Connecticut Commission on Culture & Tourism

PEER ADVISOR NETWORK
ORGANIZATIONAL ASSESSMENT QUESTIONNAIRE – FY2010 – FY2011

This questionnaire is designed to help you assess the collective perspectives and practices of your organization's key staff and volunteers. Completing and interpreting the results will help to affirm strengths and identify specific areas which may need attention. It should take about twenty minutes to respond to the questions and to interpret the scores.

NOTE: As this form is specifically designed for organizations, it will have only limited value for not yet formally structured groups and/or those which are newly formed.

DIRECTIONS: Be sure to respond to all statements. For each statement below (1–42), answer to what extent you agree that the statement is true for your organization. Be open and honest. Circle only one number to indicate your thinking. After you have responded to all of the statements, transfer the entries to the scoring sheet on page 3 of this form to arrive at a total and average score for each category. Finally, average the scores of all those who have completed a self-assessment for your organization/group and use the notes on page three to help interpret your collective scores. You may wish to use the Auto Self-Assess Grid to speed the process of transferring and adding all scores. Follow the instructions on the Auto Grid which can be used to compile scores for up to 15 individuals.

These are the response choices for each statement (1-42):	**Points**
• **I Agree** (this statement is certainly true for my organization)	**1**
• **I Agree Slightly** (this statement is sometimes or partly true)	**2**
• **I Am Uncertain** (I don't know)	**3**
• **I Disagree Slightly** (this statement is usually not true)	**4**
• **I Disagree** (this statement is certainly not true for my organization)	**5**

This assessment, written by Craig Dreeszen, is based upon the organizational development work of Marvin R. Weisbord and an assessment tool developed by University Associates. Revised 3/28/2001

Your Affiliation (check one): ☐ Staff ☐ Board ☐ Volunteer ☐ Patron/Member ☐ Other

1. The goals of this organization are clearly stated.	1	2	3	4	5
2. Detailed operation decisions are not made by the board.	1	2	3	4	5
3. This organization's leaders effectively help fulfill our goals.	1	2	3	4	5
4. Board meetings are mostly concerned with matters of policy, planning, funding and financial management, not day-to day details.	1	2	3	4	5
5. Meetings are used to effectively make decisions and accomplish important tasks.	1	2	3	4	5
6. I feel like my efforts are recognized and appreciated.	1	2	3	4	5
7. I know most of the board members and staff well enough to understand their skills.	1	2	3	4	5
8. This organization prepares an annual budget which is regularly monitored to see if expenses and revenues are on target.	1	2	3	4	5
9. New ideas are fairly considered in this organization.	1	2	3	4	5
10. I am personally in agreement with our stated goals.	1	2	3	4	5
11. Staff, volunteers, or working communities do background work and bring to the board only well considered proposals for decisions.	1	2	3	4	5
12. This organization identifies and nurtures new volunteer leadership.	1	2	3	4	5
13. New board members are oriented to their tasks and given a written description of responsibilities.	1	2	3	4	5
14. I understand my responsibilities.	1	2	3	4	5
15. The people who deserve recognition and thanks, get it.	1	2	3	4	5
16. People in this organization are friendly and supportive of each other.	1	2	3	4	5

