FREE ORGANIZATIONAL SELF-ASSESSMENT TOOL

This is a free tool that is taken directly from the 3rd Chapter of the *Mission-Based Management Workbook*, the companion workbook to the second edition of *Mission-Based Management*.

The remaining chapters of the workbook take this self-assessment and expand on it significantly

You can find more information on the workbook, the full book, and my other publications at:

www.wiley.com

www.missionbased.com/pubs

The individual forms have Chapters noted in the headers. These refer to the chapters in *Mission-Based Management* that deal with that particular subject. Good luck with your organizational assessment.

Chapter 3: Bench-marking Your Organization: A Baseline Assessment Tool

I've provided you with a hands-on baseline assessment tool that will help you and your Mission-Based Management Team take an initial look at the status of your organization in relation to my criteria for success and my suggestions in the book. Take the time to fill in this survey as a group, NOW. Then you can focus your efforts on the parts of your organization that can most benefit from your time and efforts.

A. Straight from *Mission-Based Management*:

I just have to give you the three big philosophies again before we get started. You need to read these aloud as a group and talk them through. If your Mission-Based Management (MBM) Team agree on these, you are going to make excellent changes. If there is disagreement about the underlying concepts below, you need to know it *before* you start, not after. *Mission-Based Management* hinges on these three ideas:

1. Your organization is a mission-based business.

Your organization is in the business of mission. Making money is important, but mission is always first. You, your staff, and your volunteers are all stewards of your mission, charged with getting the most mission you can from all your resources. Some of those resources are business techniques that can be applied to mission, such as marketing, cash management, and benchmarking, as we will do in this chapter. If it can result in more mission, use it!

2. No one gives your organization a dime.

You earn all your income, even charitable donations. Why? Because you give people something for your money. When someone donates to your organization, he or she is really purchasing services for someone they will never meet. Don't accept the idea that you get subsidies. You don't. Subsidies are things people get for doing nothing. You do something for your money. You earn it all.

3. It's perfectly legal (and a really good thing) to make money.

Making money in a not-for-profit is a good thing, not a bad thing. Why? Because only by making money can you innovate, try new services, grow your organization and take reasonable risks on behalf of the people you serve. You don't have to make money with every service you provide, but overall, in most years, the organization should have more money at the end of the year than it did at the beginning.

B. Baseline Self-Assessment:

To make plans for the future, you must know where you are in the present. These self-assessment pages are designed to help you, your staff, and your board diagnose the current situation of your organization in relation to my suggestions and ideas in *Mission-Based Management*. The sections follow the chapters in the book.

This self-assessment tool can be used in many ways. One of the best ways is to conduct a retreat or workshop involving key organization leaders. Or use it at the first meeting of your Mission-Based Management Team. At the session, provide each participant with the self-assessment pages and with a copy of *Mission-Based Management.* Then begin the session by going through the self-assessment (referring to the book as needed.) Invite open discussion. Encourage an honest and fair assessment. Don't squelch the negative assessments. After all, no organization can be perfect. The self-assessment discussion will be helped by having a large pad of paper on an easel or a chalk board. The facilitator can write down comments that indicate areas needing attention. And, you can score your organization and see where you need the most improvement. If you score on the low side in a certain section, don't panic! Set some goals for short-term improvement.

Remember to have each of the most critical items should be assigned to a person to follow through on. A timetable should be established for each item using worksheet 3-2 This list of top priority items, the person responsible for each, and the date or dates for taking the key steps to deal with the item should be recorded. This list will be a record of the outcomes of the session, outcomes that will lead to actions where the organizations leaders have diagnosed areas for improvement through this self-assessment.

Instructions: Go through each area of the self-evaluations (Exhibits 3-1 to 3-9) below. For each question, circle to box with the score next to the question. Then total your scores in each column, add the "yes" and no Columns together and put the resulting TOTAL SCORE in the appropriate box for each subject. A score can be positive, negative or 0. For example, if you have a yes answer for the first question under Mission statement, you get a **2**. A no answer gets a **-2**. A "perfect" mission score would generate a score of **13**. A **-5** would be generated if all the answers were "No".

