Organizational Mapping Tool (OMT)

The Organizational Mapping Tool (OMT) was created to help the staff of an organization reflect on its strengths and identify areas for institutional strengthening by building organization-wide consensus. This survey provides the opportunity for your organization to consider itself as a whole, asking what works well and what could be improved; it then helps you collectively identify priority areas for improvement and steps for addressing them.

The Organizational Mapping Tool is designed to be relevant for organizations of different sizes and levels of capacity – from small or recently founded to mature and complex organizations.

It is meant to be filled out by all staff – programs and administration – and, as appropriate, relevant members of the principal governing body (sometimes known as the board of directors), since different perspectives are valuable in understanding your organization's strengths and areas for growth.

The process is best done with one person who is not an employee or board member leading as a facilitator. The exercise can happen two ways: either participants fill out the survey individually before the first session, or they fill it out during the session itself. Your facilitator will tell you whether you should fill it out before the session or not. **If you do fill it out before the session, please stop at the end of page 24. You should only fill out from pages 25 on when the facilitator asks you to do so during the session.**

A few things to note:

- The categories in this survey are meant to help you think of your organization along a continuum: Minimal, Basic, Moderate, and Strong.

- Please do not focus too much on the specific rankings or "score"; what is important is capturing a sense of where you think your organization is. The principal value of the tool is in the collective discussion.

- If you have trouble selecting between two rankings (for example, Basic and Moderate), you may check off the circle in between to indicate you mean somewhere in between.

- Keep in mind that no organization can be expected to be "Strong" on all categories.

- Please use the Comments section, found at the end of each section, to explain your ranking choice, especially if you find that the existing description is not fully accurate for your organization. These can be informal notes that you may refer back to during the collective discussion. The comments are for your reference alone and will not be seen or collected by the facilitator.

- Please do not ask others how they are responding before completing the survey yourself. These should be your answers – there will be good time to build consensus later.

- If you think a question does not apply at all, skip it. But if you think the question differently framed could apply, just note in the Comments section what you actually want the question to say.

Your facilitator will assist the group in coming to a consensus ranking for each sub-category. Again, please wait to complete the prioritizing exercise at the end of the survey until the facilitator asks you to, after you have collectively determined the consensus rankings. You will then be asked to rank your first, second, and third priorities for organizational strengthening.

The one exception is for Executive Leadership. This section, and the final question, are meant to be completed anonymously by each participant and then handed to the facilitator, who will identify a consensus ranking from all the written responses.

The facilitator will then lead you as a group through an exercise to identify the collective priorities of your organization for institutional strengthening. This will then lead to a discussion of the best ways to realize your prioritized changes and serve as input for defining expected outcomes, strategies, timeline and people responsible for your organizational strengthening work.

Because this is your own process, you can determine how you share the results with external audiences. When the survey is complete, the facilitator will share it with your organization's leaders, who will review the document and determine which aspects will be shared externally, if any. Thank you for taking the time to share your perspective!

■ Mission and Strategy

	Minimal	Basic	Moderate	Strong
Mission and Vision	No written mission or vision and no widely shared set of values govern the work.	Mission and vision are written but vague; many within the organization cannot articulate them.	Clear expression of organization's mission and vision; while they could be more specific, many staff are familiar with and express commitment to them.	Clear, specific, and compelling expression of organization's mission and inspiring vision; staff and board are fully committed to the mission and vision.
Goals and Outcomes	No articulated goals and outcomes for organization's programmatic work.	A long-term goal is stated, but is not concrete or realizable and there are no shorter term outcomes. A few staff and board members can explain these.	A clear goal and outcomes, but they are not easily evaluated. While they are known by most in the organization, they do not guide programmatic and operational work.	A clear goal and realizable outcomes that can be evaluated are known throughout the organization; they guide both programmatic and operational work.
Strategic Plan	No written strategic plan and the work of the organization can be unfocused with little synergy among projects.	Strategic plan is written but does not provide a clear guide for organization's work; it is rarely referred to.	Strategic plan provides a general guide for programmatic and operational work but does not regularly guide decision-making.	Strategic plan has clear focus on desired outcomes and impact and guides decision-making. Programs are regularly reviewed and adjusted in light of new challenges and opportunities to ensure alignment with the plan.

