COMPREHENSIVE NONPROFIT CAPACITY DIAGNOSTIC TOOL

Name and Title (optional):

Position Level (circle one):

☐ Executive ☐ Management ☐ Front-Line Supervisor ☐ Staff ☐ Other

Years with Organization (circle one):

☐ Up to 1 year ☐ 2 to 3 years ☐ 4 to 6 years ☐ 7 or more years

Questionnaires

In the following sections, please read each statement carefully and circle the number that applies using the included rating scale. Complete each section of the packet. If you do not know the answer to a question, please leave it blank.

Information Technology

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …effectively uses technology to improve the efficiency of its operations.							
2. …trains new staff and existing staff on the use of software applications (e.g., Excel, Word, Access, etc.).							
3. …invests sufficiently in technology when needed (e.g., upgrades, website development, networking, training, etc.).							
4. …has a dedicated staff member or consultant I can turn to with information technology questions or difficulties.							
5. …has a good array of information technology applications to meet its needs (e.g., database programs, networks, websites, software, etc.).							
6. …understands the value of information technology as a strategic and operational tool for improving the organization.							
7. …has made a significant investment in time and energy over the past 2-3 years to upgrade our information technology situation.							

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Network of Contacts

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …has a wide circle of outside contacts it can leverage to advance our mission, including bankers, lawyers, government contacts, press, business community leaders, accountants, other non-profits, consultants, etc.							
2. …has many strong contacts in the corporate sector.							
3. …has many strong contacts in the non-profit sector.							
4. …has many strong contacts in the government sector.							
5. …is good at calling on its contacts when it needs help in a given area.							
6. …looks to deepen its existing relationships.							
7. …actively seeks to build new strategic relationships.							
8. …behaves professionally in its dealings with all outside contacts.							
9. …derives significant value from its network of contacts.							
10. …has made a significant investment in time and resources to build our network of contacts over the past 2-3 years.							

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Assets

Note: for the purposes of this section, assets are defined as what your organization has (e.g., tangible goods, space, logos, patents, etc.) and what your organization does (e.g., skills, expertise in given areas, unique ways of doing things, etc.).

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …is overall a very asset-rich organization.							
2. …has many assets that are unique from those of other organizations.							
3. …has many assets that could be considered sustainable over time (e.g., things that will not leave the organization if a given staff member resigns).							
4. …is aware of its assets and actively looks for creative ways to leverage those assets into opportunities for the organization.							
5. …looks for ways to deepen its assets and build new ones.							
6. …has assets that people, businesses, or other organizations would consider valuable and would be willing to pay for.							
7. …has made a significant investment in time and resources over the past 2-3 years to build our asset base.							

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Strategic Planning

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …has a clear mission and strategic direction.							
2. …has strategic goals/objectives that are clear and understood throughout the organization.							
3. …has employees that understand its primary customers/clients.							
4. …makes strategic decisions that focus on adding value to its customers/clients.							
5. …makes decisions on a daily basis that support its strategic objectives.							
6. …sets benchmarks/targets that support its strategic objectives.							
7. …holds people accountable for achieving strategic objectives.							
8. …rewards its employees for accomplishing strategic objectives.							
9. …communicates/educates its employees about external issues that affect its mission objectives.							
10. …has employees that understand its long-term strategy/vision.							
11. ...revisits its strategic goals and objectives on a regular basis to ensure their relevancy.							
12. ….seamlessly integrates its organizational values into the strategic planning process.							
13. …has made a significant investment in time and resources over the past 2-3 years to upgrade our strategic planning efforts.							

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Readiness for Change

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …has policies/procedures that encourage rather than inhibit change.							
2. …has the management ability to stay focused on change tasks when day-to-day events intervene.							
3. …effectively monitors its past and current change activities.							
4. …thoughtfully thinks through change options before moving forward.							
5. …has a management team that will not feel pressured to ask others to carry out changes they do not fully understand or support themselves.							
6. …has a history of communicating changes effectively to all levels of the organization.							
7. …has a history of providing the tools/resources needed to support change initiatives.							
8. …has a track record for identifying and resolving problems during change efforts.							
9. …encourages people to become involved with change initiatives rather than simply expecting their compliance.							
10. …has a level of cooperation and support among departments or work groups during change efforts.							
11. …has effective consequences resulting from failure to comply with change directives.							
12. ….has a leadership team that effectively rallies board support for change initiatives.							
13. ….has a leadership team that effectively rallies management/staff support for change initiatives.							
14. …has made a significant investment in time and resources over the past 2-3 years to increase the capacity of our organization to absorb change.							

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Fundraising

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …considers fundraising an important function/department within the organization and makes decisions accordingly.							
2. …understands that fundraising requires effective marketing support.							
3. …is well known within its local community/region.							
4. …is well known within its program/service industry.							
5. …is well known throughout the country.							
6. …effectively markets its programs/services.							
7. …has a formal Development Department or individual whose sole purpose is fundraising.							
8. …effectively leverages its board to accomplish its fundraising objectives.							
9. …regularly tracks customer satisfaction levels.							
10. …uses market/customer information to refine existing programs/services.							
11. …works with its funders to develop new programs or services.							
12. …is aware of its competition and regularly solicits market intelligence.							
13. ...understands the importance of brand building and includes this concept in all of its fundraising efforts.							
14. …has made a significant investment in time and resources over the past 2-3 years to improve our development/fundraising efforts.							

