OODP | Ontario Organizational
Development Program

Organizational Self-Assessment Tool for HIV/AIDS-funded Organizations and Programs

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October 2016

Copyright Statement

Production of *Organizational Self-Assessment Tool for HIV/AIDS-funded Organizations and Programs* has been made possible through financial contributions by the AIDS Bureau, AIDS and Hepatitis C Programs, Ministry of Health and Long-Term Care, Ontario.

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Acknowledgements

We wish to thank the Ontario Council of Agencies Serving Immigrants (OCASI) for their innovation and leadership in developing one of the first-ever online organizational self-assessment tools for their member agencies located at www.orgwise.ca. The following Organizational Self-Assessment Tool and Best Practice Tips for HIV/AIDS funded organizations and programs have been adopted from the OCASI model.

Table of Contents

Introduction and Disclaimer

Welcome to the Organizational Self-Assessment Tool for HIV/AIDS Funded Organizations and Programs (OSAT).

This voluntary-use tool was developed by the Ontario Organizational Development Program (OODP) to assist ASOs and HIV-funded programs to strengthen their capacity to improve the quality and effectiveness of their organizations and programs.

The OSAT goes beyond annual reporting requirements to strengthen accountability and build strong, healthy organizations into the future. It has been developed to:

- Assist Boards and Executive Directors (EDs) to assess their community-based organization's capacity to meet accountability requirements and better achieve its mission and goals;
- Grow the body of knowledge and skills across the HIV/AIDS sector required to build and sustain strong organizations; and
- Provide a framework that helps HIV/AIDS organizations and programs be more systematic about identifying organizational/program strengths as well as gaps and areas for improvement.

The information gathered through applying this tool should provide your organization with a detailed assessment of what is working well and what areas would benefit from improvement.

Please note: The tool has been developed to build on the organizational review guidelines developed for AIDS Bureau funded organizations and programs, as of October 2010. Further changes to AIDS Bureau guidelines, policies and procedures after this publication date may result in revisions to this tool over a period of time. If discrepancies exist between this document and the current AIDS Bureau guidelines, policies or procedures, the AIDS Bureau's latest communication to organizations must be followed.

If you need to stop your assessment and continue at another time, simply click the '*Save and Continue Later*' button at the bottom of the screen. You will be provided with a url link that is specific to your assessment. You must copy and save this link so that you can click on it at later date when you want to access your assessment.

Where It All Began:

The idea for an organizational self-assessment tool grew out of the Organizational Review Process and Guidelines being developed back in 2008. At that time, the AIDS Bureau, Ministry of Health and Long-Term Care, in consultation with a working group consisting of Executive Directors from a number of organizations across the province, was developing an on-site review process as a tool to help monitor and report on the performance of all provincially funded HIV/AIDS organizations and programs. More importantly, it was being developed to go beyond the annual reporting requirements in order to examine the organization as a whole and further support them in their mission by identifying improvements that could benefit the organization.

However, a ministry cost-cutting measure restricting travel prompted the AIDS Bureau to re-think the Organizational Review initiative and it was agreed that reframing the initiative into a self-assessment tool and best-practice tips would help build capacity and ensure the continued development of the sector.

It was agreed that another way forward would be to more closely align the HIV/AIDS sector with organizational standards being developed across the community-based sector and capitalize on the strengths, resources and organizational development expertise available from the HIV/AIDS Provincial Resource Programs including:
1) The Ontario Organizational Development Program (OODP) at: www.oodp.ca;
2) The AIDS Bereavement & Resiliency Program of Ontario (ABRPO) at: www.abrpo.org; and
3) The Ontario AIDS Network (OAN) Skills Program at: www.oan.red and the Ontario Provincial Resources for ASOs in HR (OPRAH) located at: http://www.oan.red/oprah/.

As well, components of the tool have been reviewed and aligned with recommendations from "Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs" dated October 2011 (OAN) at http://oan.red/wp-content/uploads/2013/06/living_serving3_oct2011.pdf.

Other provincial resources that offer resource development, community mobilization and training opportunities include:
4) Gay Men's Sexual Health Alliance (GMSH) at: www.gmsh.ca;
5) African and Caribbean Council on HIV/AIDS in Ontario (ACCHO) at: www.accho.ca;
6) Ontario Aboriginal HIV/AIDS Strategy (OAHAS) at: http://www.oahas.org/index.html; and
7) The Ontario HIV and Substance Use Training Program (OHSUTP) at: www.ohsutp.ca.

Why A Self-Assessment Tool

Organizational self-assessment tools offer a number of advantages for the organizations choosing to use them. In general, research shows that organizations are more likely to undertake improvements when the improvement process has been self-managed and when the assessment report clearly identifies areas in which organizational improvements can be made.

This organizational self-assessment tool is designed to be:
- Practical and easy to use;
- Completed at your own pace;
- Flexible – can begin with any module;
- Based on an adult learning approach;
- Unique to each HIV/AIDS program/organization
- EDs/Boards can adapt these modules to their own organization's capacity and/or individual needs;
- A catalyst for program planning and evaluation; and
- Assistive towards developing knowledge and building successful practices that support healthy organizational development across the sector.

Why This Is Important To Your Program or Organization

This tool has been designed to help your organization or program demonstrate increased accountability and build capacity. In completing the self-assessment tool, you can evaluate the overall capacity of your organization or program and identify priority areas where investments (including such resources as human or financial) can be made to improve functioning.

The assessment results can help you to:
- Increase the capacity and improve functioning of your organization or program;
- Prioritize areas for improvement (individually and across the sector);
- Identify what's working well and gather evidence for development of best practices (individually and across the sector); and
- Track and report progress to community Boards, community stakeholders, funders and potential donors.

About the Modules

The organizational self-assessment tool has been organized into the 5 distinct sections or modules. These 5 areas were chosen to more closely align HIV/AIDS organizations and programs with standards that are being developed for the community-based sector[1], and to offer a basic framework that will provide Executive Directors and Board members with a more systematic way to build organizational capacity.

The five (5) modules are:
   1) Governance & Strategic Leadership (By-Laws, Incorporation, Boards and Strategic Planning);
   2) Human Resources (Hiring & Recruitment, Job Descriptions, HR policies, Workplace Environment);
   3) Operations (Managing, Finance, IT, Physical Plant);
   4) Program/Service Management (Planning and Evaluation, Community Development); and
   5) PHA Engagement (Policies/Statements/Guidelines that support the involvement and inclusion of people living with HIV/AIDS).

Each module lists up to 15 questions relevant to each topic area (15 main questions, some with subsets) to promote successful practices and ensure compliance with all written agreements with the AIDS Bureau and with relevant provincial and/or federal laws, statues and regulations. It is recommended that your organization use the tool to complete an assessment at least once every 3-5 years, unless situations emerge that would trigger your organization to want to look more closely at one of the areas sooner. Another approach would be to pick 1-2 modules to review each year, thereby making the task more manageable. If so, choose modules that focus on similar areas such as HR and Operations to reduce the amount of work involved for questions that are inter-related. You need to determine what is the best approach for your organization, however all components should be reviewed at least once every 3-5 years.