Form 3-1 Mission Statement - (Chapter 4)	Yes	No
Has your mission statement been reviewed by your board and staff within the past two years?	**2**	**-2**
Does staff use the mission statement as an aid to decision-making and management? Are copies on the table at every meeting?	**3**	**-1**
Does the board refer to the mission statement when considering adding or dropping services? Are copies on the table at every meeting?	**3**	**-1**
Is your mission statement posted in the organization? Included in marketing materials? Stated in personnel policies?	**2**	**-1**
Is the mission statement used as a criteria in your personnel evaluations?	**3**	**0**
Total of column score (add each column up and put the answer here:➔➔➔➔		
TOTAL SCORE-MISSION Add total scores from Yes and No Columns- and put the answer here ➔➔➔➔		

Form 3-2 BOARD OF DIRECTORS (See Chapter 5)	Yes	No
Does the board have a mandated policy of turnover? (Are there set terms for board members? A limit on the number of consecutive terms?)	**3**	**-3**
Is there an annual assessment of the skills of board members? Is that list compared to a list of skills needed on the board this year and within the next three years?	**2**	**0**
Does the board have a written list of its responsibilities?	**2**	**-2**
Have more than 75% of board meetings had a quorum over the past 24 months?	**3**	**-4**
Is there a current, written board manual?	**1**	**-1**
Does the board annually evaluate the head staff person, in person and in writing?	**3**	**-3**
Is the board involved in strategic planning on a consistent and regular basis?	**2**	**0**
Is time set aside at each board meeting for ongoing orientation about the organization's work?	**2**	**0**
Does the board annually approve the budget and then monitor it on a regular basis?	**3**	**-5**
Total of column score (add each column up and put the answer here:➔➔➔➔)		
TOTAL SCORE- BOARD OF DIRECTORS Add total scores from Yes and No Columns- and put the answer here ➔➔➔➔		

Form 3-3 STAFF MANAGEMENT (Chapter 6)	Yes	No
Does the organization chart and culture place the people that the organization serves in the primary (top) position?	**3**	**-1**
Are staff who directly provide service included in budget development and other decisions?	**3**	**-1**
Do staff from all levels of the organization serve on most staff committees?	**2**	**0**
Are staff evaluations done at least annually?	**3**	**-2**
Are all staff provided training and/or continuing education at least 10 hours per year per person above any training needed for licensure or accreditation?	**3**	**0**
Are staff encouraged to innovate and take risks?	**2**	**0**
Do the staff formally evaluate their supervisors?	**2**	**-1**
Does staff have both responsibility and authority to meet service needs?	**3**	**-1**

Is there a staff recognition program? Was it designed by staff (not management)?	1	-1
Total of column score (add each column up and put the answer here:➜➜➜➜		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➜➜➜➜		

Form 3-4 THE WIRED NOT-FOR-PROFIT (Chapter 7)	Yes	No
Do we consider technology an important investment?	**3**	**-1**
Does the organization have a website? Has it been updated in the past 30 days?	**4**	**-3**
Does the organization have email for board members?	**2**	**-2**
Are all the organization's computers Net compatible?	**2**	**-1**
Does the organization do a quarterly (four times a year) technology assessment?	**3**	**0**
Does the organization have a single staff (or volunteer) who is responsible for technological upkeep and updating?	**2**	**-1**
Do staff get access to classes in software and hardware use?	**2**	**-2**
*Does the organization have email for **all** staff?*	**3**	**0**
Does the organization subscribe to one periodical that covers not-for-profit technological issues?	**1**	**-1**
Total of column score (add each column up and put the answer here:➔➔➔➔		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➔➔➔➔		