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Management Talent

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. ….selects/promotes managers based on their ability to manage rather than perform tasks well.							
2. …provides effective training and orientation to all new managers.							
3. …provides ongoing training and support for all management personnel.							
4. …has managers that set clear and measurable goals and objectives.							
5. …has managers that promote a positive work environment through their actions and values.							
6. …has a management team that conducts its business in an open and inclusive manner.							
7. …foster a work environment that promotes efficiency and effectiveness.							
8. …has managers that work effectively with their peers; managers are good team players.							
9. …has a management team that ensures that sufficient resources are available to the staff to meet strategic objectives .							
10. …has managers that are good role models for the staff.							
11. …has managers that consistently reward high performance and effectively address poor performance.							
12. …has managers that understand the “big picture” from an organizational perspective.							
13. …regularly solicits feedback from staff on management performance.							
14. …has made a significant investment in time and resources over the past 2-3 years to upgrade the management talent within the organization.							

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Human Resources

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …regularly conducts employee satisfaction surveys.							
2. …effectively acts upon the information derived from employee surveys.							
3. …consistently puts staff in situations where they can be successful rather than setting them up for failure.							
4. …has an effective two-way communications infrastructure.							
5. …provides staff with the requisite education and training needed to successfully perform their job responsibilities.							
6. …gives each employee a job description that accurately reflects their duties.							
7. …has written personnel policies and procedures that effectively guide organizational decision-making.							
8. …has an effective, utilized orientation process for all new employees.							
9. …has a fair and equitable compensation strategy.							
10. …links pay raises through performance reviews to the accomplishment of strategic objectives.							
11. …has an effective employee performance review process.							
12. …effectively links performance reviews to its strategic objectives.							
13. …does a good job of hiring the right people.							
14. …does a good job of terminating employees for poor performance.							
15. …has a clear progression track for key staff.							
16. …does a good job managing employee turnover.							
17. …has made a significant investment in time and resources over the past 2-3 years to upgrade the human resource function within the organization.							

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Board Management

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …is involved primarily in oversight and compliance issues.							
2. …is actively involved in strategic decisions.							
3. …uses its networks and contacts to drive resources into the organization.							
4. …is actively involved in recruiting new members to join the board.							
5. …knows and understands the industry within which the organization operates.							
6. …is open to change and encourages the development of new programmatic efforts and the taking of risks.							
7. …works with the ED to set strategic goals for the organization.							
8. …is viewed as a resource by the organization.							
9. …understands the importance of investing in capacity building to support mission objectives.							
10. …expects the organization to develop strategies to achieve programmatic scale and sustainability.							
11. …works effectively outside of board meetings to assist the organization with the achievement of its strategic objectives.							
12. …has made a significant investment in time and resources over the past 2-3 years to increase its effectiveness.							

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Financial Management

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …tracks its financial results against industry benchmarks.							
2. …fully understands the importance of building a sound financial management system/infrastructure and has acted accordingly.							
3. …uses balance sheet factors to inform investment decisions.							
4. …has managers that make good financial decisions.							
5. …uses financial incentives to reward managers that meet budgeted targets.							
6. …truly understands the costs of delivering its mission activities.							
7. …regularly communicates financial results to the entire staff and stakeholders.							
8. …can calculate the cost of achieving its mission and relate that cost to operating budgets.							
9. …has necessary discretionary reserves to allow funding of unanticipated opportunities.							
10. …has made a significant investment in time and resources over the past 2-3 years to upgrade its financial management function.							

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Outcomes

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …regularly tracks its mission results.							
2. …determines what each operating unit adds in a value metric.							
3. …relates outcomes to clients and stakeholders and is held accountable accordingly.							
4. …calculates the cost of direct and indirect outcomes.							
5. …ties personnel evaluations to outcomes.							
6. …uses industry benchmarks to inform and gauge outcomes achieved.							
7. …resets outcome targets each year and expects to see improvement each year.							
8. …ties compensation to the achievement of outcomes.							
9. …has an outcome system that uses quality as well as quantity measures.							
10. …regularly solicits direct input from clients/customers on its outcome measures.							
11. …has made a significant investment in time and resources over the past 2-3 years to upgrade its ability to successfully track and measure outcomes.							

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Knowledge Management

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …understands what intellectual property means and knows when it has succeeded in developing it.							
2. …has a means for determining the value of its intellectual property.							
3. …has a plan for, and method of, capturing its key learnings and passing them on to staff and other key stakeholders.							
4. …has activities that are connected to and built upon the organization's knowledge capture efforts.							
5. …is committed to building the knowledge base of individual employees.							
6. …tries not to "recreate the wheel" when it comes to organizational learning and is committed to building a shared approach to knowledge dissemination.							
7. …has incentives that exist to make this a learning organization.							
8. …clearly and openly values the knowledge contribution of individual employees.							
9. …has made a significant investment in time and resources over the past 2-3 years to build or increase its knowledge management efforts.							

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Leadership/Vision

Rating Scale

- 1 = My organization has much room for improvement in this area.
- 7 = My organization is excellent in this area

(Note:If you do not think you know the answer, please leave blank)

My organization…	1	2	3	4	5	6	7
1. …makes it clear where responsibility for leadership resides.							
2. …has leaders that are proactive in putting forth a vision.							
3. …has a vision that is understood at all levels.							
4. …has operations and activities that seamlessly fit with the leadership's vision.							
5. …has leaders that regularly communicate and reinforce the vision.							
6. …has a vision that is compelling and inspiring to all stakeholders.							
7. …understands the importance of succession planning; building the future leaders of the organization							
8. …has leaders that understand the ongoing importance of their own professional development							
9. …has a leadership team that understands the importance of leading people while also managing to outcomes.							
10. …has made a significant investment in time and resources over the past 2-3 years in leadership development.							
12. …has made a significant investment in time and resources over the past 2-3 years to increase its effectiveness.							

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