



## RATING INDICATORS FOR ASSESSING THE IMPLEMENTATION OF COA ADMINISTRATION AND MANAGEMENT STANDARDS

Following are descriptions of the indicators COA uses to assess an organization's implementation of the Purpose, Core Concept, and Practice standards for the Administration and Management, and Administrative Service Delivery standards.

1. **Full Implementation, Outstanding Performance.** *Description:* The organization's leadership and management practices fully meet the standard and reflect a high level of capacity. All elements or requirements are evident in practice, with extremely rare or no exceptions. Exceptions do not impact in any observable way on delivery of the core concept and its contribution to overall strong organizational performance.  
**Examples:**
  1. Internal and external clarity about the organization's vision, mission and program aims.
  2. Well-organized, able and involved governing body members.
  3. Strategic and short-term operational plans are tightly linked, and are used to direct and evaluate program operations.
  4. Highly capable, highly motivated, and aligned management and staff.
  5. An organizational culture that embraces established leadership principles, and values high quality services that make a positive difference for service recipients. Programs that make a difference are known and positive results are celebrated.
  6. A well-established and supported, user-friendly system to identify, measure and report on desired levels of organizational performance and service delivery outcomes. There is a track record using data for decision-making and to make improvements.
  7. Highly efficient operations and management support systems.
  8. Solid finances, including reliable, diverse funding streams and tight financial management.
  9. Established human resources structures, planning and practices provide for staff recruitment, development and retention.
  10. Clear, timely communications.
  
2. **Substantial Implementation, Good Performance.** *Description:* The organization's leadership and management infrastructure and practices are basically sound and reflect moderate capacity with room to grow. The organization meets the majority of the standard's requirements, and will have accomplished basic thinking and frameworks, for example, appropriate policies and procedures are in place. Minor inconsistencies and not yet fully developed practices are noted; however, these do not hamper delivery of the core concept related to these practices, or significantly diminish an overall strong organizational performance.  
**Examples:**
  1. Clarity about the organization's vision, mission and program aims, generally.
  2. Adequately organized, able and generally involved board members.
  3. Strategic and short-term operational plans are linked in most instances and, with few exceptions, are used to direct and evaluate program operations.
  4. Capable, energetic management and staff make an effort to stay aligned through partially effective reporting systems and structures.
  5. A culture that advocates for leadership principles and promotes high quality services that make a positive difference for service recipients. Quality services can be identified and results are celebrated.
  6. A system is in place to identify, measure and report on desired levels of organizational performance and service delivery outcomes. Data is used for decision-making and to make improvements in some, if not all, program and operations areas.
  7. Operations and management support systems with few coordination issues and little wasted effort.
  8. Finances are well managed and appropriately overseen.
  9. Human resources structures and practices are in place that provide for staff recruitment, development and retention.
  10. Communications are usually explicit and typically reach organization members in a timely manner.



3. **Partial Implementation, Concerning Performance.** *Description:* Significant aspects of the organization's observed leadership and management infrastructure and practices deviate from written material, and capacity is at a basic level. Omissions or exceptions to recommended practices occur regularly; involvement of required individuals is limited or lacking, and procedures are weak. Recommended practices are not implemented, or are implemented in a cursory or haphazard manner, to an extent that the organization's productivity, effectiveness, relevance and financial viability, relative to achieving mission, are weak. Delivery of the core concept related to these practices is doubtful.

**Examples:**

1. Lack of internal or external clarity about the organization's vision, mission and program aims.
2. A limited number of governing body members attend meetings and are involved in purposeful activity.
3. Strategic and short-term operating plans are not well connected, and do not serve as a basis for goal setting, or to guide and evaluate program operations.
4. A majority of management and staff members express frustration or concern about how the organization conducts business and delivers services.
5. The organizational culture is not broadly reflective of well-established leadership principles.
6. The organization has not put in place a system to identify, measure and report on desired levels of organizational performance and service delivery outcomes. Data are not used for strategic planning, decision making and to make improvements.
7. Some attempts are made to assess program quality, however, program success and areas of needed program development are often uncertain, and program effectiveness and quality are generally unknown.
8. Operations and management support systems need improvement and further development.
9. Financial oversight, funding stream diversity, internal controls and financial management system require strengthening.
10. Human resources planning and practices are under development to address significant staff recruitment, development and retention concerns.
11. Communications frequently are not timely and clear.

4. **Unsatisfactory Implementation and Performance.** *Description:* The organization's observed leadership and management infrastructure and practices show signs of neglect, stagnation or deterioration, and there is a clear need for increased capacity. Significant omissions or exceptions to recommended practices occur routinely, involvement of required individuals is not valued, and procedures are not developed. Recommended practice standards are not implemented, or are implemented in a cursory or haphazard manner, to an extent that the organization's productivity, effectiveness, relevance, financial viability, and integrity are questionable. Delivery of the core concept related to these practices cannot be demonstrated.

**Examples:**

1. Internal and external confusion about the organization's vision, mission and program aims.
2. Unenthusiastic, minimally involved governing body members.
3. Strategic plan is out dated, improperly developed and reviewed, and not used to shape short-term operational plans. Short-term plans are not tied to agency goals and objectives.
4. Management is unable to detect and respond to staffing and program needs, organizational structure and performance concerns. A crisis management culture and low morale prevail.
5. Decision-making stalled by excessive process is pervasive.
6. A system is not in place to identify, measure and report on desired levels of organizational performance and service delivery outcomes. Data are not used for strategic planning, decision making and to make improvements.
7. Inability to evaluate and report program success and areas of needed program development, or, programs are widely considered to be ineffective and substandard in quality.
8. Overly complex, confusing or outdated systems and procedures in need of modification and adaptation using current technology, or well thought out, up to date systems and procedures that are not implemented.
9. Insufficient fiduciary oversight, inadequate internal fiscal controls, and underdeveloped or poorly implemented financial management system.
10. Inability to meet financial obligations and chronic projected budget deficits without due consideration of options and alternatives.
11. Inadequate human resources planning and practices.