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 so	ome or all o	f the following	questions:
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- ☐ 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?

There is an informal structure

There is a basic structure (organogram), but it is incomplete.

Departments and their functions are not well-defined, nor are lines of communication and responsibility across departments.

There is a well-defined structure (organogram) in line with the organization's mission and goals.

Departments and functions are defined and lines of communication and coordination are clear.

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

Basic		Moderate		Robust	NI/A
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

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:
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- 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?

There are no ✓ documented policies and procedures.

Some documented policies are compliant with state and federal regulations.

Staff are trained/oriented to procedures, but adherence is inconsistent.

> No process for review or updating policies or procedures.

• Complete and appropriate procedures are known by staff and, where appropriate, in line with legal regulations.

> Policies and procedures are consistently adhered to, reviewed, and updated.

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

Basic		Moderate		Robust	NI/A
1	2	3	4	5	IN/A

Discussion Notes/Rationale for rating.

On the above scale of I - 5, where would you like to see your organization in I2 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?

There is no organizational filing system or person responsible for filing.

There is documentation of some information system policies and procedures procedures.

> A staff member is responsible for managing the information system.

There is a master information sy that supports information system operations and programs at a high level of functionality.

> Staff are oriented on how to access and contribute to the system.

A staff member manages the system.

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

Basic		Moderate		Robust	NI/A
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of I - 5, where would you like to see your organization in I2 months? _____

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

Helpful Resources: Administration

- <u>National Council of Nonprofits: Managing Nonprofit Employees</u>
 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.
- <u>Strengthening Nonprofits: Leading a Nonprofit Organization</u>
 This lesson details steps, processes, and defines roles associated with being an effective Executive Director, or other administrator of a non-profit organization.