

Organizational Assessment Tool (OAT): Internal Guidelines for OODP Consultants

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Organizational Assessment Tool (OAT) Guidelines for OODP Consultants

Introduction

The Organizational Assessment Tool (OAT) assists HIV-funded organizations and programs (hereafter called AIDS Service Organizations, or ASOs) to improve the quality of their programs and services, as well as achieve their mission and organizational goals. The OAT is an evolution of OODP's Organizational Self-Assessment Tool (OSAT). It has been revised to reflect the realities of the operational environment for ASOs today, as well as to align with current best practices in organizational development and performance.

The OAT is a tool that helps ASOs to be more systematic about identifying organizational/program strengths as well as areas for improvement. Using the OAT can **support ASOs to meet accountability requirements and identify priority areas where investments (including human and financial resources) can be made to improve performance**. The OAT is not a tool to resolve operational, financial or human resources (HR) issues.

The OAT is tailored specifically to support **ASOs in Ontario**. It has been developed with the organizational review guidelines developed for **HIV & Hepatitis C Programs (HHP) - Ontario Ministry of Health funded organizations and programs** in mind. The OAT aligns with the values of both the sector and the OODP. It uses an anti-racism lens and supports decolonized ways of working. The Greater Involvement of People Living with HIV/AIDS and the Meaningful Engagement of People Living with HIV/AIDS (GIPA/MEPA) is also centered. These approaches are a must for any organizational assessment tool to be impactful in helping ASOs to meet the needs of Ontario's diverse communities, including those disproportionately impacted by HIV/AIDS.

How the OAT is Structured

The OAT has been organized into seven (7) modules. These seven (7) modules reflect the operations and values of non-profits in general and the HIV sector specifically. Each module has indicators of performance to support organizational excellence. They are:

1. Governance
2. Senior Leadership
3. Human Resources (Staff and Volunteers)
4. Operations
5. Programs/Services and Community Engagement
6. Communications
7. Critical AIDS Service Organization (ASO) Frameworks (Anti-Racism & Anti-Oppression, Anti-Black Racism, GIPA/MEPA and PHA Engagement, and Reconciliation with Indigenous Communities)

Each section has two components: **(A) Establishing a Solid Foundation and (B) Striving Towards Excellence.**

Part (A): Establishing a Solid Foundation: This component provides a checklist of key foundational documents, policies and processes that are essential for ASOs to function effectively. At the end of the checklist, there are also reflection questions that help ASOs take a deeper dive into what needs to be strengthened and why. ASOs can also note what OODP might be able to help you with going forward. Typically, the Executive Director (ED) and/or leadership team can complete this component, but others can be invited to participate.

Part (B): Striving Towards Excellence: This component has indicators relevant to each topic area to promote performance that supports organizational excellence. While the indicators included are not a complete list, they reflect key signals of foundational work, effort and progress. ASOs can do it online. Each person participating in the assessment should go through this section on their own initially and then the OODP consultant will facilitate a discussion with the OAT team to identify ways to move forward.

Important Instructions for Use of OAT

Each member of the OAT team will be assigned to fill out either Part (A), Part (B) or both. Team members complete selected modules online (a key will be provided for distribution to all OAT team members by the consultant). As each OAT team member goes through the module, their responses will be saved automatically.

If an OAT team member needs to stop completing the module and continue at another time, they simply click the 'Save and Continue Later' button at the bottom of the screen. They will be provided with a url link that is specific to their assessment. They must copy and save this link so that they can click on it at later date when they want to access their assessment.

Once all team members have completed their assigned sections of the modules they chose to focus on, OODP will generate a report of collated scores (from both components). This report forms the basis of the facilitated discussion the OODP consultant has with the OAT team on the results of their assessment and what actions, if any, they want to take to strengthen organizational performance.

Conditions for Success

The following conditions for success should be reviewed with the Executive Director (or initiator of the consult) and the Internal Lead:

1. Ensure that there is leadership commitment to support the assessment process.
2. ASOs should complete the OAT when they are sure participants have the time. They should avoid doing it when other major organizational initiatives are underway.
3. The Internal Lead should be well-organized and ensure all the needed documents are gathered before they start, and that everyone has clear instructions on what to do.
4. Other than the Critical ASO Frameworks module (#7) which OODP recommends ASOs do first, ASOs should focus on modules that are a concern and that they can do thoroughly rather than trying to do everything.
5. Recognize achievements!