Please note: these modules do not address all of the legal and funder requirements that impact non-profit organizations. For a complete list of the AIDS Bureau funding requirements and list of Provincial and Federal Statutes that apply to ASOs, please consult the Resource Manual for Community-Based Organizations funded by the AIDS Bureau, Ontario Ministry of Health and Long-Term Care. It can be downloaded from the OODP website at www.oodp.ca by clicking on Publications/Reports.

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[1] Organizational Standards have been developed by the Ontario Council of Agencies Serving Immigrants (OCASI). See Organizational Standards for Ontario's Immigrant & Refugee Serving Sector. (October 2009) at: http://osi.ocasi.org/sites/osi.ocasi.org.stage/files/resources/Standards%20Only%20Oct%2009.pdf. Also, community-based organizational standards were developed by a collaboration of 5 associations to establish the Canadian Centre for Accreditation as of April 2012. See announcement at: http://www.canadiancentreforaccreditation.ca

Getting Ready – What You Need To Know Before You Start

Before you begin, it is important to take a step back and ensure you know what is involved in completing the assessment tool before you get started and that you are ready to do the necessary work. You need to consider what resources will be required as well as whom you want to involve and what steps need to be completed over what period of time (e.g. choose an approach as suggested on the previous page under *About the Modules*).

To help with this, it is recommended that you set up an ad hoc organizational assessment committee to help develop, plan and monitor the process for how and when you want to complete all 5 modules. The committee should be composed of the organization's leadership, including the Executive Director and Board Chair or alternative Board member, plus other staff or volunteers, including PHAs, that bring subject matter expertise or additional knowledge to the table. This will support a more informed process and strengthen accountability. Your committee should be kept small with a suggested limit of 5 people.

In addition to setting up the ad hoc committee, here are a few helpful hints to get you started below:

- The first time you use this tool to assess your organization will be the most work. It gets easier with each succeeding assessment provided that you update your organizational records and incorporate the changes needed to strengthen your organization in a systematic way;

- It's not necessary (and may not be possible) to complete all of the questions for each module in one sitting. As stated earlier, choose which module you want to begin with and see it through to completion before moving on to the next;

- For each module, the ad hoc committee should assess what is required and who should be involved (e.g. staff, volunteers and/or Board members) as well as what timelines you are working within (e.g. a completion date). For example, depending on the size and scope of your organization, it may be most appropriate for the Board of Directors of your organization to lead the completion of the Governance and Strategic Leadership module, whereas the Executive Director along with the most appropriate Manager or Administrative Assistant could complete the Human Resources module, and a small focus group of the organization's community volunteers led by the most appropriate staff person could provide input to the PHA Engagement Module and so on;

- Whatever approach you choose, involving others in the process will help to build support to take action in addressing the needed improvements once you are done;

- At the beginning of each module, prior to the preparation meeting with the participants, review the list of documents and assign

someone to methodically pull the documents together. Ensure that all of the documents are circulated to the participants at least a week in advance of your scheduled meeting. It is also helpful if the documents are available at the meeting in hard or soft copy to be used for reference.

- At the beginning of each module, hold a preparation meeting with the participants (volunteers and/or staff) to review the list of questions that need to be addressed and ensure you have considered all the possible materials and types of information that will be needed. It could also give you an opportunity to answer any preliminary questions, clarify the process and set up a meeting schedule if needed;

- Take notes! These meetings do not require minutes, but a written summary of each session would help to keep a record of any questions, issues or concerns that get raised. A small space for keeping notes has been provided at the end the table for each module but it may not be sufficient. Keep notes for each session in a separate document if needed; and

- Ask for help! The HIV/AIDS Provincial Resource Programs listed in the *Where It All Began* section are there to help if needed. If you require on-site consulting assistance, contact the OODP Program Administrator by phone to further discuss your needs at 1-855-761-9209 or send an email request to: admin@oodp.ca.

Conditions for Success

1. Make sure there is commitment and support from the organization's top leadership for taking this assessment process on and that you completed the planning needed to ensure a smooth process with sufficient resources.

2. Ensure this is the most appropriate time for your organization to undertake this assessment process. It should be done at a time when the organization is stable and financially sustainable, and can commit the time and resources to make this successful. It should not be undertaken when there are other major organizational initiatives underway (e.g. strategic planning, organizational reviews, etc.) or when 'high-impact' decisions are expected to be made by an external source within the next 6 months.

3. Be organized! The more organized, methodical and thorough you are in your approach to gathering documentation, the easier it will make your meetings. People will feel more confident when they are able to reference and support an answer or get clarity that an area for development has been identified.

4. Make certain that you have planned the process in a way that will be a positive experience for those who participate! At the end of the day, this process should result in a stronger organization but it is hard leg work to get it all done. Be supportive, provide incentives and make it fun for those who participate if possible!

5. Recognize achievements along the way!

6. Be open to new ideas and different ways of seeing things. Know why you are doing this assessment and what you want to do with the results. It is about building stronger and better functioning organizations and should not be used as a tool to resolve operational, financial or human resources (HR) issues.

7. The more effort you put into this process, the more your organization will benefit. A half-hearted effort will generate similar level results. Only complete the modules that you are able to do well if you cannot complete them all.

List of Documents Required

The following list of documents and materials are ones that should be available before you begin. It will be helpful to review this information as background in advance or to have it available to refer to when preparing your response.

General Documentation Review
- ❑ Annual Report
- ❑ Strategic Plan
- ❑ Mission and/or Vision Statement
- ❑ Organizational Chart
- ❑ Administrative Policies and Procedures
- ❑ Operating budget(s) *for prior two years*
- ❑ Audited Financial Statements *for prior two years*
- ❑ Program Plans *for prior two years*

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

Important Instructions for Use of Online Organizational Self-Assessment Tool

The information you provide is confidential. It will not be shared with the Funder and will not impact the funding you receive. All data is stored on servers within Canada.

The data collected may be aggregated (summarized) for reporting purposes by the OODP. It will not contain the names of organizations/programs or identify an individual agency's specific responses.

As you go through the assessment, your responses will automatically be saved.

If you need to stop your assessment and continue at another time, simply click the 'Save and Continue Later' button at the bottom of the screen. You will be provided with a url link that is specific to your assessment. You must copy and save this link so that you can click on it at later date when you want to access your assessment.

Once you complete each module, you will be given a score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from the OODP as well as a list of resources (web links) that are relevant to the module and can assist you in strengthening your agency. You will then move to a section called "Using the Results" that will help your agency plan its next steps.

Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF Version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with generating a report.

After you click 'Submit' you will be encouraged to share any resources that you have found helpful in your work as they relate to the modules. These resources will be reviewed by the OODP and may be included in future versions of the Organizational Self-Assessment Tool.
Click 'next' to indicate your agreement and begin completing your organizational self-assessment.

1. Governance & Strategic Leadership Module

All government-funded, non-profit organizations are required to have a volunteer Board of Directors, which is a body of elected or appointed community persons who jointly oversee the activities and operations of the organization. The Board is responsible to establish and evaluate the Vision, Mission and Strategic Directions for the organization and is both legally and financially responsible for all aspects of the organization's operations. However, it is important to clarify that the Board has an oversight role only and that it is the Executive Director that is responsible to manage day-to-day operations.

To achieve the above requires that the Board of Directors have the right enablers in place to fulfill their governance role. For instance, Board members should be given the right information to help clarify their role(s) and responsibilities and should be supported by the right structure and processes to function effectively. The composition of the Board should include the right mix of skills to cover off all areas of responsibility (legal, financial and HR) and offer perspectives that reflect the diversity of your community (e.g. HIV positive status, gender, age, ability, racialized communities, socially marginalized communities, etc.). Board Governance Policies should be written and provide clear direction in all areas of Board operations.

The questions in this module have been designed to help you assess the overall capacity of your Board to fulfill its responsibilities and perform its role effectively. In completing them, you can identify where the Board is doing well and what areas may require further work or improvement. If the Board chooses to lead the completion of this module, they can do it together as a group exercise, or set up a smaller ad hoc committee or working group instead.

When completing the module, click on the circle/check box beside the answer that best matches the status or situation for your organization. The possible answers are Yes (completed), In Progress (underway with a completion date), No (incomplete) or N/A (not applicable). It is also possible that you have found or developed unique or alternative ways to address the item listed. In this case, you would answer 'Yes' to the item listed and when prompted, also indicate 'Yes' to Innovation. Innovation confirms your organization has addressed the issue but in alternative or unique ways that better match the specific needs of your organization.

Once you have answered all the questions in the module, you will receive score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from OODP as well as a list of resources (web links) that are relevant to the module and can assist you in strengthening your agency.

Lastly, you will find a "Using the Results" section on the last page of your assessment report. It contains information that will help your agency plan its next steps.

Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with generating a report.

Governance & Strategic Leadership Materials (should be gathered and/or reviewed before you begin)
- ❑ Incorporation Documents (Letters Patent)
- ❑ By-laws
- ❑ List of Board of Directors
- ❑ Board Governance Policies/Manual
- ❑ Board Committees Terms of Reference
- ❑ Nomination and Recruitment Materials
- ❑ Board/Committee Meeting Minutes for prior two years
- ❑ Executive Director Job Description and Performance Assessment Tool
- ❑ Board Performance Evaluation Tool
- ❑ Annual Report
- ❑ Strategic Plan (including Mission and/or Vision Statement)
- ❑ Materials of the Annual General Meeting for prior two years
- ❑ Board of Directors Liability Insurance

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

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GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change* *your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
1. Does your board have a written Nomination and Recruitment process in place in order to ensure renewal, and seek out the best candidates with the right mix of talents and perspectives? • *OODP Nominating Committee Resource* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Board Recruitment, Development and Assessment* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive* • *Diversity in Governance: A Toolkit for Nonprofit Boards*					
2. a) Does the Board have members with the skill sets to carry out its governance role (e.g. HR, finance, legal, etc.)? • *OODP Nominating Committee Resource* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Board Recruitment, Development and Assessment* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive* • *Diversity in Governance: A Toolkit for Nonprofit Boards*					

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change* *your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
b) Is the board reflective of the diversity of your community, e.g. HIV positive status, gender, age, ability, racialized communities, socially marginalized communities, newcomers, immigrants, etc? • *OODP Nominating Committee Resource* • *Diversity in Governance: A Toolkit for Nonprofit Boards*					
3. a) Does the organization provide board orientation training and materials for all new board members that includes information on their roles, responsibilities, governance policies and fiduciary duties? • *OODP Nominating Committee Resource* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Fiduciary Duty* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Governance Committees* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive* • *Diversity in Governance: A Toolkit for Nonprofit Boards*					
b) Does this take place within the first month following your annual general meeting (AGM)?					

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
4. a) Are the right meeting materials and supports provided, e.g. do they have a meeting schedule in place and receive meeting agendas, minutes, etc. at least a week before the Board meeting? • *OODP Governance Resources* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive* • *Effective Governance: Useful Governance Templates*					
b) Does the board have an annual work plan with clearly stated priorities, goals, activities and timelines that is in alignment with the organizational strategic plan? • *OODP Governance Resources* • *Effective Governance: Useful Governance Templates*					

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
5. Does your board have written governance policies that provide clear direction regarding all areas of board operations? This is not a comprehensive list but including: board role and relationship to Executive Director (ED), limitations of authority (e.g. Executive Limitations), financial management and reporting, conflict of interest guidelines for board and staff, code of conduct and GIPA (Greater Involvement of People Living with HIV/AIDS), etc.? • *OODP Governance Resources* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Governance Committees* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive* • *Diversity in Governance: A Toolkit for Nonprofit Boards*					

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
6. Does your board have a process in place to identify its major strategic and operational risks and a plan to minimize and mitigate these risks? The plan is reviewed annually by the board. • *OODP Governance Resources* • *20 Questions for Not-For-Profit Directors On Risk Management* • *A Framework for Board Oversight of Enterprise Risk* • *Boards Matter: Board Building Tools for the Busy Social Justice Executive*					
7. Does the board or a board committee oversee the organization's compliance with its own governing documents (e.g., letters patent, by-laws) and all applicable federal, provincial and municipal laws and regulations including the CRA fundraising guidelines for Charities issued in April 2012?					

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GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
8. Does the board have an ED recruitment, orientation and performance evaluation process in place that includes a detailed job description with annual performance objectives that are tied to an annual performance review? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Human Resources* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Governance Committees*					
9. Does the board evaluate its own performance (i.e. individually and as a whole) on an annual basis, making sure to identify where it is doing well and what areas require improvement? • *OODP Governance Resources* • *Diversity in Governance: A Toolkit for Nonprofit Boards* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Board Recruitment, Development and Assessment*					
10. Does your organization have an up to date and relevant strategic plan with clearly stated strategic directions that will guide the organization to achieve its priorities over the next 3 to 5 years? • *OODP Governance Resources* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Strategy and Planning*					

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A		INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
11. Have the strategic directions been further developed into measureable goals with objectives to monitor progress and hold the organization accountable to achieve them? • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Strategy and Planning*						
12. Does your organization set aside time and resources to engage in strategic thinking (considering changes in the external environment and how that might impact the organization down the road) on a regular basis (e.g. annually or semi-annually)? • *OODP Governance Resources – Board Annual Workplan Sample*						
13. Does your organization identify its stakeholders and ensure there is a strategy for regular and effective communication and consultation with them about the organization's achievements and work (e.g. annual general meetings)? • *LHIN Community Engagement Guidelines and Toolkit* • *20 Questions Directors of Not-For-Profit Organizations Should Ask about Governance Committees*						
TOTAL FOR EACH CATEGORY:						

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
Any comments you would like to note down for your agency's work in the area of Governance & Strategic Leadership?					

