



TCC GROUP'S CORE CAPACITY ASSESSMENT TOOL



**CCAT** | tcc group

April 2016

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**Report and  
Recommendations**

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# Core Capacities Sub-Capacities & Organizational Culture

April 2016

The Core Capacity  
Assessment Tool (CCAT) Final report for:



empowering  
through knowledge

Each Core Capacity is broken into multiple sub-categories to provide the most accurate depiction possible. Due to the assessing nature of the CCAT, the tool measures how well your organization fulfills the various sub-capacities, as defined below.

## ADAPTIVE CAPACITY

- **Decision-Making Tools:** Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)
- **Environmental Learning:** Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field
- **Organizational Learning:** Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans
- **Organizational Resource Sustainability:** Maintaining financial stability in order to adapt to changing environments
- **Program Resource Adaptability:** Easily adapting to changes in program resources, including funding and staff  
Please note that this sub-capacity score may report as zero if no recent staff or money loss has occurred. A score of zero does not affect any other capacity or sub-capacity scores.
- **Programmatic Learning:** Assessing the needs of clients and using program evaluation as a learning tool

## LEADERSHIP CAPACITY

- **Board Leadership:** Board functioning with respect to:
  1. **Empowering** through connecting people with the mission and vision of the organization
  2. **Holding** organizational leaders accountable for progress toward achieving the mission and vision
  3. **Conducting** community outreach to educate and garner resources
  4. **Meeting** regularly and providing fiscal oversight
- **Internal Leadership:** Organizational leaders apply a mission-centered, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act upon them
- **Leader Influence:** Ability of organizational leaders to persuade their board, staff and community leaders/decision-makers to take action)
- **Leader Vision:** Organizational leaders formulate and motivate others to pursue a clear vision
- **Leadership Sustainability:** Cultivating organizational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan)

# Core Capacities Sub-Capacities & Organizational Culture

April 2016

The Core Capacity  
Assessment Tool (CCAT) Final report for:



constructive  
feedback

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## MANAGEMENT CAPACITY

- **Assessing Staff Performance:** Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities
- **Conveying Unique Value of Staff:** Providing positive feedback, rewards, and time for reflection
- **Financial Management:** Managing organizational finances, including staff compensation
- **Manager-to-Staff Communication:** Open channels of communication between managers and staff, including how open managers are to constructive feedback
- **Managing Performance Expectations:** Facilitating clear and realistic expectations among staff.
- **Managing Program Staff:** Managing to ensure that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services
- **Problem Solving:** Organizational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process
- **Program Staffing:** Staffing changes as needed to increase and/or improve programs and service delivery  
Please note that this sub-capacity score may report as zero if no recent staff changes have occurred. A score of zero does not affect any other capacity or sub-capacity scores.
- **Staff Development:** Coaching, mentoring, training, and empowering staff to improve their skills and innovate
- **Supporting Staff Resource Needs:** Providing the technical resources, tools, systems, and people needed to carry out the work
- **Volunteer Management:** Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers

# Core Capacities Sub-Capacities & Organizational Culture

April 2016

The Core Capacity  
Assessment Tool (CCAT) Final report for:



ensure efficient  
financial operations

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## TECHNICAL CAPACITY

- **Facilities:** The proper facilities (space, equipment, amenities, etc.) to run efficient operations
- **Facility Management Skills:** Ability to operate an efficient facility
- **Financial Management Skills:** Ability to ensure efficient financial operations
- **Fundraising Skills:** Ability to develop necessary resources for efficient operations, including management of donor relations
- **Legal Skill:** Ability to engage proper legal engagement and coverage
- **Marketing Skills:** Ability to communicate effectively with stakeholders, internal and external
- **Outreach Skills:** Ability to do outreach, organizing and advocacy
- **Program Evaluation Skills:** Ability to design and implement an effective evaluation
- **Service Delivery Skills:** Ability to ensure efficient and quality services
- **Technology:** Resources (equipment, systems, software, etc.) to run efficient operations
- **Technology Skills:** Ability to run efficient operations

Organizational Culture is separate from the four core capacities; it is a context in which the core capacities operate. Each organization has a unique history, language, organizational structure, and set of values and beliefs that affect staff unity and engagement.

