Organizational Mapping Tool

Introduction

The Organizational Mapping Tool was created to help the staff and board of an organization reflect on its strengths and identify areas for capacity 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. It is not meant to be a strategic planning tool, but rather one to help you generate an institutional plan for capacity building.

Who Should Use the Organizational Mapping Tool?

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—as well as available board members, since different perspectives are valuable in understanding your organization's strengths and areas for growth.

The process is best done with one person leading the process as a facilitator.

When Should the Organizational Mapping Tool Be Used?

The Organizational Mapping Tool is useful at key moments of reflection for an organization. Examples of these include:

- in the early stages of an organization's founding;
- as a part of strategic planning;
- prior to requesting capacity building or general operating support from a funder;
- at a time of leadership transition; or
- after significant growth or reduction.

The Organizational Mapping Tool can be used repeatedly over years to track your organization's progress and identify new priorities.

What Results from this Process?

The Organizational Mapping Tool allows staff and board to collectively reflect on where you are and where you want to be as an organization. By the end of this process, you should have:

- a clear sense of how your organization sees itself on key aspects of organizational development;
- a short list of highest priorities for institutional strengthening;
- a set of outcomes that would result from your strengthening each of these prioritized areas;
- key steps your organization can take on its own to make progress for each area; and
- a list of specific requests that could be made of a funder in a grant proposal for each area (if appropriate).

Version 4.1 / 10/23/13 **IN**   Designed by Sen Associates. For more information: **info@organizationalmappingtool.com**

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Directions for External Facilitation Use

The external facilitator's **primary responsibilities** involve ensuring that the process moves along quickly and comes to necessary conclusions. S/he:

- Listens for places where conclusions can be drawn and the conversation can move on
- Ensures that quieter voices get heard within the group
- Summarizes what needs to be known
- Leads the prioritizing exercise to conclusion
- Reflects and records concrete next steps that related to desired outcomes

To start, a facilitator should reserve time with all available staff and board members for the survey—anywhere from one half day to two days together.

In general, a full day, with no prior work, is ideal. A half day, with everyone completing the survey on their own prior, also works. A discussion of next steps can be integrated into the meetings or reserved for a follow-up discussion.

Full-Day Version

For the full day version the facilitator **sets the stage** by:

1. Handing out print versions of the survey to each participant at the start of the day.
2. Providing an initial introduction to the day, including:
   a. An overview of the survey
   b. A summary of expected outcomes for the day, including a prioritized list of action steps for strengthening the organization

To begin the survey, the facilitator then:

3. Asks the participants to answer the questions in the Mission and Strategy section on their own
4. Reconvenes the group and asks how they responded to each of the questions in Mission and Strategy
5. Helps the group identify a consensus ranking to each subcategory that reflects general agreement as to where the organization ranks on a certain issue

   Note: The facilitator can choose to represent a group's debate as to whether it is Basic or Moderate by checking the box in between.

The group should complete all sections using the consensus process, **except Organizational Culture and Executive Leadership**. These questions are more politically sensitive and are not best answered through consensus. For these two sections, the facilitator:

6. Asks participants to complete those two sections anonymously
7. Collects the answers to these questions
8. Summarizes the general trends, after the group meeting, for the final report

   Note: Executive directors ideally should not be in the room when the questions around leadership are completed.

Half-Day Version

For the half day version, the facilitator:

- Has an initial introductory meeting with participants to explain the tool and desired outcomes and welcomes questions
- Asks each participant to complete the survey and bring it to the full group meeting
- Uses the first hours of the meeting to have the group come up with their consensus answers as described above

Prioritizing Exercise

Once all sections of the tool are completed, the facilitator:

1. Asks each participant on their own to go back through the survey (excluding Organizational Culture and Executive Leadership) and rank what they see as the organization's first, second, and third priorities for capacity strengthening

   Note: participants can focus on the larger capacity category (e.g. Advocacy, Learning and Evaluation) unless they want to specify an issue raised in a subcategory.

2. Then goes asks each person in the room to report what they ranked as first, tallying on a sheet in the front of the room the individual answers

3. Repeats this process for second and third priorities

4. Sums the information in two ways:

   a. Overall frequencies (e.g., how often was Communications mentioned overall)

   b. A weighted frequency in which first priorities weigh more than second ones, and second more than third

   Note: to do this, every time a category is given a first vote, it should receive three points; for second, it should receive two; and for third, one point.