A Process Map for an OAT Consult

	Key Activity	Who	Process
1.	Complete a consult request form.	<ul style="list-style-type: none"> ASO can complete it online or can call OODP Director and they can complete it together 	<ul style="list-style-type: none"> Completed Consult Request form is generated for OODP Director to review
2.	Complete an Initial Consult Assessment	<ul style="list-style-type: none"> OODP Director with ASO 	<ul style="list-style-type: none"> OODP Director meets with ASO (i.e., person who filled out Consult Request form) to assess readiness to complete any OAT modules If assessed that proceeding makes sense, OODP Director does an Initial Consult Assessment form with ASO (i.e., person who filled out Consult Request form)
3.	Consult assigned to a OODP Consultant	<ul style="list-style-type: none"> OODP Director 	<ul style="list-style-type: none"> OODP Director provides assign OODP Consultant given completed Consult Request and Initial Consult Assessment
4.	Service Agreement completed	<ul style="list-style-type: none"> OODP Consultant and ASO Executive Director (ED) (or initiator of the consult AND the Executive Director) 	<ul style="list-style-type: none"> OODP Consultant meets with ED (or person who filled out Consult Form AND the ED) to complete Service Agreement Once completed and reviewed by ASO, OODP Director signs off on Service Agreement and a PDF of the Service Agreement sent to both OODP consultant and ASO
5.	Consult Planning Meeting	<ul style="list-style-type: none"> OODP Consultant and ASO ED (or initiator of the consult and the ED) 	<p>This is Consult Meeting #1 with ASO ED (or initiator of the consult and the ED):</p> <ul style="list-style-type: none"> OODP Consultant supports ASO to decide which of the seven (7) modules to do.¹ OODP Consultant supports ASO to decide who should be on OAT team (the OAT team should be kept small with a suggested limit of 5 people. If they decide to have a different team for different modules, the ED should be on all of the teams) OODP Consultant supports the ASO to name an Internal Lead (role is to ensure internal coordination, ensure materials are ready for meetings, schedule and remind folks about meetings); Internal Lead could be the ED, another leadership team member or a member of the Board.

¹ ASOs are encouraged to do a minimum of 2 modules. They can choose modules they know they need to strengthen, modules where they aren't sure about how well their ASO is performing and/or modules where they are doing well but still want to establish a baseline for measuring progress going forward. It is STRONGLY recommended to complete the Critical AIDS Service Organization Frameworks (Anti-Racism & Anti-Oppression, Anti-Black Racism, GIPA/MEPA and PHA Engagement, and Reconciliation with Indigenous Communities) module (#7) before accessing any of the other modules. This will help the ASO keep these concepts in mind for the other modules as much of what is contained in module #7 is foundational to improving other areas of the ASO.