## ORGANIZATIONAL CULTURE

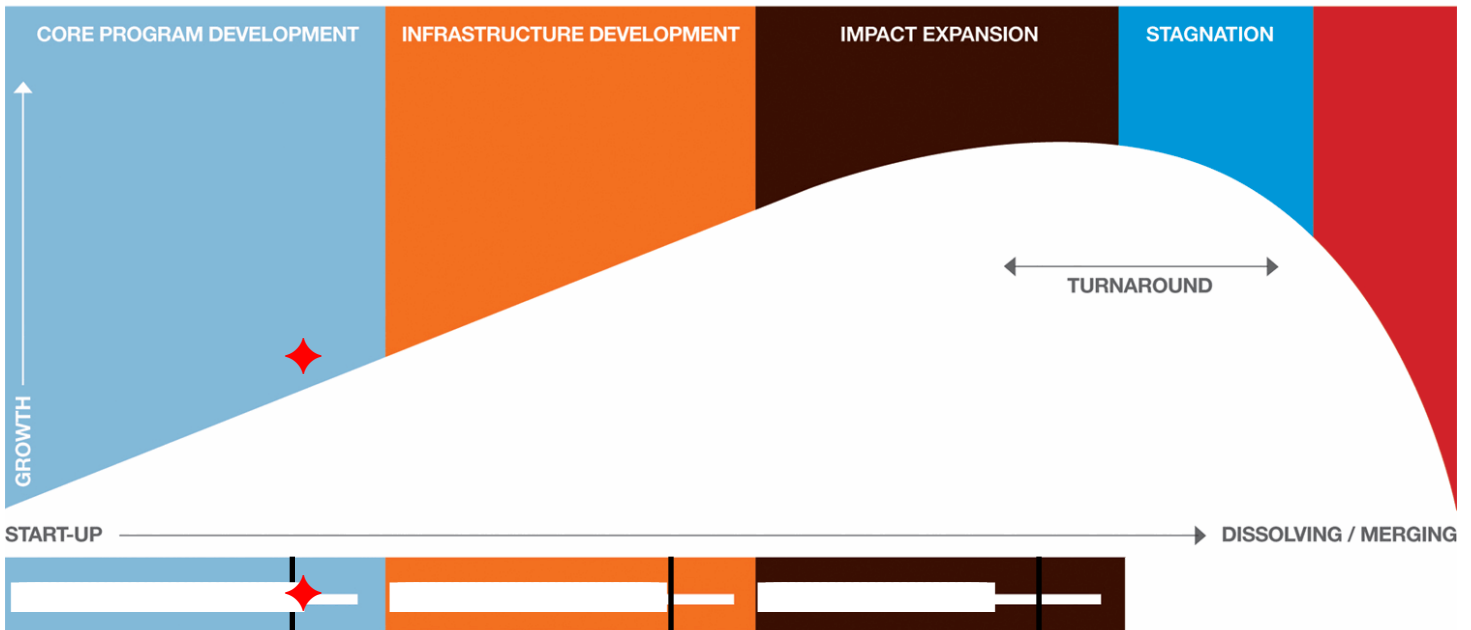
- **Empowering:** Promoting proactivity, learning, and a belief in the value and ability of staff and clients
- **Re-energizing:** Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work
- **Unifying:** Engendering open and honest communication across all levels in the organization, leading to a sense of a cohesive “group identity”

# Lifecycle Score

## MEANING OF ◆ PLACEMENT

TCC considers the development of an organization's effectiveness to be an additive process where each successive stage requires more growth from prior stages. Although scores for each of the three stages are represented below, the marker indicates your organization's primary stage.

Additionally, while the lifecycle diagram includes stages reflecting stagnation and dissolution/merger, placement in these stages can only be determined through multiple CCAT administrations.



### Core Program Development

Based on responses from people in your organization we encourage you to consider your Core Program Development. Close alignment between your programs and your mission/vision – and clarity in your organization as to how they relate – are critical to the foundation of your organization's effectiveness. If your organization is just starting out, you may want to think more about how to clearly articulate your mission and vision, and apply it to developing your programs. If you are an established organization you may want to go back and ensure that there is a strong connection between your programs and your mission/vision in order to build the capacity of your organization. The prioritized set of recommendations below are some strategies for enhancing your core program development, based on the results of your organization's CCAT participation and our research on which areas are most critical for organizations at your stage of capacity building. Consider the full list, but focus your attention on the first few areas as high priority items, then select a few specific strategies to actively work on in the immediate future.

# Prioritized Capacity Building Plan

## **Adaptive: Decision-making Tools**

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- 1) Engage outside help more often when you are having trouble addressing a management problem.

