Organizational Capacity Assessment for Teen Pregnancy Prevention (TPP)

What is the Organizational Capacity Assessment for Teen Pregnancy Prevention (TPP)?

This assessment is intended to guide you through a process of assessing your organization's strengths and challenges related to implementing your Teen Pregnancy Prevention (TPP) program. Some questions relate to general organizational resources; others are specific to your TPP program. It is important to adopt a team approach to the completion of this assessment. Involving multiple individuals with various perspectives and ensuring that team members have adequate time to collect accurate and comprehensive data will help you obtain meaningful results. The assessment covers:

Leadership capacity – These items assess how well your TPP program aligns with your organizational mission and the capacity of your organization's leadership team to support your TPP program.

Operational capacity – These items assess whether your organization has sufficient funding for general operations as well as the necessary resources to implement your TPP program.

Management capacity – These items assess whether your organization effectively and efficiently manages financial resources, staff performance, and strategic relationships with partner organizations.

Adaptive capacity – These items assess how well your organization uses data to achieve sustainable impacts and meet the changing needs of your community.

How can results from this assessment help with program sustainability?

Your team can use the information you gain through this assessment process to *prioritize*, *plan,* and *monitor* your organization's efforts to increase organizational capacity. Enhancing your organizational capacity is key to ensuring high quality programs and program sustainability. Strategies identified to address organizational challenges should be integrated into your work plan and/or sustainability plan. Follow this link for additional Office of Adolescent Health resources related to developing a sustainability plan.

Prioritize

Use these results to identify priorities to focus your plan for increasing organizational capacity. You may prioritize areas with lower scores, or you may choose to focus on areas that are of particular importance based on your current stage of program implementation or other contextual factors. Remember, broader organizational functioning can strongly influence program success; don't just focus your attention on items that are directly related to your TPP program.

Plan

As your team works to develop a plan for increasing organizational capacity, you might consider inviting other individuals who were not involved in completing the assessment to contribute to the planning process. For example, your team might identify individuals with particular knowledge of an area that you intend to target or individuals whose support will be particularly critical for successful implementation of the plan (e.g., members of the leadership team or finance office).

Monitor

Once your team has begun to implement the plan (generally 3-6 months), you can use this assessment tool to document progress. You should set specific intervals for your team to reconvene and take the assessment so that you can work together to make necessary adjustments to the plan.

Leadership Capacity (8 items)

The following items will help you assess how well your proposed activities align with your organizational mission and the capacity of your leadership team to support your activities.	Does not describe us	We're getting there	Describes us well
1 **Our organizational mission is specific with regards to our purpose, target population, scope, and what we expect to accomplish.** Provide examples of how your mission statement is interpreted by staff and how it is used to guide daily operations:	0	1	2
2 **Our TPP program aligns with our organization's mission in terms of target population and long-term outcomes.** Summarize how your TPP program aligns with the mission of your organization:	0	1	2
3 **Our Executive Director (ED) and leadership team are energetic and demonstrate a commitment to the goal of reducing teen pregnancies in our community.** Provide examples (e.g., ED makes presentations around the community about the importance of teen pregnancy prevention, etc.):	0	1	2
4 **Our leadership team seeks input from administrative staff, program staff, program participants, and community members when developing our organizational strategy.** Summarize how input from different stakeholders is encouraged by your leadership team:	0	1	2
5 **Our leadership team engages and nurtures multiple "champions" for TPP outside of our organization that effectively promote our programs and/or mobilize resources to support our TPP programming.** Provide examples of how your leadership team supports champions:	0	1	2
6 **Our board provides strong direction, support, and accountability to programmatic leadership.** Provide examples of how your board interacts with programmatic leadership:	0	1	2

7	Our ED and leadership team review performance reports at least once a month and hold timely discussions to provide feedback in order to ensure that outcomes are achieved as intended. Provide examples (e.g., leadership team participates in reviews of underperforming programs, etc.):	0	1	2
8	Our ED and leadership team inspire commitment to our organizational goals and a desire to perform better among staff at all levels of the organization. Provide examples of how the leadership team inspires staff:	0	1	2

Leadership Capacity Score (Sum Items 1-8): _____/16 = _____%

Operational Capacity (10 items)

