

## Agency Self-Assessment and Tracking Tool

### Instructions

1. It is best to have multiple inputs and perspectives on this self-assessment. Encourage those who will be involved to review and rate the questions.
2. As you and your colleagues complete the self-assessment form, keep in mind:
  - This self-assessment is not a mechanical process. It aims to integrate multiple organizational capacities as no single capacity works in isolation from any of the others.
  - These capacities are not static “departments” within an organization, but rather are found on a cross-functional basis in the staff, Board, volunteers and management. The people who make up your organization and their abilities are synergistic and create an organizational whole that is more than the sum of its parts.
3. Note ideas, questions, and issues as you do the self-assessment and how these questions would benefit from a group effort.
4. Put an organizational procedure in place (e.g., a financial vibrancy task force) to complete your self-assessment and move forward.
5. Be frank, open and honest in your reflections, ratings and subsequent discussions.
6. While different people will have different ratings, as a team, try to arrive at a single initial “Master” self-assessment. This can be your “base line” which you can look back as your agency builds its financial vibrancy.

We are very interested in understanding how useful this tool is for community agencies. Please provide your feedback to us via the website at:

[www.financialvibrancy.org](http://www.financialvibrancy.org)

Completing this self-assessment tool will provide you with a snapshot of your agency's development in each of the nine inter-related paths

**The Paths:**  
Governance  
Strategic Planning  
Program Innovation  
Partnerships  
Financial  
Management  
Results-Monitoring  
Communications  
Human Resources  
Management  
Technology Use



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As you move forward completing the rest of this self-assessment, have your goals in mind, for example:

- Expanding and diversifying your funding base to be less dependent on any one funder and/or one program stream.
- Expanding and innovating the range of services you offer.
- Attracting a new client base that has a need for services your agency can offer.
- Increasing the number of clients served and placed in order increase revenues.
- Having greater discretionary funds available to augment programs or services (e.g., through special project grants, fee-for-service or product sales).

What other goals are of most value to your agency?

### Project Partners



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# Self-Assessment of the Governance Path

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## Rating Scale

		①	②	③	④	⑤
		Not At All	To a Very Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
1.	We have clarity about our mission, vision, and goals and about what our agency values most.	①	②	③	④	⑤
2.	Our governance model is “generative” in that it produces consistent excellence and a steady stream of new ideas for products/services.	①	②	③	④	⑤
3.	Our Board is consistently able to reflect on the organization’s work and generate new ways of working, new relationships and new sources of revenue to help meet our agency’s mission.	①	②	③	④	⑤
4.	Our Board is able to communicate effectively and can articulate the value the agency contributes to the community clearly.	①	②	③	④	⑤
5.	Our board receives and understands regular financial statements presented in such a way that they can track the success of our financial model and make broad financial decisions as well as accountability for the detail.	①	②	③	④	⑤
6.	The Board has a diverse range of skills and experiences that will enable the organization to move effectively toward a financially vibrant position.	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Strategic Planning Path

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### Rating Scale

① Not At All      ② To a Very Little Extent      ③ To Some Extent      ④ To a Great Extent      ⑤ To a Very Great Extent

1.	We have done a thorough organizational review in order to assess our strengths, weaknesses, opportunities and threats.	①	②	③	④	⑤
2.	We have consulted with staff, Board, volunteers, clients and the community at large in the development of our strategic plan.	①	②	③	④	⑤
3.	Our strategic plan gives us a "big picture" perspective on the future direction of our agency and addresses the needs and goals in each path to financial vibrancy.	①	②	③	④	⑤
4.	The individuals that make up our organization can clearly and easily connect their work to the bigger picture (the strategic plan).	①	②	③	④	⑤
5.	Our current strategic plan provides a work plan, time lines for implementation, resources required, persons responsible, performance measures, and measurable objectives.	①	②	③	④	⑤
6.	Our current strategic plan is flexible enough to accommodate change and contingencies.	①	②	③	④	⑤

