Organizational Mapping Tool (OMT)

The Organizational Mapping Tool (OMT) was created to help the staff of an organization reflect and build on its strong points and identify areas for institutional strengthening by fostering organization-wide discussion. This survey provides the opportunity for your organization to consider itself as a whole, asking what works well and what could be improved. It then helps you collectively identify priority areas for improvement and steps for addressing them.[1]

The Organizational Mapping Tool is designed to be relevant for organizations of different sizes and levels of capabilities[2] –from small or recently founded to mature and complex organizations. The OMT is meant to be used by organizations throughout the world. **Given the multitude of types of organizations and specific contexts, as a general rule, some or several items will need to be adapted slightly to be relevant in any particular situation.**

Please note that **if you are a coalition, alliance or network**, it is recommended that you use a separate OMT designed for those entities (OMT-CAN). However, this OMT version might be the right one if you consider yourself a "hybrid" organization. That is, if you have individual or organizational members but operate largely like a single non-profit organization, with a consolidated mission and vision that is distinct from and exceeds those of your member organizations, a distinct identity, an executive director (or similar executive leadership), significant staff, fundraising and communications strategies distinct from those of the members, etc.

It is meant to be filled out by all staff –programs and administration– and, as appropriate, relevant members of the principal governing body (sometimes known as the board of directors), since different perspectives are valuable in understanding your organization's strengths and areas for growth.

The process is best done with one person who is not an employee or board member leading as a facilitator. The exercise can happen two ways: either participants fill out the survey individually before the first session, or they fill it out during the session itself. Your facilitator will tell you whether you should fill it out before the session or not. **If you do fill it out before the session, please stop at the end of the Executive Leadership section on page 54. You should only fill out from pages 55 - 62 when the facilitator asks you to do so during the session.**

<u>A few things to note</u>:

- Please do not focus too much on the specific ratings or "score." What is important is capturing a sense of where you think your organization is. The principal value of the tool is in the collective discussion.

- You may find some questions where you partially agree and partially disagree with the rating descriptions. When choosing a rating, please weigh the overall strengths and weaknesses in that sub-category. If you have trouble selecting between two ratings (for example, Basic and Moderate), you may check off the circle in between to indicate you mean somewhere in between.

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[1] We are grateful to Kimberly Freeman Brown of KFB Consulting and Allison Porter of Alvarez Porter Group for peer reviewing and providing detailed feedback on an updated version of this tool.
[2] We use capabilities to refer to the combination of capacity and abilities.

- Keep in mind that no organization can be expected to be "Strong" on all categories, though all organizations have strengths upon which to build and grow.

- Please use the Comments section, found at the end of each section, to explain your rating choice, especially if you find that the existing description is not fully accurate for your organization. These can be informal notes that you may refer back to during the collective discussion. The comments are for your reference alone and will not be seen or collected by the facilitator.

- Please do not ask others how they are responding before completing the survey yourself. These should be your answers. There will be good time to share impressions with your colleagues later.

- If you think a question does not apply at all or you feel that you do not have enough information to respond, please leave it blank. If you think the question differently framed could apply, just note in the Comments section what you actually want the question to say. In general, please do make an effort to answer the questions to the best of your knowledge.

Your facilitator will assist the group in coming to a consensus rating for each sub-category. Again, please wait to complete the prioritizing exercise at the end of the survey until the facilitator asks you to, after you have collectively determined the consensus ratings. You will then be asked to rank your first, second, and third priorities for organizational strengthening.

The one exception is for Executive Leadership. This section, and the final question, are meant to be completed anonymously by each participant and then handed to the facilitator, who will identify a consensus rating from all the written responses.

The facilitator will then lead you as a group through an exercise to identify the collective priorities of your organization for institutional strengthening. This will then lead to a discussion of the best ways to realize your prioritized changes and serve as input for defining expected outcomes, strategies, timeline and people responsible for your organizational strengthening work.

Because this is your own process, you can determine how you share the results with external audiences. When the survey is complete, the facilitator will share it with your organization's leaders, who will review the document and determine which aspects will be shared externally, if any. Thank you for taking the time to share your perspective!

1. Mission and Strategy

a. Mission and Vision

Minimal	Basic	Moderate	Strong
No written mission or vision and no widely shared set of values govern the work.	Mission and vision are written but vague; many within the organization cannot articulate them.	Clear expression of organization's mission and vision; while they could be more specific, many staff are familiar with and express commitment to them.	Clear, specific, and compelling expression of organization's mission and inspiring vision; staff and board are fully committed to the mission and vision.

b. Goals and Outcomes

Minimal	Basic	Moderate	Strong
No articulated goals and outcomes for organization's programmatic work.	Long-term goal(s) are stated, but are not concrete or realizable and there are no shorter-term strategic outcomes. A few staff and board members can explain these.	Clear overarching goal(s) and outcomes, but they are not easily evaluated. While they are known by most in the organization, they are not necessarily strategic and do not guide programmatic and operational work.	Clear overarching goal(s) and realizable outcomes that are strategic and can be evaluated are known throughout the organization. They guide both programmatic and operational work.

c. Power, Privilege, Diversity, Equity and Inclusion[3]

Minimal	Basic	Moderate	Strong
Addressing power, privilege, diversity, equity and inclusion related to relevant factors is not expressed as a part of our mission, vision, goals, outcomes or organizational priorities.	Power, privilege, diversity, equity and inclusion around relevant factors is talked about as part of our mission, vision and/or goals in a broad way that lacks focus and concrete outcomes that we are working toward. There is limited analysis of differentiated impact on populations.	There are clear power, privilege, diversity, equity and inclusion goals and outcomes around relevant factors, although work on them is inconsistent. While they are known by most in the organization and are based on some shared analysis of differentiated impact, there are no mechanisms to hold us accountable to these goals and this work.	There are clear power, privilege, diversity, equity and inclusion goals and outcomes around relevant factors that are part of our mission and vision and known throughout the organization. These show up in our internal culture and external work and are based on strategic analysis of how different populations may be affected differently by our approach.

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3 Depending on the context, relevant factors for power, privilege, diversity, equity and inclusion for your organization may be related to gender, gender identity, sexual orientation, race, socioeconomic status, education, ethnicity, nationality, caste, language, religion, age, mental or physical disability or others. Please note in the Comments section which you consider to be relevant factors.

