TCC GROUP’S CORE CAPACITY ASSESSMENT TOOL

October 2014

Report and Recommendations

Institute for Sustainable Living, Art & Natural Design

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Welcome to the Core Capacity Assessment Tool (CCAT) Final report.

This CCAT report provides an analysis of where your organization stands in terms of the four core capacities TCC believes to be crucial for organizational success:

- **Adaptive Capacity**: the ability of a nonprofit organization to monitor, assess and respond to and create internal and external changes.
- **Leadership Capacity**: the ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission.
- **Management Capacity**: the ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.
- **Technical Capacity**: the ability of a nonprofit organization to implement all of the key organizational and programmatic functions.

The CCAT also includes a measure of organizational culture since it has a significant impact on each of the above core capacities. Each organization has a unique history, language, organizational structure, and set of values and beliefs. These cultural elements foster staff unity and provide opportunities to re-energize staff.

The CCAT Final Report is intended to help your organization determine its strengths and opportunities for improvement. Based on anonymous responses from organizational leaders including senior management and board members, the report is a snapshot of how the organization is progressing, based on the perceptions and experiences of insiders. The CCAT provides a confirmation of the organization’s strengths and suggestions for strengthening its capacities. The attached Lifecycle Score and Capacity-Building Plan provide a computer-generated set of priorities for strengthening the organization and growing it to the next level.

The CCAT report can be used as a:
- Starting point for discussions
- Suggested checklist for changes
- Barometer for comparison to similar organizations
- Way to track organization growth and development
- Method for involving select board members in discussing organizational capacities

For those organizations requiring assistance in interpreting their report, telephone assistance is available for an additional fee. Please contact the CCAT Sales & Support Dept., toll-free, at 1-866-470-2258 or via email at CCATHelp@tccgrp.com. Additional information, including a list of frequently asked questions, is also available on the CCAT website at www.tccCCAT.com
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Your organization’s score in each of the four capacity areas and Organizational Culture are noted in specific, dedicated sections. Each Core Capacity area (Adaptive, Leadership, Management and Technical) and Organizational Culture are broken into multiple sub-categories to provide the most accurate depiction possible. Due to the assessing nature of the CCAT, the tool measures how well your organization fulfills the various sub-categories, as defined on the following pages.

Scores are based on a 300-point scale. To better understand this scale, refer below:
- 230 and greater .................. Strong
- 190 – 229 .......................... Satisfactory
- Less than 190 ....................... Challenging

A score lower than 190 is seen as an area that needs to be strengthened. If your organization scores below 190, it does not mean that your organization is in distress. However, it does mean that working on strengthening those capacities is crucial for your organization’s growth and/or improvement. Very few organizations score above 270. Low scores should be used to identify capacities that require attention or skills needing improvement.

Please note: We do not require your CCAT respondents to answer every question. This ensures that when a question is answered, it has been answered by members of your organization who felt they could speak to that issue. However, this means that you may find some scores are missing in your report because we do not include scores in your report when there are too few responses.

COMPARATIVE RESULTS
Each organization has access to a free comparison to similar organizations. This comparative data is provided to give organizations perspective on their scores.

For more information, please contact the TCC CCAT Sales & Support hotline at 1-866-470-2258 or via email at CCATHelp@tccgrp.com or visit the CCAT Help Center at www.tccCCAT.com
Core Capacities
Sub-Capacities & Organizational Culture

Each Core Capacity is broken into multiple sub-categories to provide the most accurate depiction possible. Due to the assessing nature of the CCAT, the tool measures how well your organization fulfills the various sub-capacities, as defined below.