## **Leadership: Internal Leadership**

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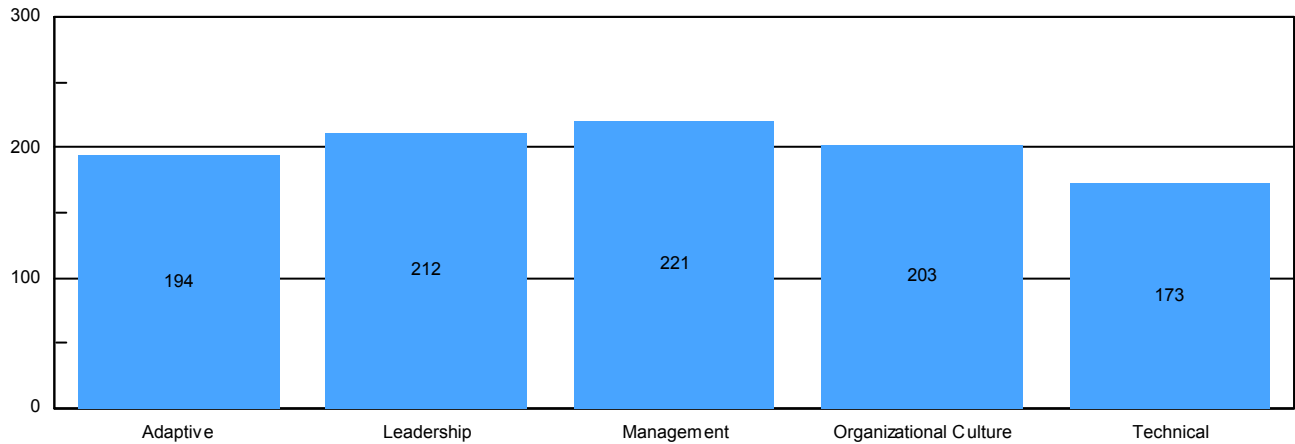
- 2) Increase staff motivation.
- 3) Increase your leaders' willingness to make changes.

## **Management: Staff Development**

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- 4) Encourage your staff to innovate.

## Summary of Core Capacity Scores



### 194 Adaptive

#### Strengths

- Environmental Learning

#### Challenges

- Organizational Learning
- Programmatic Learning
- Program Resource Adaptability

### 212 Leadership

#### Strengths

- Leader Vision

#### Challenges

- Board Leadership

### 221 Management

#### Strengths

- Managing Program Staff
- Manager-to-Staff Communication
- Program Staffing

#### Challenges

### 173 Technical

#### Strengths

#### Challenges

- Technology Skills
- Service Delivery Skills
- Program Evaluation Skills
- Outreach Skills
- Marketing Skills
- Fundraising Skills
- Financial Management Skills
- Facility Management Skills

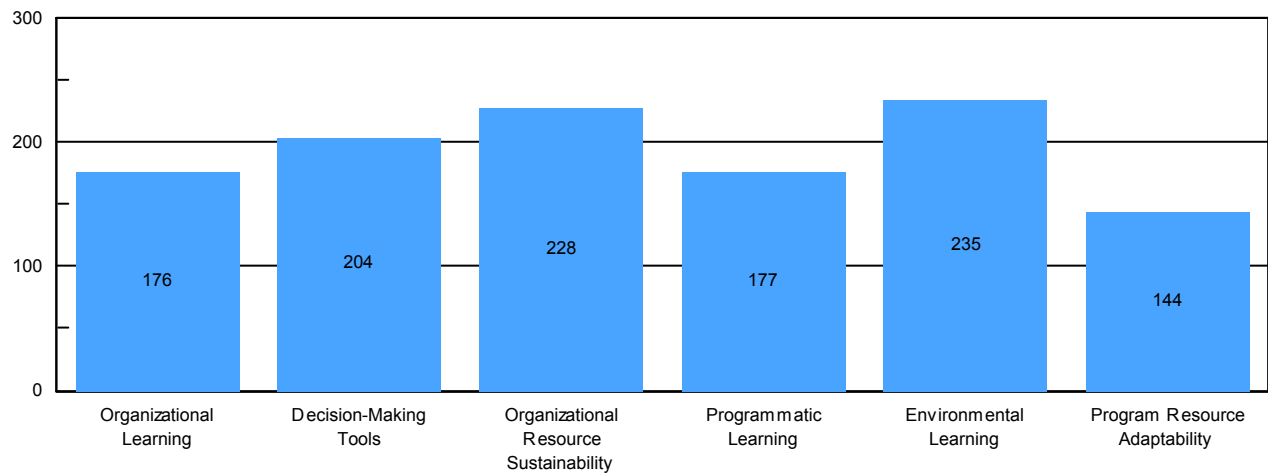
## Strengths

## Challenges

- Re-energizing



## Adaptive Capacity



### 176 Organizational Learning

- Formally share the organization's progress on your strategic plan with your staff on a regular basis.
- Share the results of your organizational assessments with staff more often.
- Seek input from your stakeholders and use this information as you create your strategic plan.
- Use your strategic plan to improve your programs and services.
- Meet the deadlines you have established in your strategic plan.

### 204 Decision-Making Tools

- Increase the frequency with which you ask for client feedback on how you provide programs and services.