OODP Support Available:

- Strategic Plan development support
- Board workplan development session(s)
- Board Roles and Responsibilities workshop
- Greater Involvement of People Living with HIV/AIDS (GIPA) workshop
- Anti-Racism Anti-Oppression (ARAO) workshop
- Provide telephone support to the Nominations Committee
- Facilitate meeting(s) of the Nominations Committee
- Implementation Plan development session(s)

Contact: admin@oodp.ca

GOVERNANCE & STRATEGIC LEADERSHIP QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A		INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

Module Resources List:

- A Framework for Board Oversight of Enterprise Risk
- Boards Matter: Board Building Tools for the Busy Social Justice Executive
- Diversity in Governance: A Toolkit for Nonprofit Boards
- Effective Governance: Useful Governance Templates
- LHIN Community Engagement Guidelines and Toolkit
- National Study of Board Governance Practices in the Non-Profit and Voluntary Sector in Canada: Executive Summary
- Ontario Provincial Resource for ASO Human Resources (OPRAH)
- OODP Governance Resources
- OODP Nominating Committee Resource
- The Policy Governance Model
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Board Recruitment, Development and Assessment
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Fiduciary Duty
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Governance Committees
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Human Resources
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Risk
- 20 Questions Directors of Not-For-Profit Organizations Should Ask about Strategy and Planning

2. Human Resources Module

In non-profit organizations, the Board of Directors is the employer. This means the Board is legally responsible to ensure that all employer obligations laid out under applicable provincial and federal employment related legislation (i.e. Ontario Human Rights Code, Ontarians with Disabilities Act, Employment Standards Act, Labour Relations Act, Occupational Health and Safety Act) are met. In general, the Board has legal responsibility for the administration of the program/organization but delegates this role to the most senior staff person, the Executive Director. It should be acknowledged that the staff of an organization is its most important asset. Most non-profit human service organizations depend on the coordinated efforts of staff and volunteers to provide the services to their clients and communities for which they are funded.

The questions in this module have been designed to assist the Board of Directors to meet its employer obligations and to ensure the effective administration of human resources (HR) through ethical HR policies and procedures that cover off all areas of responsibility including recruitment and hiring, the completion of up to date job descriptions, staff benefits, code of conduct, client/employee confidentiality, safe working conditions, staff performance evaluation and others.

When completing the module, click on the circle/check box beside the answer that best matches the status or situation for your organization. The possible answers are Yes (completed), In Progress (underway with a completion date), No (incomplete) or N/A (not applicable). It is also possible that you have found or developed unique or alternative ways to address the item listed. In this case, you would answer 'Yes' to the item listed and when prompted, also indicate 'Yes' to Innovation. Innovation confirms your organization has addressed the issue but in alternative or unique ways that better match the specific needs of your organization.

Once you have answered all the questions in the module, you will receive score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from OODP as well as a list of resources (weblinks) that are relevant to the module and can assist you in strengthening your agency.

Lastly, you will find a "Using the Results" section on the last page of your assessment report. It contains information that will help your agency plan its next steps.

Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review

Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with generating a report.

Please note: for a more comprehensive list of the relevant laws, statutes and regulations that apply to non-profit organizations, please refer to the online Ontario Provincial Resource for ASO Human Resources (OPRAH) toolkit at: http://oan.red/oprah/

Human Resources Materials to Review (should be gathered and/or reviewed before you begin)
- ❑ Organization chart
- ❑ Recent job postings and/or staff recruitment materials
- ❑ Select job descriptions (exclusive of Executive Director)
- ❑ Staff Performance Assessment Materials – Performance Management policies, procedures and tools (exclusive of Executive Director)
- ❑ Template for Staff Work Plans
- ❑ Collective agreement (if unionized environment)
- ❑ HR policies and procedures
- ❑ Confidentiality agreement
- ❑ Staff orientation and development plan

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

HUMAN RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
1. Does the current staff complement (range of positions and responsibilities) support the organization to achieve its mission? • *Human Resources Management Tools: Recruiting the Right People*					
2. Does the organization have a process to ensure job descriptions are accurate (i.e. responsibilities are aligned with current practice) for each staffing position with effective recruitment and hiring practices in place? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*					
3. Does the organization require staff to sign a Client Confidentiality Policy upon hiring that protects client information and outlines how client records are housed and accessed? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*					
4. Does the organization have a staff supervision system or plan in place that supports ongoing and regular supervision tied to an annual performance assessment for each staff position? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*					
5. Are staff work plans and/or program plans in place and reviewed as part of the regular supervision process as outlined above?					

6. Does the organization utilize a salary grid to remunerate staff with a mechanism that provides for salary increases? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*					
7. Does the organization recruit staff that is reflective of the community it serves (including race, age, class, ability, gender, language, culture, ethnicity, religion and PHAs)? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)* • *Human Resources Management Tools: Recruiting the Right People* • *Moving Beyond Diversity to Inclusion*					
8. Does the organization promote an equitable and ethical work environment? • *Canadian Human Rights Commission Human Rights Maturity Model* • *Family Service Toronto: Equity and Inclusion Policy* • *Making Ontario Accessible: Employment* • *Making Ontario Accessible: Understanding Accessibility*					
9. Are there clearly written HR policies in place to acknowledge a work environment of grief and loss, and to ensure organizational practices are culturally competent and sex positive, and prevent discrimination and/or harassment of any kind? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)* • *AIDS Bereavement and Resiliency Program of Ontario* • *Guidelines on Developing Human Rights Policies and Procedures: Anti-harassment and Anti-discrimination Policies*					

10. Do the HR policies satisfy the organization's (i.e. board of directors) employer obligations as outlined in relevant legislation including Ontario Human Rights Code, Employment Standards, Occupational Health and Safety, Labour Relations, Ontarians with Disabilities Act, etc.? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)* • *Making Ontario Accessible: Employment*						
11. Do the HR policies support staff to request leaves related to short-term episodic illness or absence, i.e. stress leave, grief/bereavement leave, paternity leave, education leave, caregiver leave, etc.? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)* • *AIDS Bereavement and Resiliency Program of Ontario*						
12. Does the organization have a staff orientation and development plan and regularly invest in skill development and leadership training for both its staff and volunteers? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*						
TOTAL FOR EACH CATEGORY:						

Any comments you would like to note down for your agency's work in the area of Human Resources?