**ADAPTIVE CAPACITY**
- **Decision-Making Tools:** Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)
- **Environmental Learning:** Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field
- **Organizational Learning:** Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans
- **Organizational Resource Sustainability:** Maintaining financial stability in order to adapt to changing environments
- **Program Resource Adaptability:** Easily adapting to changes in program resources, including funding and staff
  Please note that this sub-capacity score may report as zero if no recent staff or money loss has occurred. A score of zero does not affect any other capacity or sub-capacity scores.
- **Programmatic Learning:** Assessing the needs of clients and using program evaluation as a learning tool

**LEADERSHIP CAPACITY**
- **Board Leadership:** Board functioning with respect to:
  1. **Empowering** through connecting people with the mission and vision of the organization
  2. **Holding** organizational leaders accountable for progress toward achieving the mission and vision
  3. **Conducting** community outreach to educate and garner resources
  4. **Meeting** regularly and providing fiscal oversight
- **Internal Leadership:** Organizational leaders apply a mission-centered, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them
- **Leader Influence:** Ability of organizational leaders to persuade their board, staff and community leaders/decision-makers to take action
- **Leader Vision:** Organizational leaders formulate and motivate others to pursue a clear vision
- **Leadership Sustainability:** Cultivating organizational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)
MANAGEMENT CAPACITY

• **Assessing Staff Performance**: Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities

• **Conveying Unique Value of Staff**: Providing positive feedback, rewards, and time for reflection

• **Financial Management**: Managing organizational finances, including staff compensation

• **Manager-to-Staff Communication**: Open channels of communication between managers and staff, including how open managers are to constructive feedback

• **Managing Performance Expectations**: Facilitating clear and realistic expectations among staff.

• **Managing Program Staff**: Managing to ensure that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services

• **Problem Solving**: Organizational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process

• **Program Staffing**: Staffing changes as needed to increase and/or improve programs and service delivery

Please note that this sub-capacity score may report as zero if no recent staff changes have occurred. A score of zero does not affect any other capacity or sub-capacity scores.

• **Staff Development**: Coaching, mentoring, training, and empowering staff to improve their skills and innovate

• **Supporting Staff Resource Needs**: Providing the technical resources, tools, systems, and people needed to carry out the work

• **Volunteer Management**: Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers
The Core Capacity Assessment Tool (CCAT) Final report for:

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Core Capacities Sub-Capacities & Organizational Culture

continued from previous page

TECHNICAL CAPACITY

- **Facilities**: The proper facilities (space, equipment, amenities, etc.) to run efficient operations
- **Facility Management Skills**: Ability to operate an efficient facility
- **Financial Management Skills**: Ability to ensure efficient financial operations
- **Fundraising Skills**: Ability to develop necessary resources for efficient operations, including management of donor relations
- **Legal Skill**: Ability to engage proper legal engagement and coverage
- **Marketing Skills**: Ability to communicate effectively with stakeholders, internal and external
- **Outreach Skills**: Ability to do outreach, organizing and advocacy
- **Program Evaluation Skills**: Ability to design and implement an effective evaluation
- **Service Delivery Skills**: Ability to ensure efficient and quality services
- **Technology**: Resources (equipment, systems, software, etc.) to run efficient operations
- **Technology Skills**: Ability to run efficient operations

Organizational Culture is separate from the four core capacities; it is a context in which the core capacities operate. Each organization has a unique history, language, organizational structure, and set of values and beliefs that affect staff unity and engagement.

ORGANIZATIONAL CULTURE

- **Empowering**: Promoting proactivity, learning, and a belief in the value and ability of staff and clients
- **Re-energizing**: Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work
- **Unifying**: Engendering open and honest communication across all levels in the organization, leading to a sense of a cohesive “group identity”
LIFE CYCLE SCORE

In the following pages, the lifecycle score and capacity-building plan are described in depth. These two important findings areas are listed first to help leaders best interpret the whole report.

Each nonprofit receives a lifecycle score. The lifecycle score is based on the idea that much like people go through the lifecycle stages of childhood, adolescence, and adulthood, nonprofits also experience a lifecycle. For the purposes of the CCAT, TCC describes the five nonprofit lifecycle stages as Core Program Development, Infrastructure Development, Impact Expansion, Stagnation, Dissolving/Merging.

