Health Check Tool – Criteria for Self-assessment

HEALTH CHECK	At Risk	Vulnerable	Viable	Sustainable/Successful	Thriving
Governance	• Purpose not clearly linked to community needs & requests • Hostile Staff / Board relationship • Board interferes with operational decisions	• Not much community input; no clear response to this • Lack of understanding re staff / Board responsibilities for decision making; rubber stamp approvals	• Community input limited to AGM; reactive review of goals • Emergence of staff and board responsibilities, but decision making inconsistent	• Interaction with community at AGM & through networks; • outside prompts lead to goal review • Responsibility for decision making mostly clear; some grey areas remain; medium level of trust between staff & board	• Visionary; pro-active interaction with community; • Regular self evaluation of goals • Clear decision making processes; high level of trust between staff & board; strong trustee contribution
Roles	• Lack of understanding of different roles within the organisation • Conflict exists over role boundaries;	• Some members of the organisation have a basic understanding of roles • No role clarification has taken place	• Main roles are defined, but no clarity on how to manage boundaries. • Roles are not always matched to skills of person	• Clear roles for staff, trustee roles within the board follow tradition & could be better defined. • Induction and skills match for staff but not for board members	• Clear roles throughout the organisation. • Ongoing review of roles and responsibilities. • Induction for staff, trustees and volunteers, skills matched with roles.
Administration	• No clear administration processes in place	• Limited administration processes in place • Ad hoc use of processes, often as a reaction to requirements from outside	• Basic administration processes in place • Processes not well known and not always adhered to	• Administration processes in place and followed • Processes are restricted to those required by law and/or contract agencies	• Administration processes are aimed to get best quality output • Processes are clearly understood and followed • All processes reviewed regularly

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Financial Management	• No clear financial procedures in place • Ad hoc spending, not always related to purpose of funds • No audited accounts	• Ad hoc finance planning; incomplete finance systems in place • Most activities financially stressed; • Totally grant dependent • Audit challenges current practises & requests significant changes	• Limited finance planning; basic finance systems; • information limited • Some activities financially stressed; mostly grant dependent • Qualified audit report; some changes required	• Finance planning to budgets; extensive finance systems, information mostly accessible • Less grant dependent, most activities well resourced • Audit requests minor changes	• Long & short term finance planning to budgets/cashflows; excellent systems & clear information • Aims for financial self sufficiency, all activities well resourced • Unqualified auditors report; no changes required
Meeting Legal Obligations	• Lack of knowledge of requirements • Non compliance evident in some areas • Accountability lacking	• Limited knowledge of requirements • Compliance checks show gaps • Accountability inconsistent	• Awareness of most requirements, lack of in depth knowledge • Mostly compliant, smaller gaps • Accountable in most areas	• Basic information available on all areas of compliance • Compliant to minimum requirements • Accountability evident on request	• Pro-active integration of legal and contract requirements • Exceeds expectations • Demonstrates accountability
Evaluation	• Hostile towards feedback • Re-active action taken • Evaluation seen as a threat or not relevant	• Value of evaluation not clearly understood • Limited action in response to feedback	• Evaluation mostly informal and not documented • Some quality improvement due to feedback	• Formal evaluation as required by outside agencies • Feedback implemented as required by outside agencies	• Quality service through pro-active evaluation systems • All feedback influences decision making & leads to improved quality
Planning	• Low level of planning, lack of planning skills	• Reactive planning; response to finance pressure and/or negative feedback	• Mostly short term planning; decisions not always goal related; some activities outside chosen goals	• Short term & some long term planning in place; some progress towards goals measurable	• Regular short & long term planning that matches vision and goals; Clear progress towards goals evident

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Leadership	• Struggle for leadership or absence of leadership • Leadership is fully directive, no consultation, low levels of information	• Leadership fluctuates, lack of leadership skills • Leadership partially informative, low levels of consultation	• Leadership carried by one strong person • Leadership fully informative, building awareness of how & why; leader decides on levels & time of consultation	• Leadership is shared by a few strong people • Leadership is consultative, many opportunities for input provided; input influences some decision making	• Leadership is shared throughout the organisation • Leadership highly participative, pro-actively seeking input and adjusting decision making in response; effective role modelling
Communication	• Low level of communication & skills and high level of distrust internally and externally • IT access limited	• Medium level of communication and skills; fear of conflict; low cultural awareness • IT use limited	• Medium level of trust, formal communication processes in place; limited skills re: conflict/ cultural needs • Medium use of IT	• Formal & informal communication; apprehensive re conflict but ok, increased cultural awareness • Many people use IT	• Pro-active & effective in regards to communication, cultural needs & conflict • IT highly effective
Partnership	• Organisation intensely competitive, totally disinterested in partnerships	• Lack of interest & commitment to partnerships; rarely engages in cooperative action	• Organisation willing to consider partnerships, but easily discouraged	• Organisation responds positively to partnerships, but rarely initiates	• Organisation models a win: win approach and is proactively seeking partnerships & alliances
Workers & Volunteers	• Staff and volunteers not valued • No support systems and training in place • No consultation of workers re decision making and little information about decisions made	• Treatment of staff & volunteers is inconsistent • Limited Training available on request; no clear support systems • Consultation is often informative, i.e. after decisions have been made	• Staff & volunteers valued, but high expectations for low return; staff and volunteer roles blurred • Some training, often decided without staff input; basic support available • Informal consultation on upcoming decisions	• Staff & volunteers valued, achievable expectations and fair return; roles clearly defined • Regular training with input by workers on needs; • Support systems formalised • Opportunities for input in decision making	• Staff & volunteers highly valued, rewarding working conditions; clear roles • Training supports long term career goals of workers; comprehensive review and support systems in place • Workers invited to full participation in organisational development & decision making