1. Mission and Strategy, *continued*

d. Strategic Thinking and Planning

Minimal	Basic	Moderate	Strong
No written strategic plan and the work of the organization can be unfocused with little strategic thinking and synergy among projects.	There is some strategic thinking and strategic plan is written but does not provide a clear guide for the organization's work. The plan is rarely referred to.	Ample strategic thinking and clear strategic vision. Strategic plan provides a general guide for programmatic and operational work, but does not regularly guide decision-making, nor is it regularly reviewed for adaptation to new challenges and opportunities.	Clear strategic vision known and appropriated by all. Strategic plan has clear focus on desired outcomes and impact and guides decision-making. Organization regularly reviews and adjusts its strategic thinking in light of new challenges and opportunities to ensure alignment with the plan.

e. Participation in Setting Strategy

Minimal	Basic	Moderate	Strong
The organization does not engage a diverse body of people (neither internally nor externally) in its strategy-setting conversations that impact the direction of the work and the allocation of resources.	The organization engages a diverse body of people (internally and/or externally) in its strategy-setting conversations that impact the direction of the work and the allocation of resources in an *ad hoc* and/or inconsistent manner.	The organization often engages a diverse body of people (internally and/or externally) in its strategy-setting conversations that impact the direction of the work and the allocation of resources.	The organization intentionally and consistently engages a diverse body of people (internally and externally) in its strategy-setting conversations that impact the direction of the work and the allocation of resources.[4]

[4] Diversity should be defined based on the relevant factors for the organization selected above.

1. Mission and Strategy, *continued*

f. Ability to Manage Internal Change

Minimal	Basic	Moderate	Strong
Organization has no capability for managing internal change nor does it adapt to shifts in context in an inclusive way.	Organization does not always foresee, plan or implement internal changes in response to shifts in context, nor does it do it in an inclusive way.	Organization often manages internal changes well and generally adapts to shifts in context, though not always in a strategic, inclusive and/or intentional manner so as to build ownership and support for the change.	Organization transforms and adapts internally to shifts in context, in ways that are effective, strategic, timely, and inclusive, building ownership and support for the change.

1. Mission and Strategy, *continued*

Comments:

2. Programming

a. Mission/Program Alignment

Minimal	Basic	Moderate	Strong
Projects are not directly linked to mission or goals. Most work is defined by distinct and independent projects that are not integrated with one another.	Most projects can be linked to mission and goals, but it is difficult for the organization to define what does and does not fall within its mission. Projects operate independently from one another.	Distinct projects are integrated into programs that are well defined and consistent with organizational mission and goals. Programs tend to operate independently from one another.	All programs are well defined and fully aligned with mission and goals. Programs are integrated and operate in consultation with one another to maximize effectiveness.

b. Program Planning

Minimal	Basic	Moderate	Strong
Program planning rarely occurs and does not involve opportunity or needs assessments, or involve staff and other relevant constituencies.	Program planning occurs but does not involve formal opportunity or needs assessments, nor does it properly involve staff and other relevant constituencies.	Program planning regularly occurs utilizing opportunity and needs assessments, and usually includes measurable goals, strategies, actions and timelines. Staff and other relevant constituencies may provide input on the plan.	Programs are designed based on documented opportunity and needs assessments, and include measurable goals, strategies, actions and timelines. Staff and relevant constituencies are engaged in the planning process and have ownership over it. Contingency planning anticipates the impact of major shifts in the context.

2. **Programming,** *continued*

c. Inclusion of Marginalized Groups

Minimal	Basic	Moderate	Strong
Marginalized groups and/or the communities the organization works within have no influence on programmatic decision-making, even though the organization's work directly impacts them.	Marginalized groups and/or the communities the organization works within are occasionally consulted on programmatic work and their input has marginal or low impact on programmatic decision-making.	Marginalized groups and/or the communities the organization works within are often consulted and impact the organization's decisions on programming.	Marginalized groups and/or the communities the organization works within are proactively consulted and have clear influence in programming.

Please note which groups you consider to be marginalized.

Examples could include women as a whole, rural women, people with disabilities, indigenous communities, members of certain castes or ethnic groups, people of color, transgender people, gender non-conforming people, etc.

2. Programming, *continued*

Comments:

3. Learning and Evaluation

a. Program Evaluation

Minimal	Basic	Moderate	Strong
Evaluation of programs is not conducted.	Evaluation of programs is inconsistent and not linked to organization's priorities, theory of change or learning objectives, nor does it incorporate constituent feedback. This information does not guide strategic decision-making or organizational learning.	Evaluation of programs' effectiveness and impact occurs but is not clearly linked to organization's priorities, theory of change or learning objectives, nor does it sufficiently incorporate constituent feedback. This information may or may not be used to guide strategic decision-making or organizational learning.	Systematic evaluation of programs' effectiveness and impact occurs and is generally defined by organization's priorities, constituent feedback (especially from the communities the organization works within), theory of change, and/or learning objectives. What is learned provides relevant information that enables strategic decision-making and organizational learning.

b. Data Collection and Analysis

Minimal	Basic	Moderate	Strong
No formal system exists for data collection and analysis.	A rudimentary data collection and analysis system exists but is not regularly used. It may be seen as overly burdensome and not helpful for tracking progress toward outcomes.	Data collection and analysis systems are in use but could be better designed and more relevant and helpful to those who use them. Evidence collected provides some useful information for tracking progress toward outcomes.	Data collection and analysis systems are effectively integrated into organization's work and seen as relevant and helpful to those who use it. Evidence collected provides useful information for tracking progress toward outcomes.

3. Learning and Evaluation, *continued*

c. Power, Privilege, Diversity, Equity and Inclusion Lens[5]

Minimal	Basic	Moderate	Strong
Power, privilege, diversity, equity and inclusion are not taken into account when assessing our internal culture and practices, or the approach and outcomes of our externally-facing work.	There is some acknowledgment of the need for tailored metrics related to power, privilege, diversity, equity and inclusion when assessing our internal culture and practices and our externally-facing work, but the use of such metrics is extremely limited.	There are some tailored metrics for evaluating power, privilege, diversity, equity and inclusion in our external work and/or internal culture and practices, but they do not yet help to sharpen our work in this area.	Power, privilege, diversity, equity and inclusion are factors that we use effectively and consistently to assess our internal culture and practices as well as our externally-facing work.

d. Influence of Evaluation on Organization

Minimal	Basic	Moderate	Strong
There is no interest in reflection and learning and no expectation that evidence will lead to refined strategy and improvements in practice.	There is little interest in and very few resources for reflection and learning. There is little evidence used to refine strategy and practice.	While there is interest in reflection and learning, few resources are available to ensure they occur regularly. Improvements in strategy and practice based on evidence and experience occur, but inconsistently.	A culture of reflection and learning exists, and resources are available and used to ensure that learning from evidence and experience occurs. What is learned leads to improvements in strategy and practice and these lessons are shared internally and externally.

[5] Depending on the context, relevant factors for power, privilege, diversity, equity and inclusion for your organization may be related to gender, gender identity, sexual orientation, race, socioeconomic status, education, ethnicity, nationality, caste, language, religion, age, mental or physical disability or others. Please note in the Comments section which you consider to be relevant factors.