We chose these labels because they allow the flexibility to draw an established, or “mature,” organization’s attention to improving its core programs. Although an established organization might have a large operating budget, it may have lost touch with Core Program Development. Labeling this organization as mature would overlook the established nonprofit’s need to increase its organizational effectiveness. Also, some nonprofit organizations may not aim to grow to later stages of development. Labeling small, successful and established organizations as “start-up” when they are efficiently and effectively delivering their core programs on a smaller scale would also miss the mark. For all of these reasons, we use these labels to more appropriately encompass the capacity stage of different organizations.

Based on TCC Group’s experience with using the CCAT as an assessment tool, we have found that the first and most critical finding in the report is the determination and reporting of where your organization falls along the lifecycle continuum. Organizational leaders will need to start with their lifecycle score because it will provide the “starting place” for putting all other findings in context because all organizational planning and/or capacity building efforts must necessarily begin where an organization is, developmentally.

Your lifecycle score will clarify the stage your organization is in and will serve as the basis of our computer generated capacity-building plan. In-depth explanations of the five stages are available at the end of this report.

COMPUTER GENERATED CAPACITY-BUILDING PLAN

The capacity-building plan highlights the top priorities for improving your organization’s effectiveness. Your organization’s computer generated capacity-building plan is based on its scores in the four core capacities and organizational culture, and its lifecycle stage. Later in the report, capacity building recommendations are listed that you could use on your own or with help to increase and improve your growth. These strategies correspond to the prioritized capacity building plan listed on page 11.

Lifecyle Score & Recommendations

Institute for Sustainable Living, Art & Natural Design

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Prioritized set of recommendations

prioritized set of recommendations
The capacity-building plan features a prioritized set of recommendations that is based on what is important for advancing an organization’s effectiveness. The report presents these recommendations in order of importance in relation to what research tells us are “critical” to advancing along the development continuum. Some capacities are critically important to the successful advancement of a lifecycle, while others are somewhat less important. If your organization needs improvement in the “critical” capacities, the recommendations and capacity-building strategies associated with these weaker capacities will be listed first. Your plan is prioritized based on what will help the most and should be done first.

When you and other organizational leaders review this list it should serve as a priority guide for all planning and capacity building efforts your organization engages in moving forward. It is important NOT to read this set of priority recommendations literally, but rather look at the whole list and deliberate with organizational leaders to determine the top two to three priority “areas” that must be addressed if the organization is to become more “effective”. Then, the remainder of the report should be reviewed through the lenses of the organization’s current developmental stage and top two or three priority areas in order to better ensure that detailed findings get filtered through the context of developmental advancement, which in turn is anchored in mission advancement and vision achievement.
MEANING OF PLACEMENT

TCC considers the development of an organization’s effectiveness to be an additive process where each successive stage requires more growth from prior stages. Although scores for each of the three stages are represented below, the marker indicates your organization’s primary stage.

Additionally, while the lifecycle diagram includes stages reflecting stagnation and dissolution/merger, placement in these stages can only be determined through multiple CCAT administrations.

Infrastructure Development

After the elements of Infrastructure Development in your organization are firmly in place, the likely next steps for your organization’s development will focus on Impact Expansion. These aspects of capacity building address broadening your approach to achieving impact expansion beyond your core programs. This may include strategic alliances, partnerships, policy/advocacy work or further outreach in your community. It is important to note, however, that the development of an organization’s effectiveness is an additive process, so a continued focus on more effective and efficient Infrastructure and Core Program Development will always be important to consider throughout your lifecycle.
Prioritized Capacity Building Plan

Leadership: Internal Leadership

1) Increase the frequency with which leaders let staff know how valuable their work and contributions are.

Management: Financial Management

2) Increase employee benefits enough to improve staff retention rates.

Management: Manager-to-Staff Communications

3) Update your written policies.

4) Clarify and update your organizational chart.

Management: Managing Performance Expectations

5) Help your managers set more realistic expectations for employees.

Management: Managing Program Staff

6) Increase your program staff members’ ability to implement services in a way that has an impact.