Comments

Programming

	Minimal	Basic	Moderate	Strong
Mission/Program Alignment	Projects are not directly linked to mission or goals; most work is defined by distinct and independent projects that are not integrated with one another.	Most projects can be linked to mission and goals but it is difficult for the organization to define what does and does not fall within its mission; projects operate independently from one another.	Distinct projects are integrated into programs that are well defined and consistent with organizational mission and goals. Programs tend to operate independently from one another	All programs are well defined and fully aligned with mission and goals; programs are integrated with one another and operate in consultation with one another to maximize effectiveness.
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Program Planning	Program planning rarely occurs and does not involve opportunity or needs assessments.	Program planning occurs but does not involve formal opportunity or needs assessments.	Opportunity or needs assessments are conducted and documented and program strategies are occasionally revised based on informal assessments.	Programs are designed on the basis of documented opportunity or needs assessments; they are frequently reassessed and revised to ensure that they are optimally effective.
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Inclusion of Historically Excluded Voices	Voices of historically excluded groups within the communities with which the organization works are not reflected in program decision-making.	Voices of historically excluded groups are occasionally reflected in program decision-making.	Voices of historically excluded groups are often reflected in program decision-making.	Voices of historically excluded groups within the communities with which the organization works are proactively sought and have clear influence in programming.
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Please note which groups you consider to be historically excluded.

Examples could include: "rural women," "people with disabilities," "indigenous communities."

Comments

■   Learning and Evaluation

	Minimal	Basic	Moderate	Strong
Program Evaluation	Evaluation of programs is not conducted.	Evaluation of programs is inconsistent and not linked to organization's priorities, theory of change or learning objectives; this information does not guide strategic decision-making or organizational learning.	Evaluation of programs occurs but is not clearly linked to organization's priorities, theory of change or learning objectives; this information may or may not be used to guide strategic decision-making or organizational learning.	Systematic evaluation of programs occurs and is generally defined by organization's priorities, theory of change, and/or learning objectives; what is learned provides relevant information that enables strategic decision-making and organizational learning.
Data Collection and Analysis	No formal system exists for data collection and analysis.	A rudimentary data collection and analysis system exists but is not regularly used; it may also be seen as overly burdensome and not helpful for tracking progress toward outcomes.	Data collection and analysis systems are in use but could be better designed and more relevant and helpful to those who use them. Evidence collected provides some useful information for tracking progress toward outcomes.	Data collection and analysis systems are effectively integrated into organization's work and seen as relevant and helpful to those who use it. Evidence collected provides useful information for tracking progress toward outcomes.
Influence of Evaluation on Organization	There is no interest in reflection and learning and no expectation that evidence will lead to refined strategy and improvements in practice.	There is little interest in and very few resources for reflection and learning; there is little evidence used to refine strategy and practice.	While there is interest in reflection and learning, few resources are available to ensure they occur regularly; improvements in strategy and practice based on evidence occur, but inconsistently.	A culture of reflection and learning exists and resources are available and used to ensure that learning from evidence and experience occurs. What is learned leads to improvements in strategy and practice and these lessons are shared internally and externally.

Comments

■ Advocacy

	Minimal	Basic	Moderate	Strong
Advocacy Strategy	Influencing policymakers or holding target groups accountable is not a part of the organization's work.	Influencing policymakers or holding target groups accountable is relevant to the organization's work but not done in a systematic way.	Influencing policymakers or holding target groups accountable is part of the core strategy for the organization, but is not always guided by a coherent advocacy strategy.	A sophisticated advocacy strategy is employed that proactively and reactively influences policymaking or holds target groups accountable.
Political Engagement	Political developments are not followed closely.	Political developments are inconsistently followed.	Political developments are followed consistently, but there is little "inside" information.	Political developments are closely followed, and staff have "inside" information that allows it to respond quickly and strategically to new developments.
Access to Power	No readiness, skills or contacts to participate in substantive policy/ accountability discussions.	Some readiness and skills to participate in policy/accountability discussions but organization does not have the contacts to influence them (or vice versa).	Readiness and skills and some contacts to influence policy/ accountability discussions but they need strengthening.	Staff are well respected and regularly called upon to participate in or lead policy/accountability discussions at local, national, or international levels.
Policy Recommendations	No clear or pragmatic policy recommendations.	Some recommendations but they could be clearer, more pragmatic, and more tailored to the target audience.	Clear and pragmatic policy recommendations are made to the appropriate target audiences, but ideally would be revised more frequently to accommodate changing political landscapes.	Clear and pragmatic policy recommendations consistent with organization's mission and strategic plan are adjusted, as necessary, to political interests and a changing landscape.

■   Advocacy, continued

	Minimal	Basic	Moderate	Strong
Research	Little awareness of existing research and its relevance for advocacy.	Some awareness of relevant research, but not effectively incorporated into advocacy work. Little to no research conducted by the organization itself.	Outside research is often employed in advocacy; where appropriate, organization conducts its own research that addresses gaps in the field.	Outside research in advocacy is effectively employed and, where appropriate, organization conducts its own research that contributes to the field, incorporating it into policy work that reflects best practices.