5. Asks the group to note trends in terms of organizational priorities for capacity strengthening

6. Concludes by identifying the organization's first, second, and third priorities

Next Steps

Once the group has identified the organization's top three priorities, the facilitator engages participants in a discussion of next steps. The facilitator helps the group:

- Identify the outcomes they would want to see within a few years for each of the three priorities
- List ways that the organization could recognize success if the outcome was realized
- Specify steps they would need to take to realize these outcomes
- Consider which resources the organization already has to help them realize their outcomes
- Identify those resources that require external support
- Articulate the request they might make, where appropriate, to a funder in a proposal

Sharing the Findings

The facilitator can use this form to record data on their computer throughout the meeting. After the meeting, the facilitator:

- reviews the responses and makes any necessary edits
- synthesizes the anonymous comments on Organizational Culture and Executive Leadership and makes notes accordingly about general trends
- Shares the completed survey with the organization's leaders and gets their approval on the report
  - **Note:** where appropriate, the facilitator discusses with the organization's leadership the need to strengthen culture and leadership.

Submitting the Findings

Once the survey has been approved by the organization, the facilitator can then push the submit button, while connected to the internet, and the document will be automatically entered into the Organizational Mapping Database.

- The facilitator will then receive a copy of the report generated by the database once it has been reviewed by the database administrator.

To be completed by the facilitator

Your name:

Your email address:

The four-digit code at the end of the file name of this PDF:

The number of people in the session you conducted with this grantee:

■ 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 decisionmaking.	Strategic plan has clear focus on desired outcomes and impact and guides decisionmaking. Programs are regularly reviewed and adjusted in light of new challenges and opportunities to ensure alignment with the plan.

	Minimal	Basic	Moderate	Strong
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.
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.
Inclusion of Historically Excluded Voices	Voices of historically excluded groups are not reflected in program decisionmaking.	Voices of historically excluded groups are occasionally reflected in program decisionmaking.	Voices of historically excluded groups are often reflected in program decisionmaking.	Voices of historically excludes groups are proactively sought and have clear influence in programming.
	Minimal	Basic	Moderate	Strong

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 project performance is based on informal staff observations and is not systematically recorded.	Evaluation of project performance is inconsistently tracked using an overly simple or overly complicated system, primarily to meet the needs of funders.	Evaluations of program performance is tracked through an evaluation system. Basic indicators suggest the level of the organization's progress toward outcomes.	A comprehensive learning and evaluation system is integrated into organization's work. It includes clearly defined outcome measures that allow the organization to understand program impact and identify areas for strengthening.
Data Collection and Analysis	No formal system for data collection and analysis on project performance exists.	A rudimentary but informal system exists to track project performance; the system is not regularly updated or easy to use.	Relevant and appropriate data on program performance are collected and analyzed but the system could be better designed and integrated into organization's work.	Data collection and analysis systems are appropriate, user friendly, and naturally integrated into organization's work.
Influence of Evaluation on Organization	Findings around project performance do not affect organizational practice.	Findings tend not to lead to changes in organizational practice.	Programs are sporadically evaluated, but improvements on the basis of learnings do not happen systematically.	Evaluation and learning are emphasized. What is learned leads to improvements in practice and these findings are shared internally and externally.
	Minimal	Basic	Moderate	Strong
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.
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, it 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.
	Minimal	Basic	Moderate	Strong

◼ Advocacy

Comments

◼ Field Engagement

	Minimal	Basic	Moderate	Strong
Collaboration	Little awareness of and virtually no collaboration with other 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 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.
	Minimal	Basic	Moderate	Strong
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.
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.
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.
	Minimal	Basic	Moderate	Strong
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 occassionally do not align with those goals.	Key messages consistently support organizational goals.	Messages are consistently highly effective at furthering organizational goals.
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.
	Minimal	Basic	Moderate	Strong
Comments				

■ Governance

	Minimal	Basic	Moderate	Strong
Board of Directors Composition	Board members are drawn from a limited number of fields, have little relevant experience, and do not include historically excluded groups.	Board members are drawn from a few fields; there is minimal representation of historically excluded groups; some members have relevant experience.	Board members are drawn from a number of appropriate fields and include representation from historically excluded groups; most have some relevant experience.	Board members are drawn from a wide variety of appropriate fields; historically excluded groups are well represented; members have extensive experience and practical expertise.
Board Policies	No board policies on, for example, such issues as term limits, conflict of interest, or board orientation.	Board policies exist but are not followed for such issues as, for example, term limits, conflict of interest, and board orientation.	Board policies exist and are followed around such issues as, for example, term limits, conflict of interest, and board orientation.	Board policies for such issues as for example, term limits, conflict of interest, and board orientation represent best practice and are closely followed.
Board Meetings	Meetings are infrequent, sparsely attended, not well documented, and/or result in nontransparent decisionmaking; 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; decisionmaking 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.
Board/Staff Relationship	Board and staff are at odds with one another. Poor communication and distrust define the relationship.	Board and staff experience tensions and misunderstandings often arise.	Board and staff communicate relatively well with one another, but occasional miscommunications occur.	Board and staff work optimally together with focus on working toward organizational mission. Communications are open and staff and board are appropriately supported to do their work effectively.
	Minimal	Basic	Moderate	Strong