3. Learning and Evaluation, *continued*

Comments:

4. Advocacy

a. Advocacy Strategy

Minimal	Basic	Moderate	Strong
Influencing policymakers or holding target groups accountable is not a part of the organization's work.	Influencing policymakers or holding target groups accountable while building a relevant base of influence is relevant to the organization's work, but not done in a systematic way.	Influencing policymakers or holding target groups accountable is part of the core strategy for the organization, but is not always guided by a coherent strategy that builds a relevant base of influence.	A sophisticated advocacy strategy is employed that proactively and reactively builds a relevant base that influences policymaking or holds target groups accountable.

b. Political Engagement

Minimal	Basic	Moderate	Strong
Political engagement is not a strategy of the organization.	Political engagement is a strategy of the organization, but is *ad hoc*, only partly based on an analysis of the situation and does not engage internal and external stakeholders sufficiently (either in number and/or type) to build the power necessary to win.	Political engagement is a mostly proactive, strategic and responsive part of the program, informed by an analysis of what it takes to win. It could engage more and/or more diverse people in a broader range of activities.	Political engagement is proactive, strategic and responsive, informed by updated analysis of what it takes to win. The organization engages a high number and diversity of people in a broad range of activities.

c. Access to Power

Minimal	Basic	Moderate	Strong
No readiness, skills or contacts to participate in substantive policy/ accountability discussions.	Some readiness and skills to participate in policy/accountability discussions, but organization does not have the contacts to influence them (or vice versa).	Readiness and skills and some contacts to influence policy/ accountability discussions, but they need strengthening.	Staff are ready and skillful, well-respected and regularly called upon to participate in or lead policy/accountability discussions at local, national, or international levels.

4. Advocacy, *continued*

d. Policy Recommendations

Minimal	Basic	Moderate	Strong
No clear or pragmatic policy recommendations.	Some recommendations, but they could be clearer, more pragmatic, and more tailored to the target audience.	Clear and pragmatic policy recommendations are made to the appropriate target audiences, but ideally would be revised more frequently to accommodate changing political landscapes.	Clear and pragmatic policy recommendations consistent with organization's mission and strategic plan are adjusted, as necessary, to changes in the political landscape.

e. Research

Minimal	Basic	Moderate	Strong
Little awareness of existing research and its relevance for advocacy.	Some awareness of relevant research, but not effectively incorporated into advocacy work. Little to no research conducted by the organization itself.	Outside research is often employed in advocacy. Where appropriate, organization conducts its own research that addresses gaps in the field.	Outside research in advocacy is effectively employed and, where appropriate, organization conducts its own research that contributes to the field, incorporating it into policy work that reflects best practices.

f. Power, Privilege, Diversity, Equity and Inclusion in Advocacy/Campaign Work

Minimal	Basic	Moderate	Strong
Organization's advocacy work does not have a power, privilege, diversity, equity and inclusion analysis, content or approach, nor does it promote discussion about it.	There are some discussions about integrating a power analysis and privilege, diversity, equity and inclusion lens (as previously defined) more explicitly into advocacy work.	Organization has a power, privilege, diversity, equity and inclusion analysis (as previously defined) and wants to more deeply integrate it into its advocacy work.	Organization's advocacy (including campaigns, political and policy work and research) explicitly reflects its power analysis and its privilege, diversity, equity and inclusion lens (as previously defined) in content and approach.

4. Advocacy, *continued*

Comments:

5. Field Engagement

a. Collaboration

Minimal	Basic	Moderate	Strong
Little awareness of and virtually no collaboration with other key players in the field.	Awareness of key players in the field but few direct collaborations with them.	Awareness of key players in the field and a number of productive collaborations with them.	Extensive and productive collaborations with key players in the field at local, national, regional, and/or global levels.

b. Network Participation

Minimal	Basic	Moderate	Strong
No active participation in networks.	Occasional participant in networks and other coalitions.	Often active participant in networks and other coalitions but not in a leadership role.	Active leader in networks and other coalitions that effectively define and push agendas.

c. Role in Movement

Minimal	Basic	Moderate	Strong
Organization does not see itself as a part of a movement and acts on its own.	Organization sees itself as part of a movement but does not actively contribute.	Organization is active within the movement but without a fully strategic approach.	Organization identifies its strategic role in the movement and makes solid and consistent contributions to it.

d. Inclusion of Marginalized Groups

Minimal	Basic	Moderate	Strong
The organization does not collaborate or consult with marginalized groups or the communities it works within about its work or the role it plays in coalitions, networks or movements.	The organization at times collaborates and/or consults with marginalized groups and/or the communities it works within about its work and the role it plays in coalitions, networks or movements, but these efforts are insufficient or inadequate.	The organization often collaborates and/or consults with marginalized groups and/or the communities it works within about its work and the role it plays in coalitions, networks or movements, but it is not always an important factor.	Ensuring engagement of relevant marginalized groups and/or the communities the organization works within is a key factor in how it collaborates, which networks it participates in, and/or how it defines the role it plays in movement spaces.

5. Field Engagement, *continued*

e. Reputation in the Field

Minimal	Basic	Moderate	Strong
Organization has a reputation for not collaborating with others.	Organization has a reputation for working well with a small number of organizations but not with others.	Organization works well with others and most organizations speak highly of its reputation.	Organization is considered a model in the field in terms of collaboration and teamwork and its reputation reflects this.

5. Field Engagement, *continued*

Comments:

6. Membership

Note: This section should only be filled out by organizations that incorporate individual or organizational members. Please see the introduction for which groups should use the OMT for Coalitions, Alliances and Networks (OMT-CAN).

a. Composition

Minimal	Basic	Moderate	Strong
Organization is nowhere near having the number, profile, expertise and diversity of members needed to fulfill its vision, purpose and goals	Organization has the basic composition and diversity of members that it needs, but there are important gaps in who joins the organization that are needed to fulfill its vision, purpose and goals.	Organization has strong composition with some minor gaps in the number, profile, expertise and diversity of members needed to fulfill its vision, purpose and goals.	Organization has the optimal composition and diversity of membership (in terms of numbers, expertise, profile). It includes ample representation from relevant groups historically excluded in society and within the organization.[6]

b. Roles, Responsibilities and Accountability

Minimal	Basic	Moderate	Strong
Members and staff have little or no clarity about respective roles and responsibilities or lines of support, coordination and internal accountability.	Members and staff have only partial clarity on respective roles and responsibilities and lines of support, coordination and internal accountability. Improvements are urgently needed.	Members and staff have significant clarity on respective roles and responsibilities and lines of support, coordination and internal accountability, but there is a need for improvements.	Members and staff have full clarity on respective roles and responsibilities and there are clear lines of support, coordination and internal accountability.

c. Participation

Minimal	Basic	Moderate	Strong
Members do not participate in either decision-making or implementation.	Some members participate in decision-making and/or implementation.	Members participate in decision-making and implementation, but levels could increase and/or do not shift appropriately to the needs of the moment.	Members actively participate at many levels in both decision-making and implementation, and levels of participation shift appropriately according to the needs of the moment.

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[6] Examples could include women as a whole, rural women, people with disabilities, indigenous communities, members of certain castes or ethnic groups, people of color, transgender people, gender non-conforming people, etc.