**TOTAL/30**

# Self-Assessment of the Program Innovation Path

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## Rating Scale

①	②	③	④	⑤
Not At All	To a Very Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent

1.	We have articulated strong and sustainable links among our program/service, governance and financial models.	①	②	③	④	⑤
2.	We routinely ask: "What is the work we can sustain?" instead of "How can we sustain our work?"	①	②	③	④	⑤
3.	We have reviewed our existing staff skill sets and qualifications beyond the necessary requirements for their job in order to identify how they could support new services or programs.	①	②	③	④	⑤
4.	We foster an environment where innovation is actively encouraged.	①	②	③	④	⑤
5.	We are in the process of diversifying our funding base so as not to be one proposal away from sustainability.	①	②	③	④	⑤
6.	We know how to articulate our program expertise and actively seek opportunities to market it to different groups, settings and funders.	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Partnerships Path

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### Rating Scale

①                      ②                      ③                      ④                      ⑤  
 Not At All          To a Very          To Some          To a Great          To a Very Great  
                          Little Extent          Extent          Extent          Extent

1.	Partnerships is a key principle in our service delivery model.	①	②	③	④	⑤
2.	We actively network among agencies and with other sectors to form relationships and potential partnerships	①	②	③	④	⑤
3.	Our agency is “partnership ready” - we are clear on our partnering competencies and can take advantage of opportunities on short notice.	①	②	③	④	⑤
4.	We have developed written agreements including mechanisms for decision-making and conflict resolution (including viable exit strategies) with partnering agencies.	①	②	③	④	⑤
5.	Our partnership organization’s strengths complement our strengths.	①	②	③	④	⑤
6.	We have built-in mechanisms for regular networked communication with potential and actual partners (e.g., for sharing successes as well as addressing challenges).	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Financial Management Path

### Rating Scale

①	②	③	④	⑤
Not At All	To a Very Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent

1.	Our financial model fits with our program model and is connected to our values, our mission, and our strategic plan.	①	②	③	④	⑤
2.	Our cost-accounting process allows us to be aware of the true costs of our programs, including the proportion of core costs.	①	②	③	④	⑤
3.	We develop a business plan for each new initiative so can accurately project not only how our agency's program(s) will unfold from a service delivery perspective, but also how they will unfold financially.	①	②	③	④	⑤
4.	Our management team can track budgets, forecast expenses, identify and account for variances, and develop and track annual budgets in an accurate and timely way.	①	②	③	④	⑤
5.	We always have an action plan to bring the budget back on track where there is no acceptable reason for a variance to occur.	①	②	③	④	⑤
6.	We have an investment policy that allows us to responsibly and effectively invest our reserve funds.	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Program Evaluation Path

### Rating Scale

①                      ②                      ③                      ④                      ⑤  
 Not At All        To a Very        To Some        To a Great        To a Very Great  
                          Little Extent        Extent        Extent        Extent        Extent

1.	We are able to describe the value of our contribution to the community in both quantitative terms (e.g., our social return on investment) as well as qualitative terms (e.g., how, as a result of our work, lives have been improved).	①	②	③	④	⑤
2.	We have a quality assurance (QA)/program monitoring process that can address BOTH program <u>delivery</u> and program <u>impact</u> questions.	①	②	③	④	⑤
3.	Our QA process is integrated into our program's operating routine that helps everyone involved in the program learn continuously about what is working and what needs improvement.	①	②	③	④	⑤
4.	We evaluate beyond core results and our findings are then incorporated into modifications to services and when appropriate, planning processes.	①	②	③	④	⑤
5.	We have effective mechanisms in place to address negative or disappointing evaluation findings should they arise.	①	②	③	④	⑤
6.	Coupled with our cost-accounting process, our QA process allows us to determine such metrics as the cost per successful outcome as an aid to business planning.	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Communications Path