Comments

■ Field Engagement

	Minimal	Basic	Moderate	Strong
Collaboration	Little awareness of and virtually no collaboration with other key players in the field.	Awareness of key players in the field but few direct collaborations with them.	Awareness of key players in the field and a number of productive collaborations with them.	Extensive and productive collaborations with key players in the field at local, national, regional, and/or global levels.
Network Participation	No active participation in networks.	Occasional participant in networks and other coalitions.	Often active participant in networks and other coalitions but not in a leadership role.	Active leader in networks and other coalitions that effectively define and push agendas.
Role in Movement	Organization does not see itself as a part of a movement and acts on its own.	Organization sees itself as part of a movement but does not actively contribute.	Organization is active within the movement but without a fully strategic approach.	Organization identifies its strategic role in the movement and makes solid and consistent contributions to it.
Reputation in the Field	Organization has a reputation for not collaborating with others.	Organization has a reputation for working well with a small number of organizations but not with others.	Organization works well with others and most organizations speak highly of its reputation.	Organization is considered a model in the field in terms of collaboration and teamwork and its reputation reflects this.

Comments

■   Network Leadership

Note: This section should only be filled out by networks or coalitions.

	Minimal	Basic	Moderate	Strong
Network Strategy	Network has no articulated strategy or direction that is distinct from its member organizations.	Network has a partially articulated strategy but largely relies on the strategies of its members, making it difficult at times to distinguish the network from its members.	Network has an articulated strategy that occasionally gets blurred with the strategies of its members.	Network has a compelling and articulated strategy that is distinctive but complementary with those of its members.
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Consistency	Network is inconsistent in its communications and advocacy, leading to a relatively inactive network.	Network is active when reacting to important events but otherwise is mostly dormant.	Network is consistently active on its issues, but could be more effective in its communications with members and external audiences.	Network is highly effective, and is consistently and proactively engaged with members and external audiences.
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Managing Conflict	Conflicts or disagreements among members prevent collaboration or resource sharing; network does not manage such tensions.	Conflicts or disagreements arise frequently among members and often prevent effective collaboration or resource sharing; the network's attempts to manage tensions are often unsuccessful.	Occasional disagreements arise among members but are typically resolved in productive ways.	Conflicts among members are rare and, when they occur, are resolved constructively by the network in a manner that allows effective collaboration.
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Comments

■ External Communications

	Minimal	Basic	Moderate	Strong
Communications Strategy	Rare engagement in external outreach and no strategy for doing so; key target audiences have not been identified.	No formal communications strategy exists but organization does occasional general outreach when opportunities arise.	Communications strategy exists but is not tailored to key target audiences and messages are not typically revised to adjust to changing contexts.	A clearly outlined strategy for communications with targeted and distinct messages to prioritized audiences that are regularly revised in light of changing contexts.
Goal and Message Alignment	Key messages at times do not support and even undermine organizational goals.	Key messages generally support organizational goals but do not align with those goals.	Key messages consistently support organizational goals.	Messages are consistently highly effective at furthering organizational goals.
Response to Attacks on the Organization's Work	When attacks occur, they are not detected, and the organization does not respond.	The organization detects some attacks that occur and responds to some of them with some success.	The organization detects most attacks that occur and responds to most of them in a timely and effective manner.	When attacks occur, they are detected and addressed in a timely and effective manner.
Dissemination	Organization does not disseminate information to key audiences.	Organization disseminates information, but does not adjust messages for different target audiences.	Organization broadly disseminates information to target audiences, but could make such messages more timely, tailored, and specific.	Organization broadly disseminates its information in a timely manner in easily accessible forms, and it presents clear and specific messages to key audiences.
Communications Tools	No tools to communicate message to target audiences.	Basic but outdated tools for outreach are used but not always effective for reaching target audiences.	Tools are mostly appropriate for the target audiences, but they are not used to their full potential.	Tools are well designed, easily accessible, and used optimally to reach target audiences.

Comments

■ Governance

Note: "Principal governing body" refers to the group most actively involved in governing the organization (generally the Board of Directors).