6. Membership, *continued*

d. Identity, Pride and Belonging

Minimal	Basic	Moderate	Strong
Members feel no particular sense of pride or belonging to our organization.	Some members feel a sense of pride and belonging, do not fully feel part of our organization and rarely identify themselves as such.	Many members feel fully proud and part of our organization, but sometimes fail to appropriately identify themselves as such.	Members feel very much proud and a part of our organization, and identify themselves as such, in keeping with explicit shared expectations for doing so.

e. Capacity Building

Minimal	Basic	Moderate	Strong
We offer no capacity building (such as education, leadership and/or skills development) for members.	We have incipient capacity building efforts for our members, but they are not adequately meeting their needs.	We provide some capacity building to our members, but these efforts need to be improved.	We have an ongoing and effective capacity building program (such as leadership and skills development) to support each member, as appropriate to their needs and conditions.

6. Membership, *continued*

Comments:

7. External Communications

a. Communications Strategy

Minimal	Basic	Moderate	Strong
Rare engagement in external outreach and no strategy for doing so. Key target audiences have not been identified.	No formal communications strategy exists but organization does occasional general outreach when opportunities arise.	Communications strategy exists but is not tailored to key target audiences and messages are not typically revised to adjust to changing contexts.	There is a clearly outlined strategy for communications, with targeted and distinct messages to prioritized audiences that are regularly revised in light of changing contexts.

b. Goal and Message Alignment

Minimal	Basic	Moderate	Strong
Key messages at times do not support and even undermine organizational goals.	Key messages generally support organizational goals but do not align with those goals.	Key messages support organizational goals and are often aligned with those goals.	Messages are consistently highly effective at furthering organizational goals.

c. Response to Threats or Attacks on the Organization's Work

Minimal	Basic	Moderate	Strong
Threats and attacks are not anticipated or prevented. When they occur, the organization does not respond.	The organization sometimes detects and anticipates some threats or attacks, but the response could be timelier and more effective.	The organization often detects and anticipates most threats or attacks. It responds to most of them in a timely and effective manner.	The organization effectively anticipates and prevents threats or attacks. When these occur, they are detected and addressed in a timely and effective manner.

7. External Communications, *continued*

d. Inclusive and Equitable Communications

Minimal	Basic	Moderate	Strong
The organization does not consider power, privilege, diversity, equity and inclusion issues in its communications strategies, messaging or dissemination plans.	There is a desire for strategies, messaging and dissemination plans to integrate a power, privilege, diversity, equity and inclusion lens, but it has not yet been actualized.	The organization does some integration of a power, privilege, diversity, equity and inclusion lens into its communications strategies, messaging and dissemination plans, though this is incomplete and/or materials are not always provided in the language and format that people can understand and access.	The organization disseminates its information in ways that are inclusive and equitable, in easily accessible forms,[7] and have a power, privilege, diversity, equity and inclusion lens (for relevant factors, as previously defined). It presents clear and specific messages to key audiences.

e. Communications Tools

Minimal	Basic	Moderate	Strong
No tools to communicate message to target audiences.	Basic but outdated tools for outreach are used but not always effective for reaching target audiences.	Tools are mostly appropriate for the target audiences, but they are not used to their full potential.	Tools are well designed, easily accessible, and used optimally to reach target audiences.

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[7] Examples include closed captioning in videos, image descriptions, etc.

7. External Communications, *continued*

Comments:

8. Human Resources

a. Human Resources Policies

Minimal	Basic	Moderate	Strong
No formal human resources policies exist.	Incomplete human resources policies are outdated and not consistently or evenly applied.	Human resources policies exist but do not reflect best practice. Policies are typically followed and generally evenly applied to all staff, and most staff are familiar with relevant pieces.	Clear and frequently updated policies on vital human resources issues reflect best practices. They are consistently and evenly applied to all staff, and staff are familiar with relevant pieces.

b. Human Resources Planning

Minimal	Basic	Moderate	Strong
No human resources planning exists.	There is limited, *ad hoc* human resources planning and some follow-through.	Some human resources planning takes place, but needs updating and alignment with mission, strategic plan and staffing needs assessments. Follow-through on key decisions occurs, but could be done more timely and/or effectively.	Well-developed and frequently revised human resources planning occurs, reflecting organizational mission and strategic plan and responding to clear diagnostic of staffing needs. Planning is followed by timely and effective implementation.

c. Staff Diversity (Please note which groups you consider to be underrepresented in the Comments)

Minimal	Basic	Moderate	Strong
Staff does not reflect gender balance or include relevant underrepresented groups and/or members of the communities the organization works within.	Staff does not adequately reflect gender balance or include relevant underrepresented groups and/or members of the communities the organization works within.	Staff reflect some gender balance and include relevant underrepresented groups and/or members of the communities the organization works within at many levels of the organization, but insufficiently in leadership positions.	Staff reflect gender balance and incorporate members of relevant groups (including underrepresented groups and/or members of the communities the organization works within) at all levels of the organization, including leadership positions. Their voices are valued and supported.

8. Human Resources, *continued*

d. Implicit Bias

Minimal	Basic	Moderate	Strong
There is no discussion or attempts to mitigate how personal preferences, prejudices, identities and backgrounds negatively affect the organization's human resources systems, policies and practices.	There is limited, *ad hoc* discussion and some willingness to attempt to mitigate how personal preferences, prejudices, etc. may negatively influence human resources systems, policies, and practices, but it does not lead to effective implementation of needed changes.	The organization often discusses and sometimes takes action to mitigate how personal preferences, prejudices, etc. may negatively influence its human resources systems, policies and practices, but this could be done more consistently and effectively.	The organization discusses and takes effective actions to mitigate how personal preferences, prejudices, identities and backgrounds (which may lead to beliefs that there are certain or "right" people and ways of doing things) may negatively influence its human resources systems, policies and practices, including hiring and firing.

e. Harassment and Discrimination

Minimal	Basic	Moderate	Strong
The organization does not adequately protect staff from harassment and discrimination in the course of their work or at work-related events, nor are there policies, organizational practices or culture that promote these values.	There is a policy against harassment and discrimination, but it is not consistently followed and/or organizational practices and culture are not consistent with these values. If violations are found or concerns raised, consequences are unevenly applied.	There is a policy and/or organizational practices and culture that protect staff from harassment and discrimination that are almost always followed. If violations are found to have merit, appropriate consequences are usually applied.	There is a policy to protect staff from harassment and discrimination in the course of their work (internally or at work-related events), and/or organizational practices and culture that are consistent with these values. When violations occur, appropriate measures are taken.

f. Job Descriptions

Minimal	Basic	Moderate	Strong
Job descriptions are not documented and roles and responsibilities are not delineated.	Job descriptions exist but are outdated and no longer accurate. Staff express confusion as to their roles and responsibilities.	Job descriptions are occasionally updated, but staff wish for greater clarity on roles and responsibilities.	Job descriptions are accurate and updated and staff are clear on roles and responsibilities.

