deficit?					
Do you have an endowment?					
Do you prepare timely financial statements for board review?					
Do you have an annual, independent audit of your financial statements by a certified public accountant?					
Do you update your financial policies on a yearly basis?					
Do you have a line of credit?					

Image/Community Relations	Yes	No	Uncertain	Needs Improvement	N/A
Do you receive favorable media coverage on a regular basis?					
Have you solicited feedback regarding your services in the past 24 months?					
Do you have a current marketing plan?					
Do you publish an annual report that is widely distributed?					
Does your organization have an effective program for communicating its accomplishments to the broad community?					

Program/Service Delivery	Yes	No	Uncertain	Needs Improvement	N/A
Is each of your organization's programs clearly identifiable as being consistent with your mission?					
Do programs fill a documented community need?					
Are program outcomes measurable and reportable?					
Are programs at highest possible quality standards?					
Has program success been long standing or have results been sporadic?					
Does your organization network and/or collaborate with other organizations to produce the most comprehensive and effective services to clients?					
Are all programs physically and culturally accessible?					

Human Resources Management	Yes	No	Uncertain	Needs Improvement	N/A
Does staff have responsibility and authority to meet service needs?					
Are staff evaluated yearly?					
Does the organization provide opportunities for employees' professional development and training?					
Does the organization have a written personnel handbook that is regularly reviewed and updated?					
Does your organization have a compensation plan, and conduct a periodic review of salary ranges and benefits?					
Is there some equity between highest paid and lowest paid staff?					
Is staff turnover under 15% annually?					

Planning	Yes	No	Uncertain	Needs Improvement	N/A
Do you have a current strategic plan (3 – 5 years)?					
Are both board and staff involved in the strategic planning process?					
Does your planning process include all stakeholders i.e. people you serve, funding sources, community at large?					
Does your plan establish an evaluation process and performance indicators to measure the progress toward the achievement of goals and objectives					

POLICIES -Do you have the following written policies and have they been updated within the past 24 months?	Yes	No	Uncertain	Needs Improvement	N/A
• Bylaws					
• Financial Policies – including fundraising and investment					
• Personnel Policies					
• Media Policies – including who speaks for the agency					
• Facilities					

Materials adapted from earlier works of the United Way of Minneapolis Area, and the Greater Twin Cities United Way, as well as other nonprofit resources.

If you answered “yes” to most of the questions on the list, your organization shows a high level of effectiveness. But don’t neglect the questions that prompted you to say “no.” If it was difficult to say “yes” with much conviction, you may have a false sense of security about some aspects of your effectiveness. Giving appropriate attention to these matters now may ward off major problems later on. A majority of “no” or “needs improvement” answers should be taken as a signal that organizational effectiveness and capacity are not where they need to be. Let us know how we can be of help.

Management Strategies provides a comprehensive, integrated approach to organizational development and capacity building through board development, strategic planning facilitation, management services and program development and evaluation. We can be reached at 716-483-6939 or by email at [Manst542@aol.com](mailto:Manst542@aol.com). Please visit our web site at [www.management-strategies.org](http://www.management-strategies.org) to learn more about our services. There is no charge for an initial consultation.