	Minimal	Basic	Moderate	Strong
Principal Governing Body Composition	Members of the principal governing body are drawn from a limited number of fields, have little relevant experience, and do not include historically excluded groups.	Members of the principal governing body are drawn from a few fields; there is minimal representation of historically excluded groups; some members have relevant experience.	Members of the principal governing body are drawn from a number of appropriate fields and include representation from historically excluded groups; most have some relevant experience.	Members of the principal governing body are drawn from a wide variety of appropriate fields; historically excluded groups are well represented; members have extensive experience and practical expertise.
Principal Governing Body Policies	No policies about the principal governing body on, for example, such issues as term limits, conflict of interest, or orientation to the governing body.	Principal governing body policies exist but are not followed for such issues as, for example, term limits, conflict of interest, and orientation.	Principal governing body policies exist and are followed around such issues as, for example, term limits, conflict of interest, and orientation.	Principal governing body policies for such issues as for example, term limits, conflict of interest, and board orientation represent best practice and are closely followed.
Principal Governing Body Meetings	Meetings are infrequent, sparsely attended, not well documented, and/or result in nontransparent decision-making; tensions often arise.	Meetings occur regularly but are not always well attended or documented; they often to lead to nontransparent decisions; tensions occur infrequently.	Most meetings function smoothly, are well attended and well documented; decision-making is transparent. Meetings do not always provide sufficient opportunity for strategic discussions.	Regular meetings are well planned, attended and documented; they lead to transparent and strategic decisions and productive relationships.
Principal Governing Body/Staff Relationship	Principal governing body and staff are at odds with one another. Poor communication and distrust define the relationship.	Principal governing body and staff experience tensions and misunderstandings often arise.	Principal governing body and staff communicate relatively well with one another, but occasional miscommunications occur.	Principal governing body and staff work optimally together with focus on working toward organizational mission. Communications are open and staff and principal governing body are appropriately supported to do their work effectively.

■ Governance, continued

Responsibilities	Minimal	Basic	Moderate	Strong
	Principal governing body members are unclear of their roles and responsibilities and their contributions to the organization are limited.	Principal governing body members are not always clear about their roles and provide limited guidance and input.	Principal governing body members are clear about their roles and regularly provide useful and appropriate guidance to the organization.	Principal governing body members are clear on their roles and provide welcome direction on vision and strategy, and actively fulfill other useful roles.
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Contributions	Principal governing body members do not contribute to resources or to obtaining resources.	Some principal governing body members make contributions to resources, and/or to obtaining resources	Most principal governing body members make contributions to resources and/or to obtaining resources.	Principal governing body members make meaningful contributions to resources and/or to obtaining resources.
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Annual General Meeting / General Assembly of Members (if applicable)	AGM convenes rarely; strategies are not reviewed; financials are not disclosed; members do not fulfill their roles; voting process is not followed; membership guidelines are unclear.	AGM convenes every few years; strategy is discussed but consensus not reached; financials are not fully presented; voting process is not always followed; membership guidelines provide only partial guidance on roles and responsibilities.	AGM convenes once a year, although planning could be stronger; strategic decision-making occurs but discussions are often side tracked; full financial information is presented but could be made more accessible; voting process is followed most of the time; occasional confusion on member roles and responsibilities.	AGM convenes at least once a year and is planned well in advance; members demonstrate leadership in strategic decision-making; financials are presented transparently and accessibly; voting and other procedures are consistently implemented; member roles and responsibilities are very clear.
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Comments

■ Financial Management

	Minimal	Basic	Moderate	Strong
Financial Systems and Controls	No documented financial systems or controls govern financial operations; no formal procedures for recordkeeping or financial reporting exist.	Some formal systems and controls govern financial operations, but are not fully appropriate. Financial reports are insufficiently transparent to provide adequate information for stakeholders.	Formal systems and controls govern financial operations, including recordkeeping and transparent procedures. Systems meet most needs for stakeholders but gaps remain.	Robust and appropriate systems and controls in place governing all financial operations, including comprehensive recordkeeping and transparent procedures.
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Staff Financial Skills	Staff do not have the knowledge and training to manage the financial aspects of their jobs.	Few staff have the knowledge and training to manage the financial aspects of their jobs; where policies exist, they are not followed consistently.	Most staff have the necessary knowledge and skills to manage the most necessary financial aspects of their jobs; most have been trained on the organization's financial systems, following policies most of the time.	Staff have necessary knowledge and skills to manage the financial aspects of their jobs adeptly; they are fully trained on organization's financial systems and they follow policies consistently.
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Budget Management	No organizational financial planning or budgeting; organization often cannot meet its financial obligations.	Limited financial planning occurs; budgets are not compared with actuals. Organization periodically cannot meet all its financial obligations.	Budgeting and planning occurs regularly, but budget- to-actual comparison occurs inconsistently. Organization runs occasional brief deficits.	Solid financial planning and budgeting is in place, including regular budget- to-actual comparisons. Organization does not run deficits.
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Financial Reporting	Financial reports— including a balance sheet, income statement, and a report of expenses by activity— are not produced.	Financial reports— including a balance sheet, income statement, and a report of expenses by activity— are produced irregularly and are incomplete or difficult to understand.	Monthly financial reports—including a balance sheet, income statement, and a report of expenses by activity—are produced but not always complete; management sometimes acts on inconsistencies.	Monthly financial reports—including a balance sheet, income statement, and a report of expenses by activity—are produced and reviewed by management. Management investigates and acts on discrepancies and trends in the reports.
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■ Financial Management, continued

