Jessica Hernandez

Organizational Evaluation- The Salvation Army

Key- X means the organization is in compliance

Internal Assessment

- _____Legal basis, mission, bylaws, and history
- _____The legal basis is clearly stated in appropriate documents.
- _____The mission statement is current and accurate and specific
- _____The bylaws are relevant, current, and accurately portray the needs of the organization

Administrative4 structure and management style

- __X_____The administrative structure and management style fit the mission and services of the organization.
- __X_____Transparent and structural lines/ systems for decision-making exist.
- __X__   Roles are clearly defined.
- _____Decision-making involves broad participation as practical and appropriate
- ___X___Clear communication lines exist for the dissemination of decision.
- ___x___A comprehensive, integrated system is used for measuring the organization's performance and progress on a continual basis.

Program structure, programs, and services

- __X_____Continual monitoring and assessment for the structure, process, and program occurs.
- __X__Program evaluation data is collected, used, and linked to systematic improvement.
- __X_____Programs and services reflect evidence-based practice.
- _____The need for programs and services is well documented.
- __X_____Programs and services are well defined and fully aligned with a mission (AS THEY APPLY TO CLIENTS)
- ___X___A system is in place to collect data about gaps in the ability of excising programs to meet receipt and community-wide needs.
- __X_____New ideas are continually offered to meet the service gaps.
- __X___Programs and services are efficient, effective, and high quality

Organizational culture

- __X_____Physical infrastructure is well suited to current and anticipated needs.
- __X_____Physical infrastructure enhances effectiveness.
- _____Informal expectations are clearly articulated and supported by staff
- ___X___A communication plan and strategy are in place and updated on a frequent basis.

 (Within Departments)

- __X_____Marketing materials are professional, used consistently, and current.
- __X_____Materials are provided in multiple languages as needed and reflect the diversity.
- _____Communications carry a consistent and powerful message.

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Personal Policies and policies and procedures

- __X____Recruitment, selection, orientation, supervision, training and development, performance appraisals, termination, and grievance processes are identified.
- __X____Diversity is characterized as an asset.
- __X___Organizational resources devoted to staff continuing education are sufficient.

Resources (When funds are available)

- ___X___Funding is sufficient, comes from diverse sources, fits the mission, and provides insulation from market inabilities.
- ___X___Board members embrace fundraising as a core role.
- ___X___Board fundraising plans are in place.
- ___X__Electronic data system sufficiently gathers and reports appropriate data regarding clients, staff, volunteers, programs outcomes, and financial information.
- ___X___The website is sophisticated, comprehensive, interactive, and regularly maintained.
- ___X___Positions are adequately and appropriately staffed, and vacancies are quickly filled.
- ___X__Staff are capable, committed, and bring complementary skills, and momentum for improvement.

External Assessment

- __X____Fundraising skills and expertise are adequate for funding needs.
- __X____Sustainable revenue- generating activities are raised.
- __X____A system for regular communication and reporting with current funders are used.
- __X____A system to cultivate potential funders is used and continually updated.
- _____Ideas for revenue diversification are continually considered.
- __X___Feedback from current funders, is sought and considered.

Relationship with clients

- __X____A system to actively recruit and involve clients in making decisions is used.
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- __X____When possible, clients work collaboratively with staff in important roles such as volunteer positions of leadership.

Relationship with organization in network

- __X____Strong positive relationship with similar and related organizations exists.
- ___X___Presence on relevant partnership is evident, and leadership roles are appropriately taken.
- __X____Reciprocity is sought with relevant organizations.

Relationships with political figures

- __X____Strong high impact relationships using regular communication with a variety of political entities and leaders exist.
- ___X___Participate in substantive policy discussions with opinion and political leaders.

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- __X____Proactively and effectively influences policy making at local, state, and /or national levels

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