

2. ADMINISTRATION

The objective of this section is to assess the organization's capacity to *develop* and use key policies, procedures and systems to manage its general operations and functions.

▶ **Sub-sections under Administration:**

- 2.1 Organizational Structure
- 2.2 Operational Policies, Procedures, and Systems
- 2.3. Filing and Information Systems

▶ **Resources you may wish to refer to in this section:**

- Policy and procedures manuals;
- Samples of administrative forms.

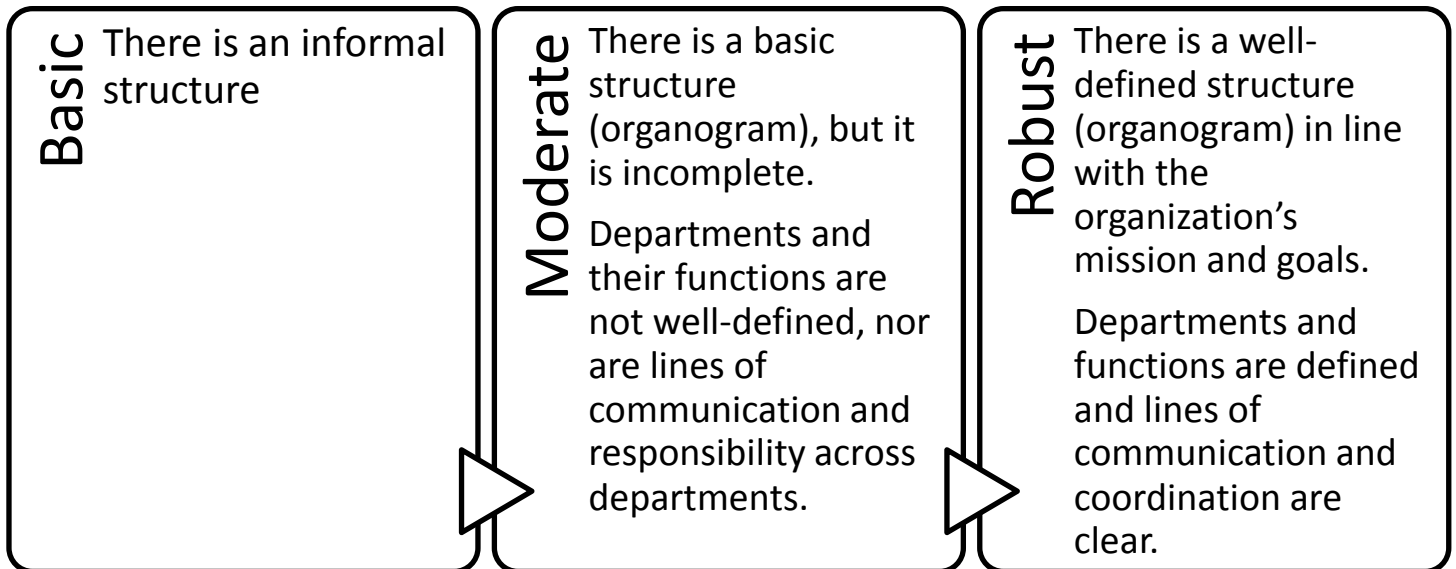
2.1 Organizational Structure

Importance: An organization whose structure is in line with its mission, goals, and programs; and has systems in place to ensure coordination among departments, coalition partners, and functions can improve its efficiency and effectiveness.

➤ **Discuss some or all of the following questions:**

- Is the organizational and reporting structure clearly documented and disseminated?
- Is there an organogram or other document outlining supervisory and staff responsibilities?
- Is there a well-defined role for each of the different partner organizations in the coalition? Does the structure of the coalition encourage all members to be active participants?
- How do departments communicate with each other and what are their functions? How do member organizations of the coalition communicate with each other?
- How are the roles of different member organizations in the coalition defined? Do new members sign a formal memorandum of understanding?
- Does the current structure adequately support departments/functions?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

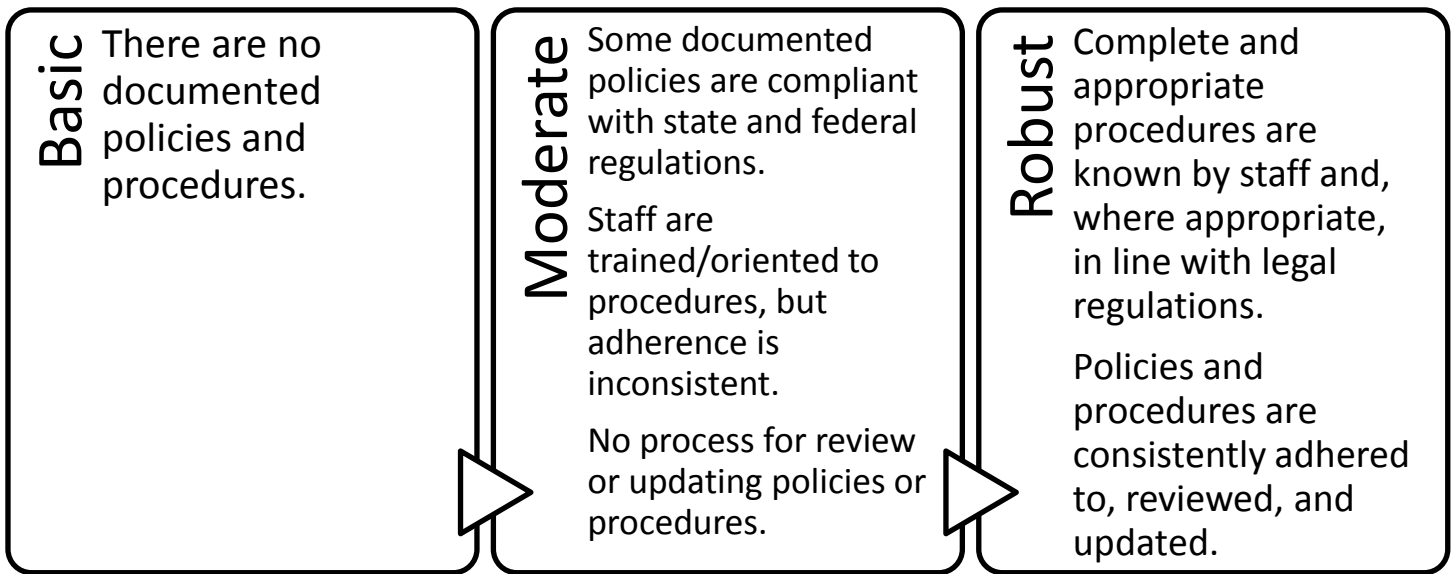
On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