8. Human Resources, *continued*

g. Job Appraisals and Feedback

Minimal	Basic	Moderate	Strong
Performance appraisals do not occur. There is no structured or regular process for staff to give or receive useful feedback, coaching or mentoring.	Structured or regular processes for staff to give and receive useful feedback, coaching and mentoring are infrequent and/or unevenly applied.	Staff receive regular appraisals but wish for greater, ongoing feedback, coaching or mentoring and support for improvement.	Staff receive regular appraisals and ongoing feedback, coaching or mentoring that both recognizes positive aspects of their work and provides constructive suggestions and support for improvement.

h. Staff Development

Minimal	Basic	Moderate	Strong
Staff development opportunities do not exist.	Staff development opportunities are rare and/or not connected to job performance or development goals and plans.	Staff development opportunities are offered with some frequency, but are not sufficiently connected to job performance or development goals and plans.	Staff are regularly given opportunities for development and growth that are connected to job performance and/or development goals and plans.

i. Compensation

Minimal	Basic	Moderate	Strong
Salaries, benefits, and raises are not competitive with the field (making it difficult to retain existing staff and/or attract new members), and/or there are significant gender or other relevant factor differences in salaries.	Salaries, benefits, and raises are on the low end for the field (leading to challenges in attracting and/or retaining staff), and/or there are some gender or other relevant factor differences in salaries.	Salaries, benefits and raises are competitive with similar organizations, helping to attract and/or retain staff. There are efforts to maintain gender and other relevant parity in salaries (equal pay for equal work).	Salaries, benefits, and raises are higher than most organizations, making it a leader in the field. There is gender and other relevant parity in salaries (equal pay for equal work).

8. Human Resources, *continued*

j. Staff Turnover

Minimal	Basic	Moderate	Strong
Staff turnover is significantly greater than is typical for the field and the organization is not addressing the problem.	Staff turnover is somewhat higher than is typical for the field, especially for high performing staff. The organization recognizes the problem but does not have a plan to address it.	Staff turnover rates are typical for the field. The organization does not have a proactive plan for retention of high performing staff.	Staff turnover rates are low for the field and the organization takes a proactive role in seeking to retain high performing staff.

8. Human Resources, *continued*

Comments:

9. Organizational Culture

a. Internal Communication

Minimal	Basic	Moderate	Strong
Internal communications systems do not exist and information sharing is infrequent and inconsistent.	Internal communications systems are weak and misunderstandings occur with some regularity. Information often does not flow adequately.	Internal communications systems exist and information generally flows well, but breakdowns still occur.	Internal communications are effective with clear systems for information sharing that minimize breakdowns.

b. Decision-Making

Minimal	Basic	Moderate	Strong
Decision-making processes and participation mechanisms are completely unclear and/or inadequate.	Decision-making processes and participation mechanisms are often unclear and/or somewhat inadequate, leading to inefficiencies, confusion, and/or bad decisions.	Decision-making processes and participation mechanisms are generally but not always clear, transparent and effective. Organization generally makes sound and timely decisions.	Decision-making processes and participation mechanisms (including who participates, when, and how) are clear and transparent, widely known, accepted, and effective, leading to sound and timely decisions.

c. Staff Input

Minimal	Basic	Moderate	Strong
Staff have little opportunity to offer input and it is not factored into decision-making. Only certain, more powerful, voices are heard (especially related to gender, race, ethnicity, or other relevant factors as previously defined).	Staff offer input occasionally, but it has little effect on decision-making and/or not all voices are heard.	Staff offer input and this is periodically incorporated into decisions. Dissenting views are occasionally expressed and/or not all voices are frequently heard.	Staff input (including those representing gender, race, ethnicity, or other relevant factors as previously defined) shapes decision-making and staff regularly express their opinions, including dissent, in an environment where all voices are heard.

9. Organizational Culture, *continued*

d. Staff Commitment

Minimal	Basic	Moderate	Strong
Few staff demonstrate commitment to the organization and this is reflected in their work efforts.	Staff commitment to the organization varies widely and this shows up in uneven quality of work efforts.	Staff are generally committed to the organization and work efforts often demonstrate this.	Staff are highly committed to the organization and this is reflected in the quality of their work efforts.

e. Teamwork

Minimal	Basic	Moderate	Strong
Staff work on their own and rarely collaborate.	Staff tend to work on their own or with another colleague, but there is little collaboration at the organizational level.	Staff tend to work within departments or programs to solve problems but there is inconsistent cross-organization collaboration.	Staff regularly use teamwork across the organization to solve problems and achieve goals.

f. Staff Conflicts

Minimal	Basic	Moderate	Strong
Internal, unresolved staff tensions consistently negatively affect the quality of the organization's work.	Some key tensions that are not resolved constructively affect the quality of the organization's work.	Most tensions are resolved constructively among the staff, although a few remain, occasionally affecting work quality.	Tensions are resolved constructively when they arise and do not affect work quality.

9. Organizational Culture, *continued*

g. Staff Well-Being

Minimal	Basic	Moderate	Strong
Staff's physical and emotional well-being is heavily affected by unsustainable workloads, stress, and/or trauma. This is not recognized by the organization.	Staff's physical and emotional well-being is affected by unsustainable workloads and/or trauma. The organization recognizes this but does not adequately address it.	Staff's physical and emotional well-being is often taken into account when planning programs and assignments, but it could be more strongly promoted.	Staff's physical and emotional well-being is a priority for the organization and is taken into account in planning programs and assignments. These practices serve as a model.

| : | | | | | | | |

9. Organizational Culture, *continued*

Comments:

10. Governance

Note: "Principal governing body" refers to the group most actively involved in governing the organization (generally the board of directors).

a. Principal Governing Body Composition

Minimal	Basic	Moderate	Strong
The principal governing body is not sufficiently diverse, equitable and inclusive. Members are not drawn from relevant fields and/or lack relevant experience.	Members of the principal governing body are drawn from a few relevant fields and some members have relevant experience. There is some movement toward gender balance and minimal representation of marginalized groups and/or the communities the organization works within.	Members of the principal governing body are drawn from a number of relevant fields and most have some relevant experience. They reflect some gender balance and/or representation of marginalized groups and/or the communities the organization works within. There is movement toward equitable and inclusive power among members.	Members of the principal governing body are drawn from a wide variety of relevant fields; have extensive experience; and reflect gender balance and/or representation of marginalized groups and/or the communities the organization works within. There is equitable and inclusive power among members.

b. Principal Governing Body Policies and Practices

Minimal	Basic	Moderate	Strong
No policies about the principal governing body on such issues as term limits, conflict of interest, or orientation. Equity and inclusion are not reflected in governing body policies and practices.	Principal governing body policies exist but are not followed for such issues as term limits, conflict of interest, and orientation. Equity and inclusion are somewhat reflected in governing body policies and practices.	Principal governing body policies exist and are followed around such issues as term limits, conflict of interest, and orientation. Equity and inclusion are amply reflected in governing body policies and practices.	Principal governing body policies for such issues as, for example, term limits, conflict of interest, and board orientation, represent best practice and are closely followed. Equity and inclusion are fully reflected in governing body policies and practices.