OODP Support Available:
- Anti-Racism Anti-Oppression (ARAO) Workshop
- Staff workplan development session(s)

Contact: admin@oodp.ca

Module Resources List:
- AIDS Bereavement and Resiliency Program of Ontario
- Canadian Human Rights Commission Human Rights Maturity Model
- Family Service Toronto: Equity and Inclusion Policy
- Guidelines on Developing Human Rights Policies and Procedures: Anti-harassment and Anti-discrimination Policies
- HR Council for the Nonprofit Sector (HR Council)
- Human Resources Management Tools: Recruiting the Right People
- Making Ontario Accessible: Employment
- Making Ontario Accessible: Understanding Accessibility
- Moving Beyond Diversity to Inclusion
- Ontario Provincial Resource for ASO Human Resources (OPRAH)
- When Grief Comes to Work: A Handbook for Managers and Supervisors
- 2013 Canadian Nonprofit Sector Salary and Benefits Study (for purchase $97)

3.   Operations Resources Module

In general, the organization's resources should be aligned and administered in such a way that helps to achieve the organization's mission and strategic priorities. This includes the organization's HR resources, as well as the management and administration of its financial resources, design and location of its physical plant (workspace) and use of information technology (IT) resources (IT hardware and software).

The questions in this module have been designed to prompt your thinking about what types of administrative policies and practices are required to ensure the effective management and administration of your organization. The questions explore the organization's readiness to comply with its legal, regulatory and funder requirements (i.e. AIDS Bureau Financial Guidelines) and demonstrate that the organization has sound financial management practices in place. The questions also address workspace safety and the confidentiality of electronic client and agency information.

When completing the module, click on the circle/check box beside the answer that best matches the status or situation for your organization. The possible answers are Yes (completed), In Progress (underway with a completion date), No (incomplete) or N/A (not applicable). It is also possible that you have found or developed unique or alternative ways to address the item listed. In this case, you would answer 'Yes' to the item listed and when prompted, also indicate 'Yes' to Innovation. Innovation confirms your organization has addressed the issue but in alternative or unique ways that better match the specific needs of your organization.

Once you have answered all the questions in the module, you will receive score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from OODP as well as a list of resources (weblinks) that are relevant to the module and can assist you in strengthening your agency.

Lastly, you will find a "Using the Results" section on the last page of your assessment report. It contains information that will help your agency plan its next steps.

Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with generating a report.

Operations Resources Materials to Review (should be gather and/or reviewed before you begin)

- ❑ Operating budget(s) *for prior two years*
- ❑ Completed year-end settlement forms *for prior two years*
- ❑ Audited Financial Statements *for prior two years*
- ❑ List of Administrative Policies and Procedures, including the protection and storage of electronic client information
- ❑ Sample of financial report provided to the Board
- ❑ Proof of filings (T3010)
- ❑ Proof of remittance to Revenue Canada
- ❑ Financial Controls Policy
- ❑ Physical Plant Lease
- ❑ Safety Audit and/or other assessments
- ❑ IT inventory list
- ❑ IT policy on replacement and/or renewal

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
Financial Management:					
1. a) In what ways are the organization's financial management practices in line with legal, regulatory and funder requirements (e.g. annual audit, AIDS Bureau Financial Guidelines)? (Check all that apply): ❑ In what ways Board or Board Committee review of Funder reports and deadlines ❑ Board or Board Committee review of Auditor recommendations ❑ Staff or external support have up to date financial designation (i.e. CGA, CMA, CA) including required annual training commitments ❑ Staff or external support are directly connected to payroll standards and requirements (i.e. utilize payroll service, certified payroll accreditation) ❑ Agency participation in all OPRAH trainings/updates on new legislation • *AIDS Bureau Financial Guidelines* • *Guide to Accounting Standards for Not-for-Profit Organizations in Canada*					
b) Is the financial management of the organization based on the Accounting Standards for Not-for-Profit Organizations (ASNPO)? • *Guide to Accounting Standards for Not-for-Profit Organizations in Canada*					

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
2. a) Does the organization have sufficient financial resources to support its operating plan including paying employee wages and all other operating costs?					
b) Are all payroll and related remittances up to date?					

3. Are there written <u>financial controls</u> in place to safeguard the organization?
     i. Which (check all that apply):
       ❑ Signing Authority
       ❑ Bank Accounts
       ❑ Cash Transactions, Petty Cash and Deposits
       ❑ Cheque Control
       ❑ Schedule of Financial Reporting to Management Team and Board
       ❑ Annual Budgets and Spending Limits
       ❑ Retention of Records
       ❑ Donations and Receipting
       ❑ Independent Financial Review or Audit
       ❑ Use of Organization Credit and Debit Cards, if applicable
    • *OPRAH: ASO Sample Policies & Procedures Manual*					

4. a) Does the organization have an annual budgeting process in place?					
b) Does the process involve staff input to identify resources required to support program goals?					

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
c) Does the process consider/identify any additional resources that may be required to implement strategic directions?					
d) Is the process formally documented?					
5. Are expenditures monitored by a finance committee of the board, with at least one member with financial management experience and/or expertise? • *A Guide to Financial Statements of Not-for-Profit Organizations: Questions for Directors to Ask*					
6. If the organization is registered as a charity with the Canada Revenue Agency (CRA), are its reporting requirements up to date?					
7. Does the organization maintain an up to date inventory of its physical assets (e.g. computers, desks, chairs)? • *Asset Based Resource Development* • *A Guide to Financial Statements of Not-for-Profit Organizations: Questions for Directors to Ask* • *Charities and Giving Glossary, Canada Revenue Agency* • *Accounting for Fixed Assets*					
Physical Plant/Facilities:					
8. Does the design and location of your workspace reflect the organization's program/service and priority needs?					