Management: Staff Development

7) Encourage more of your staff to look for ways to do things more effectively.

8) Encourage your managers to give constructive feedback to staff more regularly.

Management: Volunteer Management

9) Communicate more clearly to volunteers that you value and appreciate what they do.

10) Help volunteers see their work as rewarding.
Summary of Core Capacity Scores

191  Adaptive

Strengths
• Environmental Learning

Challenges

211  Leadership

Strengths
• Internal Leadership
• Leader Vision

Challenges
• Leadership Sustainability

208  Management

Strengths
• Managing Program Staff
• Manager-to-Staff Communication

Challenges
• Assessing Staff Performance
• Supporting Staff Resource Needs
• Financial Management

186  Technical

Strengths

Challenges
• Program Evaluation Skills
• Fundraising Skills
• Financial Management Skills
• Facility Management Skills
• Facilities
### Organizational Culture

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Challenges</strong></th>
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<tbody>
<tr>
<td>Empowering</td>
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Adaptive Capacity

151 Organizational Learning
- Formally share the organization’s progress on your strategic plan with your staff on a regular basis.
- Conduct organizational assessments on a more frequent and regular basis.
- Share the results of your organizational assessments with staff more often.
- Seek input from your stakeholders and use this information as you create your strategic plan.
- Use your strategic plan to improve your programs and services.
- Meet the deadlines you have established in your strategic plan.

211 Decision-Making Tools
- Increase the frequency with which you ask clients for their input on how the organization should be run.
- Create a written strategic plan that includes measurable goals.

166 Programmatic Learning
- Improve the quality of the program evaluations you do so that they give you good information on the outcomes you are achieving.
- Increase the number of staff who are involved in program evaluation.
- Share program evaluation findings with staff and board more often.
- Create clearer criteria and measurement tools to use to determine the effectiveness of your programs.
- Use your evaluation findings to change programs and services.
- Conduct client needs assessments more frequently.
- Improve the quality of program evaluations you do enough to show you which programs/services are having an impact.

148 Program Resource Adaptability
- Make workloads more manageable by hiring more staff.
- Increase your willingness to scale back programs when money or staff is lost.
**Leadership Sustainability**

- Clearly articulate your succession plan.
- Reduce your organization's reliance on one leader enough so that his/her leaving wouldn't slow the organization.

**Board Leadership**

- Improve the board’s financial management and oversight
- Increase the role your board plays in holding leaders accountable for progress.
- Improve board member’s attendance and follow-through.
- Use your Board to increase the community’s investment in your organization.
- Increase the extent to which your board fulfills its responsibilities for such things as planning, evaluating the Executive Director, ensuring financial accountability, etc.
Assessing Staff Performance
- Implement annual staff performance assessments.
- Clarify the benchmarks you use to evaluate staff performance.
- Update staff job descriptions and clarify reporting lines.

Volunteer Management
- Improve your volunteer retention rate.
- Increase the effectiveness of your volunteer recruitment strategies.
- Ensure that you have the right mix of volunteers you need to do the work.

Conveying Unique Value of Staff
- Expand the number of ways you reward staff performance (e.g., time off, bonus, etc.).

Problem Solving
- Increase your willingness to let go underperforming staff.
- Provide staff with more time to meet together, coordinate their work, and brainstorm ideas and solutions.

Supporting Staff Resource Needs
- Provide staff with more of the tools, systems, manuals, technology, resources, etc. they need to do their jobs well.
- Provide staff with more of the technical resources they need to do their jobs.
• Increase employee benefits enough to improve staff retention rates.
• Benchmark and update staff salaries/benefits on a more regular basis.
164  Program Evaluation Skills
• Increase the number of staff/volunteers with the skills needed to do quality program evaluations.

145  Fundraising Skills
• Increase the number of staff/volunteers you have with the skills needed to raise funds from the government, corporations and foundations.
• Increase the number of staff/volunteers you have with the skills needed to raise funds from individuals.