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10. Governance, *continued*

c. Principal Governing Body Meetings

Minimal	Basic	Moderate	Strong
Meetings are infrequent, sparsely attended, not well documented, and/or result in nontransparent decision-making. Tensions often arise.	Meetings occur regularly but are not always well attended or documented. They often to lead to nontransparent decisions. Tensions sometimes occur.	Most meetings function smoothly, are well attended and documented. Decision-making is generally transparent. Meetings do not always provide sufficient opportunity for strategic discussions.	Regular meetings are well planned, attended and documented. They lead to transparent and strategic decisions and productive relationships.

d. Principal Governing Body/Staff Relationship

Minimal	Basic	Moderate	Strong
Principal governing body and staff are at odds with one another and distrust defines the relationship. There is little or poor communication.	Principal governing body and staff experience tensions and misunderstandings often arise.	Principal governing body and staff work and communicate relatively well with one another, but occasional miscommunications occur.	Principal governing body and staff work optimally together toward organizational mission. Communications are open and staff and principal governing body are appropriately supported to do their work effectively.

e. Responsibilities

Minimal	Basic	Moderate	Strong
Principal governing body members are unclear of their roles and responsibilities and their contributions to the organization are limited.	Principal governing body members are not always clear about their roles and provide limited guidance and input.	Principal governing body members are clear about their roles and regularly provide useful and appropriate guidance to the organization.	Principal governing body members are clear on their roles, provide welcome direction on vision and strategy, and actively fulfill other useful roles.

10. Governance, *continued*

f. Contributions

Minimal	Basic	Moderate	Strong
Principal governing body members do not contribute to resources or to obtaining resources.	Some principal governing body members make contributions to resources, and/or to obtaining resources.	Most principal governing body members make contributions to resources and/or to obtaining resources.	Principal governing body members make meaningful contributions to resources and/or to obtaining resources.

g. Annual General Meeting / General Assembly of Members *(if applicable)*

Minimal	Basic	Moderate	Strong
AGM convenes rarely. Strategies are not reviewed. Financials are not disclosed. Members do not fulfill their roles. Voting process is not followed. Membership guidelines are unclear.	AGM convenes every few years. Strategy is discussed but consensus not reached. Financials are not fully presented. Voting process is not always followed. Membership guidelines provide only partial guidance on roles and responsibilities.	AGM convenes once a year, although planning could be stronger. Strategic decision-making occurs but discussions are often sidetracked. Full financial information is presented but could be made more accessible. Voting process is followed most of the time. Occasional confusion on member roles and responsibilities.	AGM convenes at least once a year and is planned well in advance. Members demonstrate leadership in strategic decision- making. Financials are presented transparently and accessibly. Voting and other procedures are consistently implemented. Member roles and responsibilities are clear.

10. Governance, *continued*

Comments:

11. Financial Management

a. Financial Systems and Controls

Minimal	Basic	Moderate	Strong
No documented financial systems or controls govern financial operations. No formal procedures for recordkeeping or financial reporting exist.	Some formal systems and controls govern financial operations but are not fully appropriate. Financial reports are insufficiently transparent to provide adequate information for stakeholders.	Formal systems and controls govern financial operations, including recordkeeping and transparent procedures. Systems meet most needs for stakeholders, but gaps remain.	Robust and appropriate systems and controls in place governing all financial operations, including comprehensive recordkeeping and transparent procedures.

b. Staff Financial Skills

Minimal	Basic	Moderate	Strong
Staff do not have the knowledge and training to manage the financial aspects of their jobs.	Few staff have the knowledge and training to manage the financial aspects of their jobs. Existing policies are not followed consistently.	Most staff have the necessary knowledge and skills to manage the most necessary financial aspects of their jobs. Most have been trained on the organization's financial systems, following policies most of the time.	Staff have necessary knowledge and skills to manage the financial aspects of their jobs well. They are fully trained on organization's financial systems and they follow policies consistently.

c. Budget Management

Minimal	Basic	Moderate	Strong
No organizational financial planning or budgeting. Organization often cannot meet its financial obligations.	Limited financial planning occurs. Budgets are not compared with actuals. Organization periodically cannot meet all its financial obligations.	Budgeting and planning occurs regularly, but budget-to-actual comparison occurs inconsistently. Organization runs occasional brief deficits.	Solid financial planning and budgeting is in place, including regular budget-to-actual comparisons. Organization does not run deficits.

11. Financial Management, *continued*

d. Financial Reporting

Minimal	Basic	Moderate	Strong
Financial reports (including a balance sheet, income statement, and report of expenses by activity) are not produced.	Financial reports (including a balance sheet, income statement, and report of expenses by activity) are produced irregularly, are incomplete or difficult to understand.	Monthly financial reports (including a balance sheet, income statement, and report of expenses by activity) are produced but not always complete. Management sometimes acts on inconsistencies.	Monthly financial reports (including a balance sheet, income statement, and report of expenses by activity) are produced and reviewed by management. Management investigates and acts on discrepancies and trends in the reports.

e. Finance/Programs Alignment

Minimal	Basic	Moderate	Strong
Rudimentary budgets are created for the organization, but are not separated out by program. Budget allocations and tracking are not consistent with organizational priorities.	Budgeting is broken down by departments and programs, but the budgeting system does not align with project implementation. Funding allocations are not fully consistent with organizational priorities.	Budgeting is compatible with organization mission and priorities, but some inconsistencies remain in how programs and finance track money. This leads to occasional confusion.	Financial systems and planning are designed to reflect organizational priorities. Programs and finance are fully aligned in how they track money.

f. Audits

Minimal	Basic	Moderate	Strong
No documented audit procedures. Audits are not conducted.	Audits are incomplete and/or inconsistent and issues raised are not always resolved.	Independent audits are conducted annually but findings are not consistently addressed or disseminated to appropriate audiences.	Independent annual audits and findings are addressed and disseminated to appropriate audiences.

11. Financial Management, *continued*

Comments:

12. Fundraising and Donor Relations

a. Funding Diversification

Minimal	Basic	Moderate	Strong
One or two donors provide short-term support. No clear strategy for raising future revenue and no attempt to find potential new institutional and/or individual donors.	A few key donors provide project support from year to year. No long-term plan for fundraising, and little focus on identifying potential new institutional and/or individual donors.	Fundraising strategy leads to multiple institutional and/or individual donors who provide some flexible multi-year support, but more is needed. New sources are occasionally approached.	Highly developed long-term fundraising strategy that leads to sustainable and diverse support for core work, including institutional and individual donors. New sources are regularly approached.

b. Sufficient Funding

Minimal	Basic	Moderate	Strong
Raised funds are insufficient to meet administrative, human resources, and programmatic needs.	Raised funds almost cover administrative and programmatic needs but funds are tight, and many human resources needs are not met.	Raised funds are sufficient to meet immediate administrative, human resources, and programmatic needs, but no cushion exists.	Raised funds meet needs and have some flexibility. There is sufficient cushion to allow for increased human resource investments or programmatic expansion each year.

c. Funding Organizational Priorities

Minimal	Basic	Moderate	Strong
Organization's work is determined mostly by funder interest in specific projects, making organizational cohesion difficult.	Organization receives some core support for its strategic plan, but also takes on funder-driven projects to help cover costs.	Organization receives general operating and project support that is consistent with its strategic plan, but still struggles to get sufficient funding to realize its organizational priorities.	Organization receives sufficient funder support to realize the organizational priorities outlined in its strategic plan.