■ Governance, continued

	Minimal	Basic	Moderate	Strong
Responsibilities	Board members are unclear of their roles and responsibilities and their contributions to the organization are limited.	Board members are not always clear about their roles and provide limited guidance and input.	Board members are clear about their roles and regularly provide useful and appropriate guidance to the organization.	Board members are clear on their roles and provide welcome direction on vision and strategy, and actively fulfill other useful roles.
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 decisionmaking; financials are presented transparently and accessibly; voting and other procedures are consistenly implemented; member roles and responsibilities are very clear.
	Minimal	**Basic**	**Moderate**	**Strong**

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.
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.
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.
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 discrepencies and trends in the reports.
	Minimal	Basic	Moderate	Strong

■ 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.
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.
	Minimal	Basic	Moderate	Strong
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 both staff and board devote little time to fundraising.	Overburdened staff without fundraising experience are responsible for fundraising; a few board members help as well.	Qualified staff, whose job descriptions include fundraising, and some board members raise funds with partial success.	Qualified and experienced staff, whose job descriptions include significant fundraising, and board are highly effective and successful in raising funds.
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.
	Minimal	Basic	Moderate	Strong

Fundraising and Donor Relations

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 reponsibilities 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.

	Minimal	Basic	Moderate	Strong
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 consistenly applied and staff are familiar with relevant pieces.
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.
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 responsibilites. 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.
Compensation and Development	Salaries, benefits, and raises are not competitive with the field, making it difficult to retain existing staff and attract new members. Staff development opportunities do not exist.	Salaries, benefits, and raises are on the low end for the field, leading to challenges in attracting and retaining staff. Staff development opportunities are rare.	Salaries, benefits, and raises are competive with similar organizations, helping to attract and retain staff. Staff development opportunities are offered with some frequency.	Salaries, benefits, and raises are higher than most organizations, making it a leader in the field. Staff are regularly given opportunities for development and growth.
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; 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.	Staff turnover rates are low for the field and the organization takes a proactive role in seeking to retain staff.
	Minimal	Basic	Moderate	Strong

▪ Human Resources, continued

	Minimal	Basic	Moderate	Strong
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.

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 data 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 data 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 data 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 data 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, the larger field) are not considered.	Risk implications for others (including volunteers, members, communities, the larger field) are considered informally.	Risk implications for partners and the field (including volunteers, members, communities, 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.
	Minimal	Basic	Moderate	Strong

■ 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.
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.

Comments

■ Organizational Culture

Note: This section is not intended to be discussed as a group. The facilitator can collect the pages of the survey with the answers to these questions and review them for any significant trends. Once summarized, they can then be reported back to the leadership of the organization.

In the space below, please note any general trends that might benefit from funder support.

Comments

■ Executive Leadership

Note: This section is not intended to be discussed as a group. The facilitator can collect the pages of the survey with the answers to these questions and review them for any significant trends that can then be reported back to the leadership of the organization.

In the space below, please note any general trends that might benefit from funder support.

Comments

Prioritizing Exercise

	Priority:			Totals	Weighted tally*
	First	Second	Third		
Mission and Vision					
Programming					
Learning and Evaluation					
Advocacy					
Field Engagement					
Network Leadership					
External Communications					
Governance					
Financial Management					
Fundraising and Donor Relations					
Administration					
Human Resources					
Safety and Security					

A weighted tally assigns the greatest value to first priority votes, with second getting a the next highest value, and third getting the least. These weightings help determine the importance of different categories relative to one another.

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

Priority One

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

What specifically would your organization need to do to become stronger in this area? (For example, receive training, hire staff, 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, continued

Priority Two

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

What specifically would your organization need to do to become stronger in this area? (For example, receive training, hire staff, 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, continued

Priority Three

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

What specifically would your organization need to do to become stronger in this area? (For example, receive training, hire staff, 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?

Facilitator's Comments

This space is an opportunity for you to provide any observations you consider appropriate about the experience of facilitating the Organizational Mapping Tool with this organization.

Clicking "save" will save the information
you have entered into this form so that
you can open it again and resume entering
information or modify what you've entered,
without submitting the data.