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/program.*

9. Is the physical plant and workspace fully accessible?
    i. Sample outdoor space items (check all that apply):
      ❑ Near accessible transit (subway, bus)
      ❑ External ramps
      ❑ Well-lit exterior signage
      ❑ Nearby accessible parking spaces
      ❑ Sidewalks and paths of travel are barrier-free
    ii. Sample indoor space items (check all that apply):
      ❑ Wide entrances, hallways and doorways
      ❑ TTY machines and Bell Relay Capability
      ❑ ASL Interpretation provided as required
      ❑ Braille lettering at elevator doors, office doors, washrooms, etc.
      ❑ Accessible washrooms
      ❑ Elevators
      ❑ Meeting rooms, offices, lounge and eating spaces are large enough to navigate with wheelchairs, mobility and assistive devices
      ❑ Emergency exits are clearly marked and equipped with flashing lights
      ❑ Floors are smooth or with low-pile carpeting
    • *Ontario Accessibility Laws and Standards for Organizations*
    • *Accessibility Resource Centre*					

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
10. Is the workspace safe? Are there adequate security measures and protocols in place to ensure a physically safe environment for staff, clients and volunteers as needed (e.g. violence in the workplace)? • *Ontario Provincial Resource for ASO Human Resources (OPRAH)*					
11. Does the organization have a signed copy of the property lease agreement for its records?					
IT Resources:					
12. Does the organization have sufficient information technology resources (hardware, software and IT expertise/support) to meet its program/service and administrative needs? • *Tech Self-Assessment for Nonprofits & Charities* • *20 Questions Directors Should Ask about IT*					
13. Does the organization have IT policies and procedures in place to safeguard and support client and agency confidentiality, and privacy, including the use of social media? • *Tech Self-Assessment for Nonprofits & Charities* • *20 Questions Directors Should Ask about IT* • *14 Questions To Ask When Developing Your Nonprofit's Social Media Policy* • *An Ounce of Prevention is Worth a Pound of Cure: Key Elements for Social Media Policies*					

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
14. Does the organization have IT policies and procedures in place to ensure the proper back-up and storage of all the organization's electronic data and files (financial data, client data, HR data, shared folders, individual staff folders, etc.)? • *Tech Self-Assessment for Nonprofits & Charities* • *20 Questions Directors Should Ask about IT*					
15. Does the organization have an up to date inventory of all IT equipment (hardware and software) with a plan for renewal and replacement? • *Tech Self-Assessment for Nonprofits & Charities* • *20 Questions Directors Should Ask about IT*					
TOTAL FOR EACH CATEGORY:					

Any comments you would like to note down for your agency's work in the area of Operations Resources?

OPERATIONS RESOURCES QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
Module Resources List:					

Module Resources List:

- A Guide to Financial Statements of Not-for-Profit Organizations: Questions for Directors to Ask
- Ontario Accessibility Laws and Standards for Organizations
- Accessibility Resource Centre
- AIDS Bureau Financial Guidelines
- An Ounce of Prevention is Worth a Pound of Cure: Key Elements for Social Media Policies
- OPRAH: ASO Sample Policies & Procedures Manual
- Guide to Accounting Standards for Not-for-Profit Organizations in Canada
- Guide to Disability Rights in Canada
- Ontario Provincial Resource for ASO Human Resources (OPRAH)
- Tech Self-Assessment for Nonprofits & Charities
- 14 Questions To Ask When Developing Your Nonprofit's Social Media Policy
- 20 Questions Directors Should Ask about IT

4.   Program/Service Management Module

This module helps you to assess to what extent your organization manages its programs and services through program planning and evaluation. A program management cycle can be developed that evaluates the impact of the organization's programs based on pre-determined measures and reviews how best to allocate its resources to achieve the organization's mission and strategic priorities. This type of program management approach can foster a workplace culture that creates opportunities for ongoing learning, and supports self-reflection and improvement at both the organization and staff levels. In addition, it creates an institutional memory of program and service related planning and evaluation cycles.

The questions in this module have been designed to prompt your thinking about the types of processes and tools required to develop a program management cycle for your organization. They also ask about what methods the organization has in place for gathering client feedback to inform program planning and about outreach initiatives to the broader community. In addition, the questions help you assess to what extent your organization has created a workplace culture and environment that has adopted principles of equity, diversity, access and inclusion.

When completing the module, click on the circle/check box beside the answer that best matches the status or situation for your organization. The possible answers are Yes (completed), In Progress (underway with a completion date), No (incomplete) or N/A (not applicable). It is also possible that you have found or developed unique or alternative ways to address the item listed. In this case, you would answer 'Yes' to the item listed and when prompted, also indicate 'Yes' to Innovation. Innovation confirms your organization has addressed the issue but in alternative or unique ways that better match the specific needs of your organization.

Once you have answered all the questions in the module, you will receive score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from OODP as well as a list of resources (weblinks) that are relevant to the module and can assist you in strengthening your agency.

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Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with

generating a report.

Program/Service Management Materials to Review (should be gathered and/or reviewed before you begin)
- ❑ Program planning & evaluation tools
- ❑ Results of evaluations completed by organization for prior two years
- ❑ Organizational policies and/or statements that support the principles of equity, diversity, access and inclusion
- ❑ Service or Partnership Agreement(s) with external organizations or groups
- ❑ Examples and materials of community planning initiatives

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
1. a) Does your organization have a mechanism that supports annual program planning and evaluation? • *Project Evaluation Guide for Nonprofit Organizations* • *Better Evaluation Rainbow Framework*					
b) Do the evaluation processes include measurement of outcomes and/or impact?					
c) Does the program planning mechanism include operational planning to align program/service goals with resources to achieve the organization's mission and strategic priorities?					

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

2. Does the organization gather information to track program activities, monitor progress and hold the organization accountable to achieve program/service goals and objectives?
    i.   In what ways does the organization gather the information (check all that apply):
      ❑ OCASE (all client data, some client data)
      ❑ OCHART
      ❑ Other funder required client database: _____
      ❑ Excel or Word spreadsheets/tables
    ii. In what ways does the organization utilize the information (check all that apply):
      ❑ Monthly Board reports
      ❑ Annual analysis reviewed by staff, management, Board, Board Committee, community, clients, volunteers
      ❑ Annual analysis shared with staff, management, Board, Board Committee, community, clients, volunteers
      ❑ Quarterly analysis (informal)
      ❑ Quarterly analysis (formal and documented)
      ❑ Agency or regional specific OCHART data requested from the OHTN for review
      ❑ Other:_____
    • *Building a Performance Measurement System: Using Data to Accelerate Social Impact*
    • *Ontario Community HIV/AIDS Reporting Tool (OCHART) Online*					

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change* *your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
3. Are there mechanisms in place to ensure ongoing and meaningful regular PHA and/or other stakeholder input into program development? • *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs* • *GIPA Report Card User Guide* • *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
4. Does the organization have policies, statements and/or has it offered workshops to train staff and volunteers regarding any of the following: anti-racism/anti-oppression, accommodation & disability, gender & sexual identity, anti-harassment/anti-violence, equity and access? i. Which (check all that apply): ❑ Anti-racism/anti-oppression — ❑ Policies ❑ Statements ❑ Trainings ❑ Accommodation & disability — ❑ Policies ❑ Statements ❑ Trainings ❑ Gender & sexual identity — ❑ Policies ❑ Statements ❑ Trainings ❑ Anti-harassment/ anti-violence — ❑ Policies ❑ Statements ❑ Trainings ❑ Equity — ❑ Policies ❑ Statements ❑ Trainings ❑ Access — ❑ Policies ❑ Statements ❑ Trainings • *Canadian Human Rights Commission Human Rights Maturity*					

