

Guest Article and Resource
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Give Yourself a 100

A grade of 100 means you have mastered the subject --- a perfect score when you were in school.

In an association, the daily tasks require doing a lot of things *good* but not having enough time to master every responsibility. Association management is a mix of administration, risk management, technology, public relations, governance, strategic thinking, customer service and more. The organization should be operated as efficiently as any commercial business.

The 2012 Annual Evaluation Form identifies documents, systems and concepts in twelve areas.

Complete the form as a team or individually, assigning points to each system. The goal is 100 points.

Use the form for internal evaluation, systems check-up, chapter management or staff training.

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Note: Bob Harris, CAE, provides free resources and templates at www.nonprofitcenter.com.

Annual Evaluation Form						
Name of Organization		Date	Score			
Category	Document or System	Considerations	Max. Possible Points	Assign Points 1-5	NA (x)	Notes
Governing Documents	Mission Statement	Communicates purpose for existence; may be supplemented with vision and values statements	3	3		
	Articles of Incorporation	Current and accessible; filed with state agency	2	2		
	Bylaws	In good form; promotes governance principles	2	2		
	IRS	Amendments provided to IRS	1	1		
Public Records	Policies	Current and accessible by leaders	2	2		
	Information Return - IRS 990	Available for public request	2	2		
	Letter of Determination	Available for public request	2	2		
	IRS Application	Form 1023 or 1024 available for public	1	1		
Governing Board	Performance Based	Directors select based on competence and organizational needs	2	2		
	Nominations	Effective ID the vetting process	2	2		
	Orientation	Conduct of entity to transmit critical message	2	2		
	Governing Documents	Directors have access to governing documents and support information	1	1		
Committees	Commitment Form	Directors understand commitment to board service, governing documents, upholding mission and members	1	1		
	Minutes	Document actions of the board and protected - not a public record	2	2		
	Term Limits	Term limits, transition of leadership	1	1		
	Confidentiality	Documents and discussions treated in confidence by directors	1	1		
Strategic Direction	Committees	Aligned with goals, effective results	2	2		
	Reporting	Work with liaison or report to board	1	1		
	Purpose	Each committee has a concise purpose statement	1	1		
	Statement	Current year assignments and metrics	1	1		
IRS Policy Considerations	Committee History	Speech of notes or notebook maintained for successive chairs	1	1		
	Written Plan	3 to 5 year strategic plan document	3	3		
	Mission/Vision	Mission, vision and/or values communicate purpose and distinctions	2	2		
	Goals	Clearly stated (goals advance mission statement, 3 to 7 goals)	2	2		
Strategic Direction	Business Plan	Strategic plan broken into shorter time frame with assignments, metrics and deadlines	1	1		
	Program of Work	Realistic approach to achieve goals	2	2		
	Awareness	Leadership, staff and stakeholders, members aware of strategic plan	1	1		
	Reviewed - Updated	Monitored for progress at least annually	1	1		
IRS Policy Considerations	Results	Strategic plan leads to significant results for stakeholders	3	3		
	Conflicts	Policy on conflicts of interest	1	1		
	Audits	Policy on audits and audit committee	1	1		
	Record Retention	Policy on record retention-document destruction	1	1		