	The following items will help you assess whether your organization has adequate financial resources <u>for general operations</u>.	Does not describe us	We're getting there	Describes us well
1	**Overall, our organization has funding that supports a reasonable level of overhead (20-30%). Overhead includes any costs that are not directly related to program/service activities (i.e., administrative costs, fundraising, rent, utilities, insurance, etc.).** Summarize sources of funding to support overhead:	0	1	2
2	**Overall, our organization has <u>adequate capital</u> to sustain our projected growth (this includes infrastructure as well as funds to invest in additional space, materials, and staff as needed).** Provide support for this statement (i.e., strategic planning documents, financial projections, etc.):	0	1	2
3	**Overall, our organization has <u>enough funding</u> to cover operating expenses for the next 3 years (consider ALL funding sources).** Summarize major sources of funding that will be consistent for the next 3 years:	0	1	2
4	**Overall, our organization has <u>sufficient funds set aside (operating reserves)</u> to be able to cover projected expenses for the next 6 months (including our proposed activities for TPP).** Provide support for this statement, such as current reserves and/or sources of funding:	0	1	2
5	**Overall, our organization has an action plan for the event of a reduction in or a loss of funding.** Briefly summarize the plan or reference a document that outlines such a plan:	0	1	2
6	**Overall, our organization has staff who are consistently successful in meeting fundraising targets.** Provide examples of successful fundraising strategies:	0	1	2

Resources for General Operations Score (Sum Items 1-6): _____/12 = _____%

The following items will help you assess whether your organization has adequate <u>resources to implement your TPP program.</u>	Does not describe us	We're getting there	Describes us well
7 **For our TPP program, we have adequate staff (program and administrative) to meet the requirements of conducting our planned activities (e.g., staff are generally able to complete tasks during normal work hours).** Please detail the number of staff that are required based on program requirements and the number of youth you intend to serve:	0	1	2
8 **For our TPP program, we have staff that are well-trained to complete the specific responsibilities assigned to them.** Describe the training that you provide for TPP program staff:	0	1	2
9 **For our TPP program, we have budgeted adequately for the cost of the start-up phase, including necessary materials, staff, training, etc.** Summarize the resources you expect to obtain (including materials and training):	0	1	2
10 **For our TPP program, we have budgeted for the cost of building/upgrading a data management system to support performance monitoring at all sites.** Describe what investments, if any, you expect to make in your data management systems:	0	1	2

Resources for TPP Programming Score (Sum items 7-10): _____/8 = _____%

Operational Capacity Score (Sum items 1-10): _____/20 = _____%

Management Capacity (16 items)

	The following items will help you to assess your organization's capacity to manage human resources.	Does not describe us	We're getting there	Describes us well
1	**Our organization uses job descriptions that clearly describe specific skill sets and behaviors.** Provide some examples of skill sets/behaviors that are relevant for your TPP program:	0	1	2
2	**Performance evaluations are linked to clear job descriptions for staff at all levels of the organization and are used to make decisions about promotions and salary increases in a clear and transparent manner.** Summarize the performance evaluation process:	0	1	2
3	**Professional development activities are skill-based and provided in an ongoing and timely manner (prior to being required to implement skill).** Summarize the process for providing relevant training/coaching:	0	1	2
4	**Our organization considers topics related to cultural competence when planning for professional development activities based on the target population of our TPP program.** Describe recent (or planned) professional development topics that emphasize cultural competence.	0	1	2
5	**Performance assessments are conducted on a regular basis with all staff and are linked with both program fidelity measures and relevant program outcomes.** Provide examples of how performance data is used to make changes:	0	1	2

6	**Program staff receive training in how to use performance data to improve the quality and effectiveness of their own work.** Describe the support/training that program staff receive:	0	1	2
7	**Positions within our organization are fully staffed with less than 10% annual staff turnover.** Describe strategies used to reduce staff turnover:	0	1	2