	Minimal	Basic	Moderate	Strong
Finance/ Programs Alignment	Rudimentary budgets are created for the organization, but are not separated out by program; budget allocations and tracking are not consistent with organizational priorities.	Budgeting is broken down by departments and programs, but the budgeting system does not align with project implementation or funding; allocations are not fully consistent with organizational priorities.	Budgeting is compatible with organization mission and priorities but inconsistencies remain in how programs and finance track money, leading to periodic confusion.	Financial systems and planning are designed to reflect organizational priorities. Programs and finance are fully aligned in how they track money.
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Audits	No documented audit procedures and audits are not conducted.	Audits are incomplete and/or inconsistent and issues raised are not always resolved.	Independent audits are conducted annually but findings are not consistently addressed or disseminated to appropriate audiences.	Independent annual audits and findings are addressed and disseminated to appropriate audiences.
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Comments

■ Fundraising and Donor Relations

	Minimal	Basic	Moderate	Strong
Funding Diversification	One or two donors provide short-term support. No clear strategy for raising future revenue and no attempt to find potential new institutional and/or individual donors.	A few key donors provide project support from year to year. No long-term plan for fundraising, and little focus on identifying potential new institutional and/or individual donors.	Fundraising strategy leads to multiple institutional and/or individual donors who provide some flexible multi-year support but more is needed; new sources are occasionally approached.	Highly developed long-term fundraising strategy that leads to sustainable and diverse support for core work, including institutional and individual donors; new sources are regularly approached.
Sufficient Funding	Raised funds are insufficient to meet administrative, human resources, and programmatic needs.	Raised funds almost cover administrative and programmatic needs but funds are tight and many human resources needs are not met.	Raised funds are sufficient to meet immediate administrative, human resources, and programmatic needs, but no cushion exists.	Raised funds meet needs and have some flexibility; there is sufficient cushion to allow for increased human resource investments or programmatic expansion each year.
Funding Organizational Priorities	Organization's work is determined mostly by funder interest in specific projects, making organizational cohesion difficult.	Organization receives some core support for its strategic plan, but also takes on funder-driven projects to help cover costs.	Organization receives general operating and project support that is consistent with its strategic plan, but still struggles to get sufficient funding to realize its organizational priorities.	Organization receives sufficient funder support to realize the organizational priorities outlined in its strategic plan.
Fundraising Staff	No qualified staff for fundraising and staff and principal governing body devote little time to fundraising.	Overburdened staff without fundraising experience are responsible for fundraising; a few principal governing body members may help as well.	Qualified staff, whose job descriptions include fundraising, and some principal governing body members may raise funds with partial success.	Qualified and experienced staff, whose job descriptions include significant fundraising, are highly effective and successful in raising funds; principal governing body members may help as well.

■   Fundraising and Donor Relations, continued

	Minimal	Basic	Moderate	Strong
Donor Relations	Communications with donors is insufficient and donors express concerns.	Communications with donors are not typically timely or satisfying; reporting is often late or incomplete; donors often repeatedly ask for greater clarification.	Good relations with donors but communications are not always as timely as donors would wish; donors occasionally have to ask for greater clarification.	Strong and positive reputation with donors, known for clear and timely, proactive and reactive communications and reporting.

Comments

Administration

	Minimal	Basic	Moderate	Strong
Legal Obligations	Organization is not legally registered and is unfamiliar with relevant laws.	Organization is in the process of attaining legal status and/or is not in full compliance with relevant laws.	Organization is legally registered but struggles at times to be fully compliant with relevant laws.	Organization is legally registered and fully compliant with relevant laws.
Organizational Structure	No formal organizational structure or clear division of roles and responsibilities.	Basic organizational structure in place with some divisions in roles and responsibilities.	Well-designed structure in place for most work, but there is still some lack of clarity in responsibilities and roles.	Well-designed organizational structure is highly compatible with the goals of the organization, allowing for maximal effectiveness and clear roles and responsibilities for each position.
Administrative Procedures	No documented administrative procedures.	Partially documented administrative procedures explain key office functions but they are not consistently applied or known to staff.	Well-documented administrative procedures are mostly followed but gaps remain; systems are periodically reviewed but could use updating.	Administrative procedures are clearly documented, followed throughout the organization, regularly reviewed, and updated.
Technology and Information Systems	Technology and information systems do not meet basic needs of the organization.	Technology and information systems exist but there are significant deficiencies.	Technology and information systems function but improvements are still needed; systems are periodically reviewed but could use updating.	Technology and information systems allow the organization to function optimally; systems are regularly reviewed and updated.

