# 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? \_\_\_\_\_\_\_**

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

## 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.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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?

**Helpful Resources: Administration**

* [National Council of Nonprofits: *Managing Nonprofit Employees*](https://www.councilofnonprofits.org/tools-resources/managing-nonprofit-employees)
The National Council of Nonprofits has put together a helpful array of resources specifically aimed at noprofits who need to improve their human resources capabilities.
* [Strengthening Nonprofits: Leading a Nonprofit Organization](http://www.strengtheningnonprofits.org/resources/e-learning/online/leadinganonprofit/Print.aspx)

This lesson details steps, processes, and defines roles associated with being an effective Executive Director, or other administrator of a non-profit organization.