Form 3-5 SOCIAL ENTREPRENEURSHIP (Chapter 8)	Yes	No
Has the organization investigated (or are you doing) non-traditional business activities to supplement income?	**3**	**0**
Does the organization weigh the mission return and the financial return of every investment (and view expenditures as investments?)	**3**	**0**
Are program options or change opportunities free of restriction from facilities or debt you already have?	**2**	**-2**
Are the concerns of staff and service recipients acknowledged and addressed when change is initiated?	**2**	**0**
Are core values and the mission statement discussed when changes are considered?	**2**	**-3**
Have you discussed with board and staff the organizational willingness to take risk?	**2**	**0**
Is change initiated as an improvement without criticizing what has been done before?	**1**	**0**
Total of column score (add each column up and put the answer here:➜➜➜➜		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➜➜➜➜		

Form 3-6 MARKETING(Chapter 9)	Yes	No
Have you identified your organizational target markets for finders, people to serve, and referrers?	**3**	**-3**
Have all your staff had customer satisfaction training in the past year?	**2**	**-1**

Have you asked your target markets what they want, or how satisfied they are with your services in the past 24 months?	**3**	**-1**
Are your marketing materials targeted to individual markets?	**2**	**-1**
Have your marketing materials been updated in the past 18 months/	**1**	**-1**
Do you empower your staff members to fix customers' problems promptly?	**2**	**-2**
Are you constantly trying to improve your services from your customers' point of view?	**2**	**0**
Has your website been reviewed and updated within the past 60 days?	**2**	**0**
Do you have a current marketing plan?	**1**	**0**
Total of column score (add each column up and put the answer here:➔➔➔➔		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➔➔➔➔		

Form 3-7 FINANCIAL EMPOWERMENT (Chapter 10)	Yes	No
Do you have 30 days cash on hand?	2	0
Has your organization been profitable in the past three years?	3	0
Do you have financial policies that have been updated in the past 18 months?	2	-3
Do you know which of your programs make money and which lose money?	2	0
Do you have an endowment?	1	0
Do you and your board view your expenditures as investments?	2	0
Do you involve staff in budget development?	1	-1
Do you involve staff in budget implementation?	2	-1
Do you share your financial information widely inside the organization?	2	-1
Do you have a banker with whom you meet regularly?	1	0
Do you have a line of credit?	2	0
Total of column score (add each column up and put the answer here:➔➔➔➔		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➔➔➔➔		

Form 3-8 PLANNING (Chapter 11)	Yes	No
Do you have a current strategic plan (3 to 5 years)?	**4**	**-2**
*Are both board **and** staff involved in the strategic planning process?*	**3**	**-2**
Do you float drafts of your plan widely both inside and outside the organization?	**3**	**-1**
Does your planning process include the people you serve, the funding sources, and the community?	**3**	**-3**
Do you regularly review progress at implementing the strategic plan at staff and board meetings?	**2**	**0**
Total of column score (add each column up and put the answer here:➜➜➜➜		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➜➜➜➜		

Form 3-9 Controls - Chapter 12	Yes	No
Do you have the following policies, and have they been updated within the past 24 months......		
Bylaws.	3	-3
Conflict of Interest.	2	-2
Financial Policies	2	-3
Personnel Policies	2	-3
Media Policies	2	-1
Quality Assurance Policies	2	0
Do you train staff and board annually on key policies?	2	0
Do you enforce your policies consistently?	3	-2
Total of column score (add each column up and put the answer here:➜➜➜➜		
TOTAL SCORE- Add total scores from Yes and No Columns- and put the answer here ➜➜➜➜		

Form 3-10 Self Assessment Score Compilation		
Instructions: Review your earlier scoring. Transfer the score for each area, and then sum your total self assessment score at the bottom of the form.		
Area	**Your Score**	**Possible Score**
Mission		*13*
Boards		22
Staff Management		22
The Wired Not-for-profit		22
Social Entrepreneurship		15
Marketing		18
Financial Empowerment		20
Planning		15
Controls		18
Total Self-Assessment Score:		*165*

Remember, this is just an initial assessment. You will use the remainder of the workbook to go into more detail in each area, and I have included suggestions and checklists for each topic to help you improve your score, and your overall mission-capability. Keep a copy of this score, and when you are done with the workbook, come back and do the self-assessment again. I'm sure you will see big improvements!