17. We have a balanced source of funding from grants, donations, and earned revenue.	1	2	3	4	5
18. This organization is open to changes.	1	2	3	4	5
19. I understand the purpose of this organization.	1	2	3	4	5
20. There are adequate systems to assure that volunteers, staff, board members, and committees communicate with each other.	1	2	3	4	5
21. The board has an ongoing process for determining leadership needs and recruiting new board members.	1	2	3	4	5
22. The board reflects the community's demographics and and racial mix and has a balance of the needed skills, contacts, and access to resources.	1	2	3	4	5
23. It is always clear who is responsible to implement important tasks.	1	2	3	4	5
24. It is generally recognized when someone does a good job.	1	2	3	4	5
25. When conflicts arise, we cope with them.	1	2	3	4	5
26. Staff and board members have timely, accurate financial information.	1	2	3	4	5
27. We tend to spend our money and energy to fulfill our highest priorities.	1	2	3	4	5
28. When decisions are made, it is clear who is responsible to do what by when.	1	2	3	4	5
29. Volunteer leaders are willing to delegate tasks.	1	2	3	4	5
30. Board members get timely information in order to fulfill their job: agendas, minutes, financial reports.	1	2	3	4	5
31. Staff, are regularly evaluated.	1	2	3	4	5
32. Staff have adequate salaries and benefits.	1	2	3	4	5
33. The workload is fairly distributed.	1	2	3	4	5
34. We are not seriously handicapped by periodic shortfalls of cash.	1	2	3	4	5
35. We regularly decline to do projects or programs that are not appropriate to our purpose or goals.	1	2	3	4	5
36. Someone is clearly responsible to monitor volunteer and staff fulfillment of committed tasks.	1	2	3	4	5
37. For every program, it is clear who is in charge .	1	2	3	4	5
38. Enough board members are committed to the organization and devote enough time so that the board is effective.	1	2	3	4	5
39. Staff members have job descriptions and understand their responsibilities.	1	2	3	4	5
40. I clearly benefit from my association with this organization.	1	2	3	4	5
41. Newcomers to the organization are quickly made to feel welcome.	1	2	3	4	5
42. I understand our financial condition.	1	2	3	4	5

** Transfer the collected scores to the scoring sheet below to self-assess your organization.*

SCORING & INTERPRETATION

SCORING SHEET INSTRUCTIONS

Transfer the numbers you circled on the questions to the blanks below, add each column, then divide each sum by five (for "attitude toward change," divide by 2). This will give you comparable scores for each of the categories.

	Purpose	Structure	Leadership	Governance	Management
	1 _____	2 _____	3 _____	4 _____	5 _____
	10 _____	11 _____	12 _____	13 _____	14 _____
	19 _____	20 _____	21 _____	22 _____	23 _____
	27 _____	28 _____	29 _____	30 _____	31 _____
	35 _____	36 _____	37 _____	38 _____	39 _____
Total	_____	_____	_____	_____	_____
Average	_____	_____	_____	_____	_____

	Rewards	Relationships	Resources	Attitude Toward Change
	6 _____	7 _____	8 _____	9 _____
	15 _____	16 _____	17 _____	18 _____
	24 _____	25 _____	26 _____	
	32 _____	33 _____	34 _____	
	40 _____	41 _____	42 _____	
Total	_____	_____	_____	_____
Average	_____	_____	_____	_____

INTERPRETATION OF THE SCORES

An ideal organization, with an average score of one for each area, does not exist. Even if it did, it would not be possible to describe one ideal for all circumstances. For example, organizations with complicated objectives need more structures than a more informal, networking organization.

Questions are grouped in eight areas that assess the internal forces that can advance or retard an organization toward the realization of its purpose: **PURPOSE, STRUCTURE, LEADERSHIP, GOVERNANCE, MANAGEMENT, REWARDS, RELATIONSHIPS and RESOURCES.**

PURPOSE assesses whether the organization's priorities are understood and widely accepted. **STRUCTURE** looks at how people and systems are organized to get things done. **LEADERSHIP, GOVERNANCE, MANAGEMENT** assess organizational characteristics of direction, policy-making and planning, and the fulfillment of objectives. **REWARDS** assesses the motivation of organizational members. **RELATIONSHIPS** considers the interactions and conflicts within the organization. **RESOURCES** considers financial strength and financial management.

The extra category of **ATTITUDE TOWARD CHANGE** considers how likely the organization is to implement any changes as a result of this assessment.

A score of one within each category would describe that ideal organization in an undefined circumstance. The scores give a starting point for some analysis about the health and character of an organization. Generally scores of two or below describe healthy organizational characteristics. Scores above three may indicate problem areas. Scores of five indicate areas that should be closely examined to see if there is a problem and how improvements might be implemented.