2.2 Operational Policies, Procedures and Systems

Importance: Clear guidance for organizational operational procedures enables better adherence to an organization’s rules and regulations.

- **Discuss some or all of the following questions:**
 - Are there written organization policies and procedures that support operational needs (e.g., travel, procurement, fixed assets, security, etc.)?
 - Are they presented in a way that all staff can benefit from the guidance?
 - Are staff trained on the details and purpose of the policies and procedures?
 - Is there opportunity for anonymous feedback?
 - Do policies impact employees with different identities differently (race, gender, religion, etc.)?
 - How is compliance with the systems monitored?
 - How often are the existing procedures/policies reviewed?
 - Are procedures in line with external regulations?
- **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
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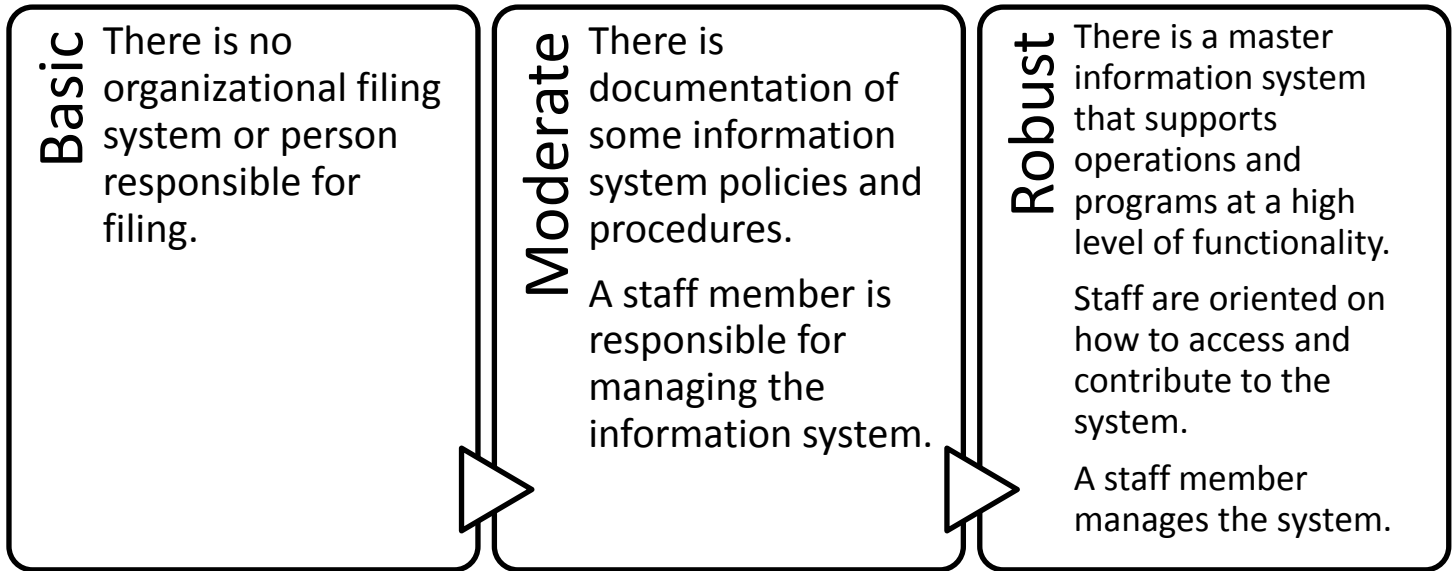
2.3 Filing and Information Systems

Importance: An organization with a functional information system can provide efficient support to operations and programs.

➤ **Discuss some or all of the following questions:**

- Is there a general filing system that documents how and where information is stored?
- Is someone responsible for the system?
- Is the information adequate to support operations and programs?
- Does the system include guidance to allow the organization to manage information using best practices?
- Is the system structure communicated to all staff?
- Does the system have sufficient security and backup?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

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Discussion Notes/Rationale for rating.

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Brainstorm briefly: how could the organization get to where it wants to be?

Helpful Resources: Administration

- [National Council of Nonprofits: *Managing Nonprofit Employees*](#)
The National Council of Nonprofits has put together a helpful array of resources specifically aimed at nonprofits who need to improve their human resources capabilities.
- [Strengthening Nonprofits: Leading a Nonprofit Organization](#)
This lesson details steps, processes, and defines roles associated with being an effective Executive Director, or other administrator of a non-profit organization.