Management Staff Performance Score (Sum items 1-7): _____/14 = _____%

	The following items will help you to assess your organization's overall capacity to manage financial resources.	Does not describe us	We're getting there	Describes us well
8	**Our organization monitors unit costs of programs and services (such as the average cost of the program per participant) through the documentation of staff time and direct expenses.** Provide examples of how staff time and direct expenses are documented:	0	1	2
9	**Our organization links performance data with financial data and analyzes the data at least monthly.** Summarize how performance and financial data are analyzed, including who conducts such analyses and how regularly it occurs:	0	1	2
10	**Our organization has processes in place to regularly review program expenditures to ensure that activities remain within budget.** Summarize safeguards and procedures to make sure that activities remain within budget:	0	1	2

Managing Financial Performance Score (Sum items 8-10): _____/6 = _____%

The following items will help you assess your organization's capacity to manage partnership relationships.	Does not describe us	We're getting there	Describes us well
11 **Our organization has a number of relationships with community partners that effectively enhance our ability to engage with youth in our target population and/or increase our ability to mobilize resources.** Provide examples of some past and current partnerships:	0	1	2
12 **Our organization develops specific criteria when seeking to identify potential strategic partnerships with other organizations.** Summarize your partnership criteria:	0	1	2
13 **We have examined our need for partnerships to carry out our TPP program and have identified potential partner organizations.** List some potential partners and the need they are expected to fill:	0	1	2
14 **We have established strategies to ensure high quality program delivery among partner organizations, including providing training when relevant.** Summarize your strategies for ensuring that partners are able to deliver high-quality services:	0	1	2
15 **We have established formal and informal strategies to ensure effective communication with partner organizations.** Summarize your strategies for maintaining effective communication with partner organizations, including frequency:	0	1	2
16 **We have established strategies for measuring the effectiveness of partnerships (e.g., monitoring program referrals/recruitment, assessing the quality/fidelity of program activities, etc.).** Summarize your strategies for evaluating effectiveness of partnerships:	0	1	2

Managing Strategic Partnerships Score (Sum items 11-16): _____ /12 = _____ %

Management Capacity Score (Sum items 1-16): _____ /32 = _____ %

Adaptive Capacity (10 items)

The following items will help you to assess your organization's general capacity to collect and use data to improve performance and achieve sustainable impacts.	Does not describe us	We're getting there	Describes us well
1 **Our organization's performance management database provides immediately accessible ("real time") reports for all programs.** Summarize the types of reports that are available to monitor program quality (program attendance, participant short-term outcomes, staff activities, etc.):	0	1	2
2 **Our organization has staff dedicated to the implementation and maintenance of our performance management data system who can provide training and assistance to other staff.** Summarize the amount of staff time dedicated to the performance management data system on a weekly basis (e.g., 1 full-time employee (FTE)):	0	1	2
3 **Our organization has staff who analyze data in an ongoing way for quality improvement.** Summarize the ways in which your organization employs data to improve performance:	0	1	2
4 **Our organization has practices in place to ensure data quality (accuracy, timeliness and completeness).** Describe the frequency with which program staff enter data and other procedures to ensure data quality:	0	1	2
5 **Managers share program data with staff on a regular basis to help them make necessary changes to improve the effectiveness of the program.** Provide examples of how managers have used performance data to support staff in improving the program:	0	1	2
6 **Aggregate program data are easily accessible to supervisors, managers, and the leadership team.** Describe the type of data that is available and how frequently supervisors and administrative staff review that data:	0	1	2

7	We have processes in place to regularly assess community needs and resources to ensure that our programs continue to meet changing community needs. Describe the data sources and frequency of data collection for your community needs and resources assessment:	0	1	2
8	We have processes in place to assess and enhance community readiness for our TPP programs. Describe your strategy for assessing and enhancing community readiness (e.g., awareness of relevant local laws/policies, efforts to understand cultural norms, etc.):	0	1	2
9	Our organization uses performance data to make appropriate changes, such as adding/eliminating programs, changes in personnel, program redesign, etc. Provide examples of changes that the organization has made based on performance data:	0	1	2
10	We have sought out other organizations that are implementing TPP programs so that we can share lessons learned in program implementation and remain up-to-date on TPP-related issues (e.g., communities of practice). Provide examples of ways that these partnerships enhance your TPP program/activities:	0	1	2

Adaptive Capacity Score (Sum items 1-10): _____/20 = _____%