152  Financial Management Skills
• Increase the number of staff/volunteers you have with financial management skills.

176  Facility Management Skills
• Increase the number of staff/volunteers you have with the skills needed to run use and maintain your facilities and equipment.

155  Facilities
• Increase the appropriateness of your facilities.
Organizational Culture Capacity

Unifying

- Encourage staff to share problems before it is too late.

Re-energizing

- Reward staff in front of their colleagues more regularly.
Prioritized Capacity Building Plan Recommendations

Management: Staff Development

RECOMMENDATION:
Encourage more of your staff to look for ways to do things more effectively.

Strategies for accomplishing this:

ON YOUR OWN

• Formally acknowledge staff who have succeeded in doing things more effectively in public forums.
• Integrate this component into staff appraisal system.
• Document and share successful experiences and lessons of staff who have succeeded in doing things more effectively.
• Provide necessary support and resources to staff who are looking for ways to do things more effectively (such as spending work time in researching and learning).

WITH OUTSIDE ASSISTANCE

• Send staff to attend external workshops and trainings that assist them to learn new knowledge and skills about their jobs.
• Seek coaching and consultation (volunteer or paid) on how to encourage staff to look for ways to do things more effectively.
• Seek targeted funding to support professional development training in this area.
• Network and learn from peers from other nonprofit organizations who have had successful experiences in encouraging staff to look for ways to do things more effectively.

RECOMMENDATION:
Encourage your managers to give constructive feedback to staff more regularly.

Strategies for accomplishing this:

ON YOUR OWN

• Human Resource Director/Manager should create and/or update a human resource manual that provide guidance to managers and supervisors in giving staff constructive feedback on a regular basis.
• Human Resource Director/Manager should offer internal training or one-on-one coaching to encourage managers and supervisors in giving staff constructive feedback on a regular basis.
• Managers and supervisors should find opportunity to provide feedback to staff at the completion of each project assignment.

WITH OUTSIDE ASSISTANCE

• Send managers and supervisors to attend workshops and trainings that assist them to provide constructive feedback to staff on a regular basis.
• Seek coaching and consultation (volunteer or paid) on this aspect of staff development.
• Hire an external trainer to provide a half-day or full-day session on best practices in providing constructive feedback to staff.
• Seek targeted funding to support professional development training in this area.
• Network and learn from peers from other nonprofit organizations who have had successful experiences in providing constructive feedback to staff on a regular basis.

ADDITIONAL RESOURCES

Leadership: Internal Leadership

RECOMMENDATION:
Increase the frequency with which leaders let staff know how valuable their work and contributions are.

Strategies for accomplishing this:

ON YOUR OWN

• Institute a staff profile program, wherein the organization spotlights a different staff person on a quarterly basis. While the spotlight could include some information about what the person likes to do outside work, etc., the primary focus should be on their work in the organization and how it enhances the overall achievement of the mission.
• Establish an "employee of the month" type program. Provide this employee with special privileges such as a designated parking space, a half-day off or "lunch with the boss".

WITH OUTSIDE ASSISTANCE

ADDITIONAL RESOURCES

• Leader to Leader Institute (Formerly the Drucker Foundation). "Leader to Leader." Jossey-Bass Publishers.
• Welbourne, Theresa M. "Employee Engagement: Beyond the Fad and into the Executive Suite." Leader to Leader. Available at: www.leadertoleader.org/knowledgecenter/L2L/spring2007/welbourne.html
RECOMMENDATION:
Update your written policies.

Strategies for accomplishing this:

**ON YOUR OWN**

- Incorporate these duties into the job description of the administrative staff person with responsibility for human resources management. Make sure that the policy manual is reviewed and updated at least annually.
- If needed, form an HR committee of the board that can review and assess written policies and make recommendations for their improvement.

**WITH OUTSIDE ASSISTANCE**

- Hire a consultant with expertise in human resources management who can review and assess your written policies and make recommendations for their improvement.

RECOMMENDATION:
Clarify and update your organizational chart.