Annual Evaluation Form

Name of Organization _____ Date _____ Score _____

Category	Document or System	Considerations	Max. Possible Points	Assign Points 1-3	NA (x)	Notes
Governing Documents	Mission Statement	Communicates purpose for existence; may be supplemented with vision and values statements.	3			
	Articles of Incorporation	Current and accessible; filed with state agency	2			
	Bylaws	In good form; promotes governance principles	2			
	IRS	Amendments provided to IRS	1			
	Policies	Current and accessible by leaders	2			
Public Records	Information Return – IRS 990	Available for public request	2			
	Letter of Determination	Available for public request	2			
	IRS Application	Form 1023 or 1024 available for public	1			
Governing Board	Performance Based	Directors serve based on competence and organizational needs	2			
	Nominations	Effective ID and vetting process	2			
	Orientation	Conducted annually to transmit critical knowledge	2			
	Governing Documents	Directors have access to governing documents and support information	1			
	Commitment Form	Directors understand commitment to board service, governing documents, supporting mission and members	1			
	Minutes	Document actions of the board; minutes safeguarded; not a public record	2			
	Term Limits	Term limits; transition of leadership	1			
	Confidentiality	Documents and discussions treated in confidence by directors	1			
Committees	Committees	Aligned with goals; effective results	2			
	Reporting	Work with liaison or report to board	1			
	Purpose Statement	Each committee has a concise purpose statement	1			
	Assignments	Current year assignments and metrics	1			
	Committee History	System of notes or notebook maintained for successive chairs	1			
Strategic Direction	Written Plan	3 to 5 year strategic plan document	3			
	Mission – Vision	Mission, vision and/or values communicate purpose and distinctions	2			
	Goals	Clearly stated goals advance mission statement. (3 to 7 goals)	2			
	Strategies	Realistic approaches to achieve goals	2			
	Business Plan Program of Work	Strategic plan broken into shorter time frame with assignments, metrics and deadlines	1			
	Awareness	Leadership, staff and stakeholders, members aware of strategic plan	1			
	Reviewed – Updated	Monitored for progress at least annually	1			
	Results	Strategic plan leads to significant results for stakeholders	3			
IRS Policy Considerations	Conflicts	Policy on conflicts of interest	1			
	Audits	Policy on audits and audit committee	1			
	Record Retention	Policy on record retention-document destruction	1			

Category	Document or System	Considerations	Max. Possible Points	Assign Points 1-3	NA (x)	Notes
	Whistleblower	Policy on whistleblower process	1			
	Compensation	Policy on compensation of senior staff	1			
	Circulation of Form 990	Form 990 circulated to board prior to filing with IRS	1			
Budget	Approved	Minutes reflect approval of annual budget	2			
	Financial Reports	Minutes reflect regular reports accepted	2			
	Audit	Outside independent financial expert periodically reviews; reports to board	2			
	Savings	Adequate savings, assets maintained	1			
	Investment	Policy exists on safeguarding savings	1			
Membership	Relevance	Benefits and services highly relevant and valued by membership	2			
	Market Share	Satisfactory percentage representing profession or community	2			
	Portfolio	Package of benefits with significant value to members	2			
	Trend	Positive growth and retention rates	2			
	Disclosures	Proof of required dues notice(s)	1			
	Surveys	Aware of member needs and satisfaction	1			
Risk Mgmt	Conflicts of Interest	Conflicts disclosed	1			
	Antitrust	Measures in place to avoid violations	2			
	Identify Theft	Member confidential information safeguarded	2			
	Insurance	Coverages in place for board, property loss, etc	2			
	Filings	Taxes, government filings, trademarks	1			
Staffing	Lines of Authority	Organizational chart depicts hierarchy and lines of authority, supervision	1			
	Professional Development	Board funds staff education opportunities	2			
	Performance Evaluations	Conducted professionally, confidentially	1			
	Consultants	Consultants funded to serve board and staff	1			
Systems of Sustainability – Documentation, Manuals	Leadership	Key documents provided to leadership	2			
	Policies	Policies transcribed; accessible	2			
	Personnel-HR	Staff policies, guidelines	2			
	Procedures	Documented standard operating procedures by staff	2			
	Emergency	Business continuity plan; crisis preparedness; stored off-site	1			
	Style-Brand Guide	Brand awareness and effective messaging	1			
Technology	Software, Hardware	Adequate investment, training, applications	2			
	Website	Relevant, engaging, draws interests	1			
	Licenses	Protected, available	1			
	Effectiveness	Diverse delivery of programs and services integrating technology	1			
TOTAL EVALUATION			100			

Annual Inspection Record 7-12.docx

Purpose: Nonprofit, exempt organizations should be managed and governed as efficiently as a commercial enterprise or franchise business. **Process:** The intent of the evaluation is to score 100 points. Maximum possible points relates to general importance of the document, system or concept in relation to the whole organization. **Note:** Bob Harris, CAE, facilitates strategic planning, board and staff training. Tips and templates are available at www.nonprofitcenter.com.

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