Comments

■ Human Resources

	Minimal	Basic	Moderate	Strong
Human Resources Policies	No formal human resources policies exist.	Incomplete human resources policies are outdated and not consistently applied.	Human resources policies exist but do not reflect best practice; policies are typically followed and most staff are familiar with relevant pieces.	Clear and frequently updated policies on vital human resources issues reflect best practices. They are consistently applied and staff are familiar with relevant pieces.
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Human Resources Plan	No human resources plan exists and there are no staff qualified to oversee it.	Simplified human resources plan exists but is overseen by staff without formal training.	Human resources plan exists but needs updating and alignment with mission and strategic plan; dedicated staff oversee the plan but could use additional training or more resources.	Well-developed and frequently revised human resources plan reflects organizational mission and strategic plan; formally trained, qualified staff oversee the plan.
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Job Descriptions and Appraisals	Job descriptions are not documented and roles and responsibilities are not delineated. Performance appraisals do not occur.	Job descriptions exist but are outdated and no longer accurate; staff express confusion as to their roles and responsibilities. Appraisals happen infrequently.	Job descriptions are occasionally updated. Staff receive regular appraisals but wish for greater clarity on roles and responsibilities.	Job descriptions are accurate and updated. Staff receive constructive feedback and regular appraisals and are clear on roles and responsibilities.
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Compensation	Salaries, benefits, and raises are not competitive with the field, making it difficult to retain existing staff and attract new members.	Salaries, benefits, and raises are on the low end for the field, leading to challenges in attracting and retaining staff.	Salaries, benefits and raises are competitive with similar organizations, helping to attract and retain staff.	Salaries, benefits, and raises are higher than most organizations, making it a leader in the field.
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■ Human Resources, continued

	Minimal	Basic	Moderate	Strong
Staff Development	Staff development opportunities do not exist.	Staff development opportunities are rare.	Staff development opportunities are offered with some frequency.	Staff are regularly given opportunities for development and growth.
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Staff Turnover	Staff turnover is significantly greater than is typical for the field and the organization is not addressing the problem.	Staff turnover is somewhat higher than is typical for the field, especially for high performing staff; the organization recognizes the problem but does not have a plan to address it.	Staff turnover rates are typical for the field; the organization does not have a proactive plan for retention of high performing staff.	Staff turnover rates are low for the field and the organization takes a proactive role in seeking to retain high performing staff.
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Staff Diversity	Staff does not include underrepresented groups and/or members of the community the organization represents.	Staff does not adequately include underrepresented groups and/or members of the community the organization represents.	Staff includes underrepresented groups and/or the community the organization represents at many levels of the organization, but insufficiently in leadership positions.	Staff include members of underrepresented groups and/or the community the organization represents at all levels of the organization, including leadership, and their voices are valued and supported.
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Please note which groups you consider to be underrepresented.

Comments

■ Safety and Security

	Minimal	Basic	Moderate	Strong
Security Plan and Training	No security plan is in place; staff are not trained on risk management for personal and organizational security, including digital security.	Some security policies are in place, but are not closely followed. A few staff are trained in risk management for personal and organizational security, including digital security.	A security plan exists but has significant gaps and needs updating; staff follow it inconsistently. Staff trainings on risk management for personal and organizational security, including digital security, occur infrequently.	Regularly updated and comprehensive security plan is followed consistently and closely by staff; staff are regularly trained on risk management for personal and organizational security, including digital security.
Assessments and Revision	Risk is not considered when planning new and continuing work, including travel. Emergency/contact information on staff are not kept.	No formal procedure for risk assessment but staff discuss risk informally before assessing new and continuing work, including travel. Partial necessary data are kept on staff but are not updated.	A risk analysis process exists for new and continuing work, including travel, but it is not closely followed. Necessary data are collected on staff, but not regularly updated.	Comprehensive and relevant risk analyses are conducted for new and continuing work, including travel. Necessary data on staff are kept updated.
Impact of Risk on Others	Risk implications for others (including volunteers, members, communities, and the larger field) are not considered.	Risk implications for others (including volunteers, members, communities, and the larger field) are considered informally.	Risk implications for partners and the field (including volunteers, members, communities, and the larger field) are regularly discussed but no formal systems exist for communicating relevant risk and receiving input.	Partners and members of the field (including volunteers, members, communities, the larger field) are regularly consulted to ensure that the organization's work does not negatively affect other allies.
Management Commitment to Security	Management does not see security concerns as relevant to the organization.	Management sees security as a low priority and does not dedicate resources to it.	Management sees security as important and has devoted some resources to it, but greater resources are needed.	Management prioritizes security, ensures sufficient resources, and consistently leads by example.