Strategies for accomplishing this:

**ON YOUR OWN**

- Discuss with managers whether they think the current organizational structure and chart “make sense” (e.g., promotes accountability, clear communications, appropriate management; makes for manageable workloads among senior management, etc.). Get their feedback about how it might be improved. Include your own direct reports in the discussion.
- Survey staff to get their input about their relationship with their supervisors, internal communications (laterally and vertically), efficiency, morale, etc. Consider potential implications of the findings for the organizational structure.
- With these data, consider whether restructuring (minimal or extensive) is warranted. Think about the pros and cons and what is most likely to enhance program efficiency and effectiveness and/or improve staff morale.

**WITH OUTSIDE ASSISTANCE**
RECOMMENDATION:
Increase your program staff members’ ability to implement services in a way that has an impact.

Strategies for accomplishing this:

ON YOUR OWN

• Periodically meet with program managers to discuss the knowledge, experience, and skills needed for program staff to be effective in their jobs. Develop a process for conducting an internal audit that compares needed skills with current staffing capacity.
• In areas where several staff need skills enhancement, identify staff or board members within the organization who can conduct in-service sessions.
• Make sure that all program staff members have a professional development plan that is closely linked with the requirements of their jobs. Require managers to regularly review the plan with individual staff and to monitor progress of its implementation.
• Assign a mentor to new program staff members who can provide counsel, support, advise, etc., particularly during the first year.

WITH OUTSIDE ASSISTANCE

• Invest in individual or organizational memberships in important professional organizations/associations. Encourage staff to participate in professional development resources that are offered.
• As resources permit, allocate a certain amount of funds for each staff member to use for his/her own professional development. Acceptable expenditures might include publications, subscriptions, conferences, coursework, etc.
• Identify relevant professional opportunities in the community to which you can send two or more staff. After attending the session/workshop/series, have participating staff members present what they learned to their colleagues/teammates in the organization.

ADDITIONAL RESOURCES

• Collins, Jim. "Good to Great." Collins.
RECOMMENDATION:
Help your managers set more realistic expectations for employees.

Strategies for accomplishing this:

ON YOUR OWN

- Review position descriptions on an annual basis, with managers and those staff currently in the position, to assess their feasibility. If current expectations are not realistic, discuss with the manager ways in which they can be made more manageable.
- If a staff person appears not to be fulfilling most or all of the requirements of the position, check to see if this is an issue for other staff in similar roles. If it is, work with managers to identify ways in which the position can be made more realistic. If it isn’t, work with the staff member’s manager to identify whether there are specific professional development needs, communication issues, etc.
- Set policies in the organization that let staff know how they should communicate concerns about the expectations of their position (e.g., bring concerns to direct supervisor, meet with supervisor to discuss concerns and identify potential solutions; whom to speak with if the supervisor is unresponsive, etc.)

WITH OUTSIDE ASSISTANCE

- Provide managers with professional development opportunities (e.g., courses, workshops, publications, etc.) that will help them build their supervision skills, including how to set realistic expectations for staff.
- If realistic expectations appears to be a problem for a number of positions, hire an external consultant with expertise in HR who can help assess your current job descriptions, the staff hired to fill the positions, etc., and make recommendations so that jobs become more feasible.

ADDITIONAL RESOURCES

RECOMMENDATION:
Communicate more clearly to volunteers that you value and appreciate what they do.

Strategies for accomplishing this:

ON YOUR OWN

• Host annual (or more frequent) volunteer recognition/acknowledgement celebrations.
• Have the CEO or board chair speak to volunteers at least annually.
• Managers supervising programs that have volunteers can acknowledge their efforts through personal thank you notes.
• Acknowledge volunteer work/contributions publically through newsletters, annual reports, etc.

WITH OUTSIDE ASSISTANCE

• Bring in external speakers (leaders in the field, local personalities, etc.) to provide a “keynote” speech at volunteer recognition ceremonies.
• Cultivate relationships with local media and provide story ideas highlighting the work of volunteers.
• Procure “in-kind” contributions from local businesses that could be used as thank you gifts for volunteers.