	Key Activity	Who	Process
			<ul style="list-style-type: none"> Review the section above entitled “Important Instructions for Using the OAT” and “Conditions for Success” with ASO (seen on pages 3 – 4) OODP Consultant supports ASO to decide: <ul style="list-style-type: none"> Who from the OAT Team will fill out <i>Part (A) Establishing a Solid Foundation</i> for the chosen modules: done by the ED (and possibly others). Which documents need to be reviewed for <i>Part (A) Establishing a Solid Foundation</i> for the chosen modules and the plan to distribute them to the chosen team members Who will be completing <i>Part (B) Striving Towards Excellence</i> for the chosen modules Timing to complete <i>Part (A) Establishing a Solid Foundation</i> and <i>Part (B) Striving Towards Excellence</i> OODP Consultant goes into ASO Lounge using link below, clicks on the module(s) that the ASO has chosen, gets an OAT survey key for the chosen module(s) and sends them to the Internal Lead (see page 3); https://asolounge.oodp.ca/oat-key-generator/
6.	Data Gathering/Generation of Results Report	<ul style="list-style-type: none"> ASO (ED, Internal Lead) OODP Consultant for support 	<ul style="list-style-type: none"> OODP Consultant keeps in touch with Internal Lead and/or ED about how it is going, troubleshooting, anticipated completion of data gathering Internal Lead or ED advises OODP Consultant when all data gathering is done ED goes into ASO Lounge to generate copy of Results Report, using this link: https://asolounge.oodp.ca/oat-report/ Internal Lead or ED sends OAT Team and OODP consultant a copy of Results Report
7.	Review of Results	<ul style="list-style-type: none"> Full OAT Team OODP Consultant 	<p>This is Consult Meeting #2 (and possibly #3 if needed) with ASO:</p> <ul style="list-style-type: none"> OODP Consultant facilitates a discussion with the OAT team to review the results of the assessment and helping identify a path forward to address areas for improvement. The Action Plan template (seen below) can be filled out during the discussion to prioritize areas for improvement, identifies action required, and determines next steps, to be used going forward (<i>**note that the template below is available in Consultant’s Corner as a word document and as an Excel document</i>)
8.	Follow-Up	OODP Consultant	<ul style="list-style-type: none"> This is Consult Meeting #3 OR #4 with ASO: OODP Consultant checks-in with ED and/or Internal Lead 3 – 6 months after OAT modules are completed to offer follow-up support, see how things are going, etc. (by zoom or Teams): <ul style="list-style-type: none"> If ASO says needs or issues have arisen, can offer to have a 1 – 2 phone calls or virtual meetings to talk it through. If an issue is addressed, follow-up support ends, with the ASO encouraged to get in touch with the OODP consultant at any point. If issue is not addressed and:

	Key Activity	Who	Process
			<ul style="list-style-type: none"> ▪ If the ASO is better served with a referral to another support, please proceed (OODP Director can help if needed) ▪ If 1 -2 more meetings are required to provide support, check-in with OODP Director over email before proceeding ▪ If the issue or need may be best served with a new consult, ask the client to be in touch with the OODP Director ○ Email OODP Director or update at your monthly check-in that a possible request is coming

#1 Determine Readiness

ASO engages with the OODP Director in an Initial Consult Assess to review OAT process

- ASO and OODP Director assess ASO readiness and make a collaborative decision to proceed with OAT consult or not (including what may need to happen beforehand so OAT

consult can

#2 Plan for the ASO Assessment

- ASO works with OODP Consultant to decide which modules to complete, to name an Internal Lead and to determine the OAT Team (i.e., who will in the ASO participate in doing the assessment), develop a process to implement OAT

- Internal Lead and/or ED is given access through OODP to getting needed survey key(s) to complete Assessment

#3 Do the Assessment

- OODP Consultant supports as OAT Team completes all chosen modules

- Internal Lead or ED gets access to Results Report from OODP website: <https://asolo.unge.oodp.ca/oat-report/>

- Report is distributed to OAT Team

#4 Explore the Results & Action Plan

- OODP Consultant facilitates a discussion with OAT Team to explore Results Report

- OODP Consultant facilitates a discussion with OAT team to complete an Action Plan to address gaps and challenges

#5 Follow-Up

- OODP Consultant engages Internal Lead and/or ED 3 - 6 months after assessment and Action Plan are completed, to see how Action Plan implementation is going and to assess need for any additional OODP supports

Organizational Assessment Tool (OAT): Action Plan Template

TABLE BELOW CAN BE RECREATED FOR EACH MODULE COMPLETED

- Module 1: Governance* *Module 2: Senior Leadership* *Module 3: Human Resources (Staff and Volunteers)*

- Module 4: Operations* *Module 5: Program/Services & Community Engagement*

- Module 6: Communications*

- Module 7: Critical AIDS Service Organization (ASO) Frameworks (Anti-Racism & Anti-Oppression, Anti-Black Racism, GIPA/MEPA and PHA Engagement, and Reconciliation with Indigenous Communities)*

Indicator Number	Key Challenge or Issue to be Addressed	Success Measure/Metrics	Activities (w/ description)	Timelines/ Completion Dates	Name of Lead	Progress/Status

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