12. Fundraising and Donor Relations, *continued*

d. Fundraising Capacities

Minimal	Basic	Moderate	Strong
Executive leadership, and/or other staff and principal governing body have very little capacity and/or devote little time to fundraising.	Executive leadership and/or staff, who are overburdened and/or have limited relevant experience, are responsible for fundraising. A few principal governing body members may help as well.	Qualified executive leadership and/or other staff, whose tasks include fundraising, and some principal governing body members may raise funds, all with partial success.	Highly qualified executive leadership and /or experienced staff, whose tasks include significant fundraising, are effective and successful in raising funds. Principal governing body members may help as well.

e. Donor Relations

Minimal	Basic	Moderate	Strong
Communications with donors is insufficient and donors express concerns. The organization would lose all major contacts with donors if main person in organization leaves.	Communications with donors are not typically timely or satisfying. Reporting is often late or incomplete. Donors often repeatedly ask for greater clarification. Most contacts lost or lack follow-through if main person in organization leaves.	Good relations with donors but communications are sometimes less timely than donors would wish. Donors occasionally have to ask for greater clarification. Some contacts lost or lack follow-through if main person in organization leaves.	Strong and positive reputation with donors. Organization is known for clear and timely, proactive and reactive communications and reporting. There are measures in place to preserve contacts once the main person in charge of donor relations in the organization leaves.

12. Fundraising and Donor Relations, *continued*

Comments:

13. Administration

a. Legal Obligations

Minimal	Basic	Moderate	Strong
Organization is not legally registered and is unfamiliar with relevant laws.	Organization is in the process of attaining legal status and/or is not in full compliance with relevant laws.	Organization is legally registered but struggles at times to be fully compliant with relevant laws.	Organization is legally registered and fully compliant with relevant laws.

b. Organizational Structure

Minimal	Basic	Moderate	Strong
No formal organizational structure or clear division of roles and responsibilities.	Basic organizational structure in place with some divisions in roles and responsibilities.	Well-designed structure in place for most work, but there is still some lack of clarity in responsibilities and roles.	Well-designed organizational structure is highly compatible with the goals of the organization, allowing for maximal effectiveness and clear roles and responsibilities for each position.

c. Administrative Procedures

Minimal	Basic	Moderate	Strong
No documented administrative procedures.	Partially documented administrative procedures explain key office functions but they are not consistently applied or known to staff.	Well-documented administrative procedures are mostly followed but gaps remain. Systems are periodically reviewed but could use updating.	Administrative procedures are clearly documented, followed throughout the organization, regularly reviewed and updated.

13. Administration, *continued*

d. Technology and Information Systems

Minimal	Basic	Moderate	Strong
Technology and information systems do not meet basic needs of the organization.	Technology and information systems mostly meet the basic needs of the organization but are outdated and frequently break down.	Technology and information systems function but improvements are still needed. Systems are periodically reviewed but could use updating.	Technology and information systems allow the organization to function optimally. Systems are regularly reviewed and updated.

13. Administration, *continued*

Comments:

14. Safety and Security

a. Staff Safety and Security Policies and Plans

Minimal	Basic	Moderate	Strong
There are no policies or plans regarding the personal safety of staff while at work or traveling. Concerns are minimized or dismissed.	There are some policies and/or plans that speak to the issue of staff physical and emotional safety, but they are not always followed. Staff concerns for their personal safety are not always taken seriously.	There are clear policies that protect the physical and emotional safety of staff and they are mostly followed. Personal safety concerns are sometimes anticipated in planning and usually taken seriously.	Regularly updated policies on staff physical and emotional safety exist and are followed consistently. Safety is addressed as part of planning and staff concerns for their personal safety are taken seriously.

b. Organizational Safety and Security Policies and Plans

Minimal	Basic	Moderate	Strong
There are no policies or plans to address the security of the organization, including infrastructure and digital security.	There are some policies and/or plans regarding organizational security, but they are not always followed.	There are clear policies that protect physical assets, including infrastructure and digital security, and they are mostly followed. Organizational security is sometimes addressed in planning.	Regularly updated policies regarding physical assets, including infrastructure and digital security, are consistently followed. Organizational security is addressed as part of planning.

c. Safety and Security of Others

Minimal	Basic	Moderate	Strong
The safety and security of others (including families, volunteers and communities the organization works within) are not considered.	The safety and security implications for others (including families, volunteers and communities the organization works within) are considered informally.	The safety and security of partners and the field (including families, volunteers and communities the organization works within) are regularly discussed, but no formal systems exist for communicating relevant risk and receiving input from those affected.	The safety and security of partners and members of the field (including families, volunteers and communities the organization works within) are regularly considered. There are systems for communicating relevant risk and receiving feedback from those affected.

14. Safety and Security, *continued*

d. Technology and Information Systems Safety

Minimal	Basic	Moderate	Strong
The organization does not have an IT team or specialized person and/or it relies on consumer IT services.	The IT team is made up of contractors or consultants that handle installs, repairs, removals, and changes to the technology infrastructure. They report to one or a few staff and are not fully integrated into the organization.	The IT team is part of the staff and the organization's work, sometimes contributes to day-to-day strategy and attends some organizational meetings, but their feedback could be incorporated into decision-making more effectively and/or consistently.	The information technology (IT) team is part of the staff and the organization's work, contributes to day-to-day strategy, and attends most organizational meetings. Decisions are made with their feedback.

e. Cybersecurity

Minimal	Basic	Moderate	Strong
We have no plans or policies for cybersecurity.	We have insufficient, partial digital security policies and/or do not implement them.	Our digital security policies are not comprehensive, we implement them partially, and/or need to make important improvements.	We implement comprehensive, documented internal digital security policies.[8]

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8 "These may include: categorization of data we store by sensitivity and control of access based on sensitivity; a data retention policy (how much sensitive information we store, how long and where); and exit interviews and removal of access to accounts for individuals or organizations that are leaving."

14. Safety and Security, *continued*

f. Security Resources

Minimal	Basic	Moderate	Strong
No designated resources for security or emergency funds exist.	No designated resources for security. In an emergency, necessary funds would need to be taken from other budget lines.	Some resources are available for security, but more is needed. No contingency funds for emergencies exist.	Security costs are well integrated into the budget and contingency funds are available, if needed.

g. Documentation and Improvement

Minimal	Basic	Moderate	Strong
No documentation of security incidents occurs. Most staff are unaware of any challenges to the organization.	No formal documentation of security incidents occurs, but some staff are aware of past incidents. Policies have not been changed to reflect lessons learned.	Some documentation of past incidents occurs, but there is no formal review to change policies based on lessons learned.	Consistently documented security incidents lead to revisions to procedures based on lessons learned. These lessons are shared within and among organizations to establish best practices.