RECOMMENDATION:
Help volunteers see their work as rewarding.

Strategies for accomplishing this:

ON YOUR OWN

• Conduct simple evaluations of volunteer satisfaction, including questions related to perceived fulfillment with their role in the organization.
• Highlight volunteer accomplishments/contributions in public forums such as newsletters, annual reports, or emails.
• Have an annual volunteer recognition/appreciation event.
• Share program evaluation data or other information with volunteers that helps them see the impact that the entire agency is achieving. Make sure that their efforts are linked to results.

WITH OUTSIDE ASSISTANCE

• Cultivate relationships with local media (print, television, radio) to promote coverage of the contributions that volunteers make to the organization and community.
• Invite public officials to visit the program and highlight the contributions of volunteers during visits.

ADDITIONAL RESOURCES

• Ellis, Susan J. "From the Top Down: The Executive Role in Volunteer Program Success." Energize, Inc. 2004
• Willmore, Joe. "Screening and Selecting Volunteers: Powerful Ambassadors or Massive Headaches?? The Center for Association Leadership. Available at: www.asaecenter.org/PublicationsResources/EUArticle.cfm?ItemNumber=11761
RECOMMENDATION:
Increase employee benefits enough to improve staff retention rates.

Strategies for accomplishing this:

ON YOUR OWN

• Survey staff to see what types of benefits they value most, so that you can explore options for offering those benefits.
• Make efforts to ensure that your board includes at least one member with expertise in human resources and employee benefits, so s/he can help you explore options and develop benefits packages that the organization can afford.
• Explore opportunities to complement traditional benefits with those that do not require a direct cash outlay, such as additional vacation days, flexible work schedules, or transit checks.

WITH OUTSIDE ASSISTANCE

• Consult with an HR expert who can help you develop an affordable benefits package for staff.
• Consult with different colleagues about the types of benefits they offer and the costs and benefits of each.
• Explore opportunities that might make purchasing specific benefits more affordable, such as a group life insurance program for nonprofits in your community.

ADDITIONAL RESOURCES

• "Hyman, Vince. ""Building a Better World – One Balance Sheet at a Time."" Fieldstone Alliance. Available at: http://www.fieldstonealliance.org/client/tools_you_can_use/03-29-05_Finan_Ldrshp.cfm"
• Rocco, James E. and Jay Bowmann. "Innovative Compensation Practices in Nonprofit Organizations." DRG. Available at: www.drgnyc.com/tips/innovative Comp.html
• Smith, Douglas K. "Better than Plan: Managing Beyond the Budget." Leader to Leader Institute. Available at: www.pfd.org/knowledgecenter/L2L/winter2000/smith.html
Summary

After the elements of Infrastructure Development in your organization are firmly in place, the likely next steps for your organization’s development will focus on Mission Impact. These aspects of capacity building address broadening your approach to achieving mission impact beyond your core programs. This may include strategic alliances, partnerships, policy/advocacy work or further outreach in your community.
The Theory Behind the CCAT: What Is Organizational Effectiveness?

Organizational effectiveness means different things to different people. For some, an effective organization has clear functional goals and objectives in such areas as fundraising, board development, staff retention, and effective use of technology. Others simply define organizational effectiveness by how well an organization achieves its mission. Finally, some argue that the real issue is how nonprofits set, and effectively achieve, their priorities.

TCC Group has conducted many large-scale evaluations of capacity-building initiatives around the country. As a result of this work, TCC has identified four core capacities that all organizations need to be effective:

1. adaptive  
2. leadership  
3. management  
4. technical

Due to the very different contexts within which any one nonprofit organization functions (e.g., budget, lifecycle stage, types of program and services, client population differences, etc.), it may be impossible to understand how these capacities are expressed. However, even though an organization may look unique due to specific environmental context -- as well as differences with respect to mission and vision -- we can still find a set of broad and generalizable measures of organizational effectiveness. For example, while it is critical that organizational leaders at a policy and advocacy organization take a strong leadership role in the community, all nonprofit organizations need effective community leadership in order to be successful.