OODP

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
Model Fact Sheets					
5. Does your organization develop practices to implement principles from the policies above such as intake forms that incorporate an inclusive gender & sexual identity continuum (e.g. male, female, transmale, transfemale, etc.)? • *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs* • *GIPA Report Card User Guide* • *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					
6. Does your organization provide services in languages other than English?					
7. Does the organization conduct client satisfaction surveys at least annually or use other methods for gathering client feedback such as focus groups? • *WoodGreen Community Services Client Satisfaction Survey 2012* • *AIDS Committee of Toronto Volunteer Satisfaction and Experience Survey Report, December 2009*					
8. Does your organization have protocols in place (or client record keeping forms) that detail what client-based information is collected and outlines how client records should be stored and accessed? • *Code of Ethics and Standards of Practice Handbook (Page 19: Principle IV: The Social Work and Social Service Work Record)*					

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change* *your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
9. Does your organization monitor media reports that discuss your organization and/or community HIV/AIDS related issues?					
10. Does your organization have a website and is it kept up to date? Does it provide clear and accessible information about your organization's programs/services, events and activities? • *The Top 10 Elements Of An Effective Nonprofit Website* • *Seven Questions for Nonprofit Leaders Who are Serious About Digital*					

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A		INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

11. Does your organization develop formal and documented partnerships and/or work collaboratively to establish and strengthen programs and services?
   i. What types of partnerships does the organization have (check all that apply):
     ❑ Informal partnerships
     ❑ Formal partnerships, undocumented
     ❑ Formal partnerships, documented (i.e. Memorandum of Understanding)
   ii. In what ways does the organization work collaboratively to establish and strengthen programs and services (check all that apply):
     ❑ Satellite programming onsite of other agency staff/services
     ❑ Satellite programming offsite of agency staff
     ❑ Program partnerships for teaching clinic programs (i.e. massage school clinics)
     ❑ Educational partnerships for student placements
     ❑ Trustee partnerships
     ❑ Shared back office services (i.e. payroll, purchasing, IT)
  • *OODP Partnership Agreements Resource*						

TOTAL FOR EACH CATEGORY:						

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

Any comments you would like to note down for your agency's work in the area of Program/Service Management?

OODP Support Available:
- Partnership Agreement development session(s)

Contact: admin@oodp.ca

PROGRAM/SERVICE MANAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

Module Resources List:

- AIDS Committee of Toronto Volunteer Satisfaction and Experience Survey Report, December 2009
- Better Evaluation Rainbow Framework
- Building a Performance Measurement System: Using Data to Accelerate Social Impact
- Canadian Human Rights Commission Human Rights Maturity Model Fact Sheets
- Code of Ethics and Standards of Practice Handbook (Page 19: Principle IV: The Social Work and Social Service Work Record)
- GIPA Report Card User Guide
- Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)
- Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs
- Ontario Community HIV/AIDS Reporting Tool (OCHART) Online
- OODP Partnership Agreements Resource
- Project Evaluation Guide for Nonprofit Organizations
- Seven Questions for Nonprofit Leaders Who are Serious About Digital
- The Top 10 Elements Of An Effective Nonprofit Website
- WoodGreen Community Services Client Satisfaction Survey 2012

5.   PHA Engagement Module

The AIDS Bureau provides funding to community-based organizations to ensure the delivery of HIV/AIDS prevention, education, support and harm reduction services. The delivery of optimal care and services to people living with HIV/AIDS (PHAs) necessitates the involvement and inclusion of the communities being served by the organization. The purpose of this last module is to explore whether your organization has undertaken the necessary preparations to support the meaningful engagement of the PHAs you serve.

The questions in this module have been designed to help you assess to what extent your organization has created a workplace culture and environment that has established and implemented policies that support the meaningful engagement of people living with HIV/AIDS (GIPA/MIPA[2]). In particular, this module can help to assess if your organization has the right practices and mechanisms in place that both value and incorporate input from PHAs in ways that help shape and improve the organization's programs and services.

When completing this module, you may want to involve your PHA Advisory Committee (if you have one) or a small committee of staff together with community members and volunteers who are living with HIV to provide feedback on ways in which you can strengthen your organization's PHA engagement activities.

As you respond to the questions, click on the circle/check box beside the answer that best matches the status or situation for your organization. The possible answers are Yes (completed), In Progress (underway with a completion date), No (incomplete) or N/A (not applicable). It is also possible that you have found or developed unique or alternative ways to address the item listed. In this case, you would answer 'Yes' to the item listed and when prompted, also indicate 'Yes' to Innovation. Innovation confirms your organization has addressed the issue but in alternative or unique ways that better match the specific needs of your organization.

Once you have answered all the questions in the module, you will receive score that tells you how many 'yes' you answered to identify the existence in your agency of the policies and procedures that you were asked about. You will also be provided with a list of supports available from OODP as well as a list of resources (weblinks) that are relevant to the module and can assist you in strengthening your agency.
Lastly, you will find a "Using the Results" section on the last page of your assessment report. It contains information that will help your agency plan its next steps.

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[2] GIPA (Greater Involvement of People with HIV/AIDS) and MIPA (Meaningful Involvement of People with HIV/AIDS) are core principles for AIDS Service Organizations.

Before you click 'Submit', download a PDF version of your assessment responses by clicking on 'Review Responses - PDF version'. The assessment report (PDF version) that is generated will provide you with your assessment responses for each module. It is important that you click on 'Review Responses' if you want to receive your assessment report. Otherwise, you will need to contact the OODP Program Administrator for help with generating a report.

Please Note: for a more comprehensive understanding of what is required to achieve the meaningful engagement of people living with HIV/AIDS, please refer to "Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs", dated October 2011 at http://oan.red/wp-content/uploads/2013/06/living_serving3_oct2011.pdf

PHA Engagement Materials to Review (should be gathered and/or reviewed before you begin)
- ❑ Policy that supports GIPA/MIPA Principles and Guidelines as outlined in the Ontario AIDS Network GIPA Engagement Guide (2011)
- ❑ Educational and promotional materials produced for the community

Note: If you do not have all the materials above, it should not stop you from completing the assessment but may help to indicate where improvements are required.

PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

1. Has your organization adopted a GIPA/MIPA Policy and successfully integrated GIPA/MIPA Principles and Guidelines within your workplace?
  i. In what ways (check all that apply):
    ❑ Board endorsement of Ontario Accord or other official GIPA/MIPA statement
    ❑ Board position paper developed
    ❑ Documented plan/procedures
    ❑ Agency committee developed with broad stakeholder participation
    ❑ Other: _____
  • *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs*
  • *GIPA Report Card User Guide*
  • *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					

PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

2. Does your organization support the meaningful participation and involvement of people living with HIV/AIDS in terms of the composition of its staff, board and volunteers?
    i. At which level (check all that apply) and what percentage that you are aware of:
      ❑ Staff (_____%)
      ❑ Board (_____%)
      ❑ Volunteers (_____%)
• *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs*
• *GIPA Report Card User Guide*
• *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					

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PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

3. Are there mechanisms in place that support the meaningful engagement, investment and participation of people with HIV/AIDS (volunteers and/or staff) to help shape and improve your organization's programs and services?
 	
    i.   What are the mechanisms (check all that apply):
       ❑ PHA participation on hiring committees
       ❑ Formal preparation and debrief for PHAs involved in hiring committees
       ❑ Policies or documented procedures in place
       ❑ Annual client survey
       ❑ Capacity building opportunities for PHA volunteers
       ❑ Other: _____
• *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs*
• *GIPA Report Card User Guide*
• *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					

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PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*

4. Does the board and management of your organization seek regular updates about the emerging issues and needs of people living with HIV/AIDS in the community from your staff?
    i.   In what ways (check all that apply):
        ❑ Formally structured agenda opportunities at staff meetings
        ❑ Informal opportunities at staff meetings
        ❑ Annual staff planning sessions
        ❑ Staff presentations to the Board
        ❑ Other: _____
   • *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs*
   • *GIPA Report Card User Guide*
   • *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)*					

PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A		INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
5. Does your organization have a targeted PHA Volunteer Management Strategy? • *Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs* • *GIPA Report Card User Guide* • *Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)* • *One Foot Forward: A GIPA Training Toolkit*						
6. Does your organization engage with community groups and local organizations that address similar issues and/or populations such as social justice groups, LGBTTIQQ2 organizations, harm reduction committees, etc.?						
7. Does your organization participate in or sponsor knowledge translation and exchange (KTE) events about HIV/AIDS and related issues for your community? • *Community-based Knowledge Transfer and Exchange: Helping Community-based Organizations Link Research to Action* • *Ontario Community HIV/AIDS Reporting Tool (OCHART) Online*						
8. Does your organization have a complaints policy in place that applies to external stakeholders and is accessible on its website? • *Family Service Toronto Service User and Community Member Complaints Policy*						

PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A		INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
9. Are the complaints responded to promptly and kept track of and reported to the board annually based on the number and type of complaints received?						
TOTAL FOR EACH CATEGORY:						

Any comments you would like to note down for your agency's work in the area of PHA Engagement?

OODP Support Available:
- Anti-Racism Anti-Oppression (ARAO) workshop
- Greater Involvement of People Living with HIV/AIDS (GIPA) workshop
- Facilitation and support for group processes

Contact: admin@oodp.ca

PHA ENGAGEMENT QUESTIONNAIRE *Once you have made your selection, please do not change your response as this will produce an error in your score.*	YES	IN PROGRESS	NO	N/A	INNOVATION *You addressed the issue in a way that better matches the specific needs of your organization/ program.*
Module Resources List: • [Community-based Knowledge Transfer and Exchange: Helping Community-based Organizations Link Research to Action](#) • [Family Service Toronto Service User and Community Member Complaints Policy](#) • [GIPA Report Card User Guide](#) • [Good Practice Guide: Greater Involvement of People Living with HIV (GIPA)](#) • [Living and Serving 3: GIPA engagement guide and framework for Ontario ASOs](#) • [One Foot Forward: A GIPA Training Toolkit](#) • [Ontario Community HIV/AIDS Reporting Tool (OCHART) Online](#) • [Turning to One Another Workbook](#)					

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Using the Results

The result for each module is intended to provide you with an overall measure of how well your organization is doing. It helps you to assess whether the organization has the right mechanisms and/or policies and practices in place to demonstrate accountability and identifies priority areas where further action is needed to improve the overall functioning of your organization and/or program. In general, a 'yes' response indicates areas of strength whereas a 'no' or 'in progress' response indicates a potential area of weakness or where further development work is needed. Depending on the size of the organization, the total for each category simply provides a tally to help determine the amount of work required to complete the appropriate items identified in that module for your organization. The amount of work is determined by the number of no's or priority items the organization chooses to address.

Upon the completion of the assessment tool (or each module depending on your approach), it is recommended that you share a summary of the results with your Board of Directors and/or other community stakeholders to support their ongoing engagement in the process. Providing a summary of the results could help to develop a shared understanding of how well the organization is doing and could serve as a baseline for measuring future progress towards achieving the completion of all items for each module. To assist you with planning the follow-up work on the incomplete areas (where response was 'no' or 'in progress'), the following Action Plan template has been developed for your convenience.

Taking Action

The key to ensuring your organization completes all of the outstanding items is to develop and carry out an Action Plan for each one as shown below. The first step is to review the results from each module and determine which areas require action (e.g. those with a 'no' or 'in progress' response) and list them in priority sequence. You may want to involve your Board and/or staff in completing this step to ensure that all voices have been heard and all factors considered before the list of priorities is developed.

Once this is done, you will then need to define what goal you are trying to achieve for each priority item listed. It is important to ensure that the goals you have identified are feasible and describe the 'end state' you want to attain, and that they can be completed based on current resources and within timelines available. You will also need to think about who should lead and what activities are required to achieve each goal, as well as timelines and any additional resources that might be required.

As you complete the Action Plan items, take time to celebrate your success! Each step will help to strengthen your organization's foundation and build on the successes that have already been achieved.

Here is an example that has been developed to provide you with a clear description of what is involved in setting goals and taking action below:

Module 5, Item #5: Does your organization have a targeted PHA Volunteer Recruitment Strategy?			
Goal Statement: Our organization is guided by a comprehensive PHA Volunteer Recruitment and Implementation Strategy			
Activities	**Timeline**	**Lead Person**	**Resources Required**
1. Create working group of staff, board, management and current PHA volunteer representatives. Hold first meeting and establish regular meeting schedule if needed.	By November 30th, 2013	Brenda	n/a
2. Hold regular meetings as needed to: o Consider who else should be involved, e.g. is outside advice or consultation required? o Gather research on similar volunteer recruitment strategies developed by other ASOs or HIV funded programs, provincially, nationally, internationally. o Summarize above and discuss what elements or provisions should be included in this strategy document. o Collect input, prepare draft strategy and circulate for comment and input o Incorporate feedback and finalize strategy document for approval by Board	By March 31st, 2014	Brenda	Staff and volunteer time, small budget for meeting refreshments (coffee, tea, juice, cookies, etc.)
3. Following Strategy approval, ED and/or management to assess what's involved in implementation (e.g. time and resources)	By April 30th, 2014	ED and/or management	n/a
4. ED and/or management to assign responsibility to staff lead(s) to set up and implement PHA Volunteer Recruitment and Implementation Strategy	By May 30th, 2014	Responsible staff person(s) assigned	n/a
5. Hold agency-wide orientation for all staff to be aware of new Strategy	By August 30th, 2014	n/a	n/a