### Rating Scale

① Not At All	② To a Very Little Extent	③ To Some Extent	④ To a Great Extent	⑤ To a Very Great Extent
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1.	We are able to tell the story of who we are and what we do for community, clients, employees and funders in a compelling way and as a result we have a clear identity or “brand” in our community.	①	②	③	④	⑤
2.	We have a plan for our communication efforts that include clear activities, responsibilities, timelines and budget.	①	②	③	④	⑤
3.	We conduct market research in order to understand how our organization is perceived among our stakeholders.	①	②	③	④	⑤
4.	We evaluate our messaging: we track the effectiveness of our various marketing efforts.	①	②	③	④	⑤
5.	We work from a solution-focused approach and use our knowledge of programs and services to help local officials address challenges that they are facing.	①	②	③	④	⑤
6.	We maintain contact on a regular basis with government officials as well as elected officials, and are on lists of government departments that do consultations on policies and practices.	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Human Resources Management Path

### Rating Scale

		①	②	③	④	⑤
		Not At All	To a Very Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent
1.	Our overall HR strategy is linked to our strategic plan.	①	②	③	④	⑤
2.	We have universal organizational goals that are reflected in individual performance appraisals based on clear job descriptions, individual performance plans and linked to an overall HR strategy.	①	②	③	④	⑤
3.	We recognize high performing staff who display leadership skills and encourage them to take on new roles with more responsibility and to develop new skills. We ensure that staff who take on these roles get training, support, mentoring and regular feedback.	①	②	③	④	⑤
4.	We promote our organization's human capital by promoting and developing our existing staff through professional development, job shadowing, cross-training, taking on special projects, regular performance reviews, etc.	①	②	③	④	⑤
5.	We ensure that staff members each have a professional development plan and these are used to guide decisions related to their development.	①	②	③	④	⑤
6.	We have succession plans for all key positions within organization (not just senior management).	①	②	③	④	⑤

**TOTAL/30**

## Self-Assessment of the Technology Use Path

### Rating Scale

①	②	③	④	⑤
Not At All	To a Very Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent

1.	We have undertaken strategic <i>technology</i> planning as a part of our yearly and strategic planning to help us integrate investment in technology with our organizational goals.	①	②	③	④	⑤
2.	Every time we undertake a technology project we start with a big picture overview of what the project will produce and how it supports our organizational goals.	①	②	③	④	⑤
3.	Our strategic plan includes how our web presence can further support our organizational goals.	①	②	③	④	⑤
4.	We have a concerted strategy in place for driving traffic to our site (e.g., Search Engine Optimization (SEO), advertising our website in all of our print materials, cross-promote on other sites, etc.	①	②	③	④	⑤
5.	Our web site is always up-to-date, easy to navigate and is a good reflection of our mission and vision, programs, services and successes.	①	②	③	④	⑤
6.	We have an experienced IT person (or persons) who we can depend on for internal computer security, website and server security, our office's computer network (LAN) and file backup solutions, as well as for up-to-date advice on available technology solutions within our budget.	①	②	③	④	⑤

**TOTAL/30**

## Summary

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Reflecting on what increasing financial vibrancy would mean for your agency and on the above self-ratings, which paths do you believe warrant the investment of time, money and effort to develop further in your agency?

**Note:** Any path with a self-assessed rating of under 15 should receive careful consideration.

	PATH	Rating/30	INVESTMENT PRIORITY		
1.	Governance		Low	Med	High
2.	Strategic Planning		Low	Med	High
3.	Program Innovation		Low	Med	High
4.	Partnership Formation and Community Capacity Building		Low	Med	High
5.	Financial Management		Low	Med	High
6.	Program Evaluation		Low	Med	High
7.	Communications		Low	Med	High
8.	Human Resources Management		Low	Med	High
9.	Technology Use		Low	Med	High

Please visit [www.financialvibrancy.org](http://www.financialvibrancy.org) to share your stories, lessons learned and resources!