14. Safety and Security, *continued*

Comments:

15. Executive Leadership

Note: If the organization has more than one executive director (for example, two co-directors), please mark your ratings thinking of the leadership as a team, then use the comments section to make specific references to the individuals, if needed.

a. Composition

Minimal	Basic	Moderate	Strong
Current executive leadership does not reflect the communities that the organization works within. There is no discussion or plans to incorporate them in the short, medium or long term.	Current executive leadership does not reflect the communities that the organization works within. There is some awareness and discussion, but no clear plans to incorporate them in the short to medium term.	Current executive leadership does not reflect the communities that the organization works within, but there is awareness and some planning and movement toward incorporating them in the short to medium term.	Executive leadership reflects the communities that the organization works within.

b. Management Style

Minimal	Basic	Moderate	Strong
Executive director(s) has strengths, but weaknesses are well known internally and externally, which negatively affects the organization.	Executive director(s) has clear strengths but also a few key weaknesses that hamper internal effectiveness and may affect the organization's external reputation.	Largely effective executive director(s) who seeks input before decision-making. A few key shortcomings require improvement, but director(s) is largely respected internally and externally.	Highly effective executive director(s) who demonstrates clear, fair, participatory, and transparent decision-making that allows the organization to thrive; recognizes and makes regular efforts to improve on areas of weakness.

c. Financial Judgement

Minimal	Basic	Moderate	Strong
Executive director(s) has little experience with financial planning and oversight and/or has poor financial judgment.	Executive director(s) has some financial oversight but does little planning. Attention is largely devoted to immediate issues.	Executive director(s) has sound financial judgment and oversight, with some focus on planning.	Executive director(s) has exceptional financial judgment, ability to allocate financial resources soundly and a good understanding of medium- and long- term needs.

15. Executive Leadership, *continued*

d. Interpersonal Skills

Minimal	Basic	Moderate	Strong
Executive director(s)'s communication and management style is seen as ineffective. Little to no mentoring is offered.	Executive director(s)'s communication and management style could be improved. Occasional but insufficient mentoring of staff is offered.	Executive director(s)'s communications and management skills are mostly appreciated by staff. Mentoring occurs when time allows.	Executive director(s) has strong people and communication skills and manages constructively. Staff mentoring and development is prioritized.

e. Second-Tier Leadership

Minimal	Basic	Moderate	Strong
No second-tier leadership and very little is delegated by the executive director(s). No hiring, retention, motivation, cultivation or recognition of talent.	Little effective second-tier leadership and/or insufficient talent development and delegation of tasks by the executive director(s).	Delegation and talent retention and cultivation by the executive director(s) generally occurs. Second-tier leadership is mostly effective in its management.	Executive director(s) actively hires, retains, motivates, cultivates and recognizes talent. They appropriately delegate work and support staff. Strong, highly effective second-tier leadership is in place.

f. External Reputation

Minimal	Basic	Moderate	Strong
Executive leadership is unknown or not well respected among key audiences.	Executive leadership is not well known. It has some strong allies but is not fully respected among key audiences	Executive leadership is respected and well known among key audiences.	Executive leadership is highly respected among key audiences and seen as a leader in the field.

15. Executive Leadership, *continued…*

g. Succession

Minimal	Basic	Moderate	Strong
Organization is completely dependent on the present executive director(s) and could not function without that/those leader(s); Succession is not a priority.	Organization is highly dependent on the present executive director(s), succession is discussed but not given attention, and the future would be uncertain without that/those leader(s).	If the executive director(s) left, the organization would have challenges, but it likely would sustain itself. Succession is considered, but not adequately planned for or implemented.	Organization proactively fosters leadership renewal and has a succession plan, with a smooth transition to a new leader to be expected.

15. Executive Leadership, *continued…*

Comments:

My Evaluation of the OMT Exercise

Please indicate your level of comfort with discussing issues covered in this survey in your facilitated group session.

Minimal	Basic	Moderate	Strong
I did not feel comfortable speaking candidly in this session.	While some sections were fine, there were others where candid discussions were not possible for me.	For the most part, I was able to speak candidly, although I did not fully express myself at a few key points.	I was able to speak very candidly today, even about difficult issues.

Please note anything else you would prefer to comment on anonymously. Comments may include your experience completing the survey, participating in the discussions, or any other aspect of the process. Please also share any concerns or observations about any of the substantive aspects of the survey. Is there anything important to the organization that has been missed by the survey?

Prioritization Exercise

Now that you have considered all these aspects of organizational effectiveness, there are likely many different aspects you would want to strengthen. The following exercise allows you the opportunity to consider what you would wish to prioritize first, second, and third to work on. These may be aspects that feel "weaker" or that imply identifying strengths that you would like to address further or differently.

Note: *These questions are intended to be filled out <u>at the end of the facilitated meeting</u>. You do not need to answer these questions until members of your organization have met as a group and identified consensus answers to the survey.*

Once you have done this, you have the opportunity below to consider what you would wish to prioritize first, second, and third for institutional strengthening.

You may choose to focus on the larger categories (like Human Resources) or specify a subcategory (like Job Descriptions). You may also choose Executive Leadership even though it likely will have not been discussed as a group.

Please list your <u>first</u> priority.

Please list your <u>second</u> priority.

Please list your <u>third</u> priority.

For Facilitator Use Only

<u>OMT REPORT</u>

Organization Name:

Dates OMT was Conducted:

Number of Staff Participants:

Number of Board Participants *(if any)***:**

Total Staff Size:

How was the OMT facilitated? ☐ **In Person**   ☐ **Virtually**   ☐ **Hybrid**

Which version of the OMT questionnaire was used? ☐ **PDF**   ☐ **Digital**   ☐ **Combination**

Facilitator's Name:

Organizational Mapping Tool

Weighted Prioritization Exercise *(optional)*:

	First	Second	Third	**Totals**	**Weighted Tally**
1. Mission and Strategy					
2. Programming					
3. Learning and Evaluation					
4. Advocacy					
5. Field Engagement					
6. Membership					
7. External Communications					
8. Human Resources					
9. Organizational Culture					
10. Governance					
11. Financial Management					
12. Fundraising and Donor Relations					
13. Administration					
14. Safety and Security					
15. Executive Leadership					

Please note here if a specific aspect of capability was highlighted as a priority (for example: Budget Management within Financial Management or Research within Advocacy):

Next Steps and Resource Identification

Priority One:

Please list the first priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

1. What are the expected outcomes for this priority for the next few years? What does "success" look like?

2. What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

3. What can your organization do to get stronger in this area without external support?

4. How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Priority Two:

Please list the second priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

1. What are the expected outcomes for this priority for the next few years? What does "success" look like?

2. What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

3. What can your organization do to get stronger in this area without external support?

4. How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Priority Three:

Please list the third priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

1. What are the expected outcomes for this priority for the next few years? What does "success" look like?

2. What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

3. What can your organization do to get stronger in this area without external support?

4. How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Optional: Additional Comments

This tool is a work in progress. Any feedback or suggestions for improvement are welcome. Please write to Martha Farmelo (martha.farmelo@gmail.com) and Victoria Wigodzky (vicwigo@gmail.com).

Original design by Sen Associates