Community leadership -- defined by organizational leaders engaging with community stakeholders for the purposes of achieving a larger community impact -- is a generalizable measure of nonprofit effectiveness. How community leadership gets expressed by any individual organization may be different, but overall, community leadership entails engaging community stakeholders for some greater end. In this way, a generalizable measure has been developed without getting into such specific detail that one could argue it “doesn’t relate to what we do or how we function.” In developing the CCAT, TCC Group seeks to put forth a set of generalizable measures of all of the various types of organizational capacities, grounded in the four core capacity model.
Nonprofit Lifecycle Score

NONPROFIT LIFECYCLE SCORE

Nonprofit organizations, like people, experience a lifecycle of progressive stages and developmental milestones. TCC labels the growth stages according to the following organizational development milestones:

- **Core Program Development** - development of a set of programs that are central to mission success and have begun achieving a consistent level of desired results for those being served
- **Infrastructure Development** - development of an organizational infrastructure necessary for supporting core programs and increasing the number of clients or service recipients
- **Impact Expansion** - achieving impact expansion through activities bringing together an organization’s programs and leadership with other community resources. This often involves engaging in activities like collaboration, strategic alliances, partnerships, and joint policy and advocacy efforts, in order to create a greater change

We see an organization’s lifecycle as an additive process where each successive stage requires more growth from the prior stages. This means more sophisticated core program development is required in each of the later stages and more sophisticated infrastructure development is required during Impact Expansion.

These growth stages have much in common with the perhaps more familiar terms of “start-up,” “growth,” and “maturity”. However, we chose not to use those labels as they do not allow the flexibility to draw an established, or “mature,” organization’s attention to improving their Core Program Development.

Finally, as you have chosen to examine your organization’s effectiveness by taking the CCAT, we believe that even if your organization has fallen into a state of decline, you are embarking on a process of renewal. Further, in terms of improving your organization’s effectiveness, you want to be in a growth state. Therefore, the CCAT only places organizations into one of the growth stages. Even though your organization cannot appear in the decline stages, we include their definitions for completeness:

- **Stagnation** - not adapting to an organization’s contextual factors
- **Dissolving / Merging** - due to mission drift, or becoming irrelevant in their current context, organizations may become ready to dissolve. Alternatively, they may be better served by merging with another, healthier organization in order to make better use of their resources together.
About TCC Group

For more than 28 years, TCC has provided strategic planning, program development, evaluation and management consulting services to nonprofit organizations, foundations, corporate community involvement programs and government agencies. In this time, the firm has developed substantive knowledge and expertise in fields as diverse as human services, children and family issues, education, health care, the environment, and the arts.

From offices in New York, Philadelphia, Chicago and San Francisco the firm works with clients nationally and, increasingly, globally. Our services include strategic planning, organizational assessment and development, feasibility studies, long-term capacity building, program evaluation and development, governance planning, restructuring and repositioning, as well as grant program design, evaluation and facilitation. We have extensive experience working with funders to plan, design, manage and evaluate long-term capacity-building initiatives.

Our approach is governed by the need to establish a clear and engaging consulting process that offers structure and predictability as well as flexibility to meet unforeseen needs. Working in multidisciplinary teams, we tailor each new assignment to meet the individual needs and circumstances of the client. We develop a scope of work that responds to the particular challenges, timetable and budget for the assignment.

Sometimes clients engage us for short-term research, problem solving, or facilitation projects. Other times we provide comprehensive planning and evaluation assistance over a longer period or conduct other activities over one or more years. Increasingly, TCC helps clients manage and implement their work and provide advice on an ongoing basis. We bring to each new assignment the perspective of our expertise, broad experience and the enthusiastic commitment to get the job done right.

To learn more about TCC Group, please visit us on the web at www.tccgrp.com or call us toll-free at 1-888-222-2283.