■ Safety and Security, continued

	Minimal	Basic	Moderate	Strong
Security Resources	No designated resources for security or emergency funds exist.	No designated resources for security. In an emergency, necessary funds would need to be taken from other budget lines.	Some resources are available for security but more is needed and no contingency funds for emergencies exist.	Security costs are well integrated into the budget and contingency funds are available, if needed.
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Documentation and Improvement	No documentation of security incidents occurs and most staff are unaware of any challenges to the organization.	No formal documentation of security incidents occurs but some staff are aware of past incidents; policies have not been changed to reflect lessons learned.	Some documentation of past incidents occurs but there is no formal review to change policies based on lessons learned.	Consistently documented security incidents lead to revisions to procedures based on lessons learned; these lessons are shared within and among organizations to establish best practices.
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Comments

■ Organizational Culture

	Minimal	Basic	Moderate	Strong
Internal Communications	Internal communications systems do not exist and information sharing is infrequent and inconsistent.	Internal communications systems are weak and misunderstandings occur with some regularity. Information often does not flow adequately.	Internal communications systems exist and information generally flows well, but breakdowns still occur.	Internal communications are effective with clear systems for information sharing and decision-making that minimize breakdowns.
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Decision-making	Decision-making lines are unclear and/or virtually all decisions are made by one or two people.	Decision-making processes are often unclear, leading to inefficiencies and confusion.	Decision-making processes are in place but periodic confusion occurs as to who has decision-making authority.	Decision-making processes are clear and transparent, widely known and accepted.
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Staff Input	Staff have little opportunity to offer input and it is not factored into decision-making.	Staff offer input occasionally but it has little effect on decision-making.	Staff offer input and it is periodically incorporated into decisions. Dissenting views are rarely expressed.	Staff input shapes decision-making and staff regularly express their opinions, including dissent.
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Staff Commitment	Few staff have indicated a long-term commitment to the organization and this is reflected in work quality.	Staff commitment to the organization varies widely and work quality is equally variable.	Staff are committed to the organization and work quality demonstrates this.	Staff are highly committed and very accountable for the quality of their work.
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Teamwork	Staff work on their own and rarely collaborate.	Staff tend to work on their own or with another colleague, but there is little collaboration at the organizational level.	Staff tend to work within departments to solve problems but there is inconsistent cross-organization collaboration.	Staff regularly use teamwork across the organization to solve problems and achieve goals.
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■ Organizational Culture, continued

	Minimal	Basic	Moderate	Strong
Staff Conflicts	Internal staff tensions have negatively affected the quality of the organization's work.	A few key tensions affect the quality of the organization's work.	Most tensions are resolved productively among the staff, although a few remain, occasionally affecting work quality.	Tensions are resolved constructively and do not affect work quality.
Staff Well-Being	Staff's physical and emotional well-being is heavily affected by unsustainable workloads, stress, and/ or trauma and this is not recognized by the organization.	Staff's physical and emotional well-being is affected by unsustainable workloads and/ or trauma; the organization recognizes this but does not adequately address it.	Staff's physical and emotional well-being is addressed by the organization but could be more strongly promoted.	Staff's physical and emotional well-being is a priority for organization and their practices serve as a model.

Comments

■ Executive Leadership

	Minimal	Basic	Moderate	Strong
Management Style	Executive director has strengths, but weaknesses are well known internally and externally, which negatively affects the organization.	Executive director has clear strengths but also a few key weaknesses that hamper internal effectiveness and may affect the organization's external reputation.	Largely effective executive director who seeks input before decision-making; a few key shortcomings require improvement but director is largely respected internally and externally.	Highly effective executive director who demonstrates clear, fair, participatory, and transparent decision-making that allows the organization to thrive; recognizes and makes regular efforts to improve on areas of weakness.
	| |	| |	| |	| |
Financial Judgment	Executive director has little experience with financial planning and oversight and/or has poor financial judgment.	Executive director has some financial oversight but does little planning; attention is largely devoted to immediate issues.	Executive director has sound financial judgment and oversight with some focus on planning.	Executive director has exceptional financial judgment, ability to allocate financial resources soundly, and a good understanding of medium- and long-term needs.
	| |	| |	| |	| |
Interpersonal Skills	Executive director's communication and management style is seen as ineffective; little to no mentoring is offered.	Executive director's communication and management style could be improved; occasional but insufficient mentoring of staff is offered.	Executive director's communications and management skills are mostly appreciated by staff. Mentoring occurs when time allows.	Executive director has strong people and communication skills and manages constructively. Staff mentoring and development is prioritized.
	| |	| |	| |	| |
Second-Tier Leadership	No second-tier leadership and little is delegated by the executive director.	Little effective second-tier leadership and/or insufficient delegation of tasks by the executive director.	Second-tier leadership is mostly effective in its management. Delegation by the executive director occurs.	Executive director delegates appropriate work and strong, highly effective second-tier leadership is also in place.
	| |	| |	| |	| |

■ Executive Leadership, continued

External Reputation	Executive director is unknown or not well respected among key audiences.	Executive director is not well known; has some strong allies but is not fully respected among key audiences	Executive director is respected and well known among key audiences.	Executive director is highly respected among key audiences and seen as a leader in the field.
	| | |	| |	| |	| |
Succession	Organization is completely dependent on the present executive director and could not function without that leader.	Organization is highly dependent on the present executive director and its future would be uncertain without that leader.	If the executive director left, the organization would have challenges; but the organization would be likely to sustain itself.	Organization proactively considers a succession plan, with a smooth transition to a new leader to be expected.
	| | |	| |	| |	| |

Comments

Please indicate your level of comfort with discussing issues covered in this survey in your facilitated group session.

I did not feel comfortable speaking candidly in this session.	While some sections were fine, there were others where candid discussions were not possible for me.	For the most part, I was able to speak candidly, although I did not fully express myself at a few key points.	I was able to speak very candidly today, even about difficult issues.

Please note anything else you would prefer to comment on anonymously. Comments can include your experience completing the survey, or about any of the substantive aspects of the survey.

Prioritizing Exercise

Now that you have considered these many aspects of organizational effectiveness, there are likely many different aspects you would want to strengthen. The following exercise allows you the opportunity to consider what you would wish to prioritize first, second, and third to work on.

Note: These questions are intended to be filled out **at the end of the facilitated meeting**. You do not need to answer these questions until members of your organization have met as a group and identified consensus answers to the survey.

Once you have done this, you have the opportunity below to consider what you would wish to prioritize first, second, and third for institutional strengthening.

You can choose to focus on the larger categories (like Human Resources) or specify a subcategory (like Job Descriptions and Appraisals).

Please list your **first** priority from the preceding worksheets.

Please list your **second** priority.

Please list your **third** priority.

For Facilitator Use Only

OMT REPORT FORMAT

Organization Name:

Date OMT Conducted:

Number of Staff Participants in OMT: **Total Staff Size:**

Number of Participants, if any, from Board:

Facilitator's Name:

Prioritization Exercise Worksheet

	First	Second	Third	**Totals**	**Weighted Tally**
Mission and Strategy					
Programming					
Learning and Evaluation					
Advocacy					
Field Engagement					
Network Leadership					
External Communications					
Governance					
Financial Management					
Fundraising and Donor Relations					
Administration					
Human Resources					
Safety and Security					
Organizational Culture					

Please note here if a specific aspect of capacity was highlighted as a priority (for example: Staff Financial Skills within Financial Management or Research within Advocacy):

Next Steps and Resource Identification

Priority One

Please list the first priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

What are the expected outcomes for this priority for the next few years? What does "success" look like?

What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

What can your organization do to get stronger in this area without external support?

How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Next Steps and Resource Identification, continued

Priority Two

Please list the second priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

What are the expected outcomes for this priority for the next few years? What does "success" look like?

What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

What can your organization do to get stronger in this area without external support?

How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Next Steps and Resource Identification, continued

Priority Three

Please list the third priority from the preceding exercise. This can be a major category (like Human Resources) or a subcategory (like Staff Diversity).

What are the expected outcomes for this priority for the next few years? What does "success" look like?

What specifically would the organization need to do to become stronger in this area? (List specific follow-up actions, for example, receive training, hire staff, and have IT capabilities).

What can your organization do to get stronger in this area without external support?

How specifically might a funder support your organization in strengthening in this area? What specifically would you ask for in a funding proposal?

Optional: Additional Comments

This tool is a work in progress. Any feedback or suggestions for improvement are welcome. Please write to: martha.farmelo@gmail.com and vicwigo@gmail.com

Original design by Sen Associates