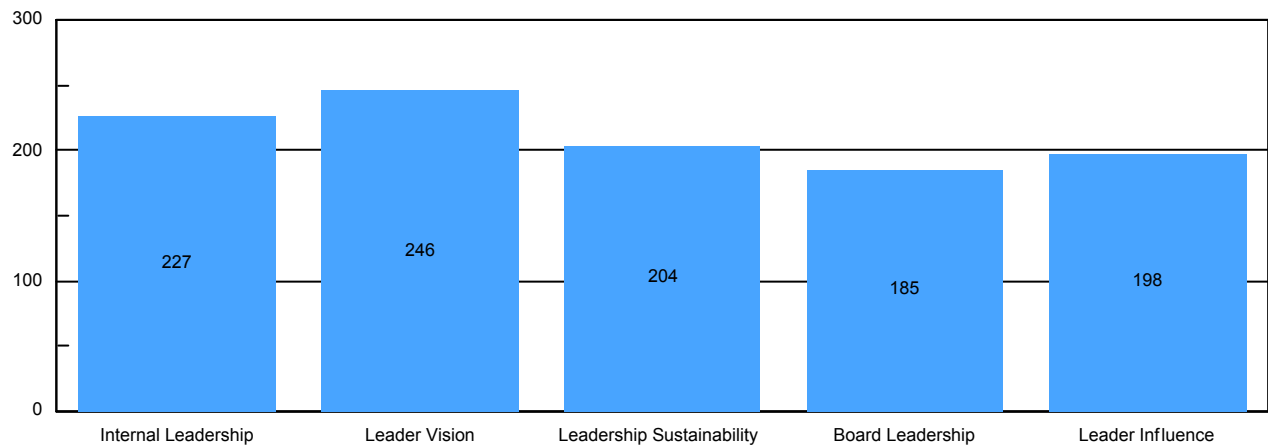
### 177 Programmatic Learning

- Improve the quality of the program evaluations you do so that they give you good information on the outcomes you are achieving.
- Increase the number of staff who are involved in program evaluation.
- Share program evaluation findings with staff and board more often.
- Create clearer criteria and measurement tools to use to determine the effectiveness of your programs.
- Use your evaluation findings to change programs and services.

### 144 Program Resource Adaptability

- Make workloads more manageable by hiring more staff.
- Increase your willingness to scale back programs when money or staff is lost.

## Leadership Capacity



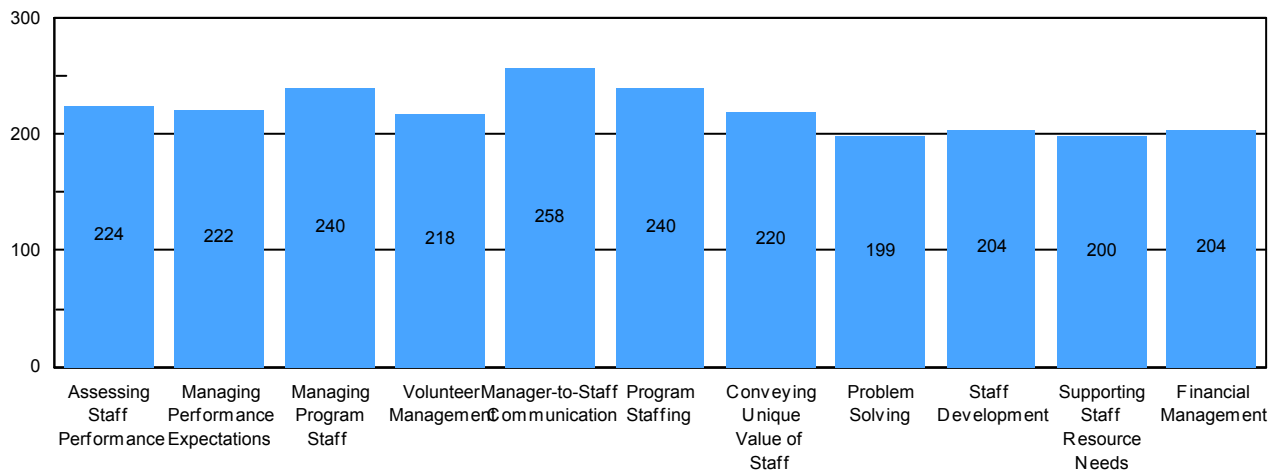
### 185 Board Leadership

- Increase the board's passion for the mission.
- Improve the board's financial management and oversight
- Improve board member's attendance and follow-through.
- Use your Board to increase the community's investment in your organization.

### 198 Leader Influence

- Increase leaders' ability to change stakeholders' attitudes and behaviors.

## Management Capacity



### 224 Assessing Staff Performance

- Clarify the benchmarks you use to evaluate staff performance.

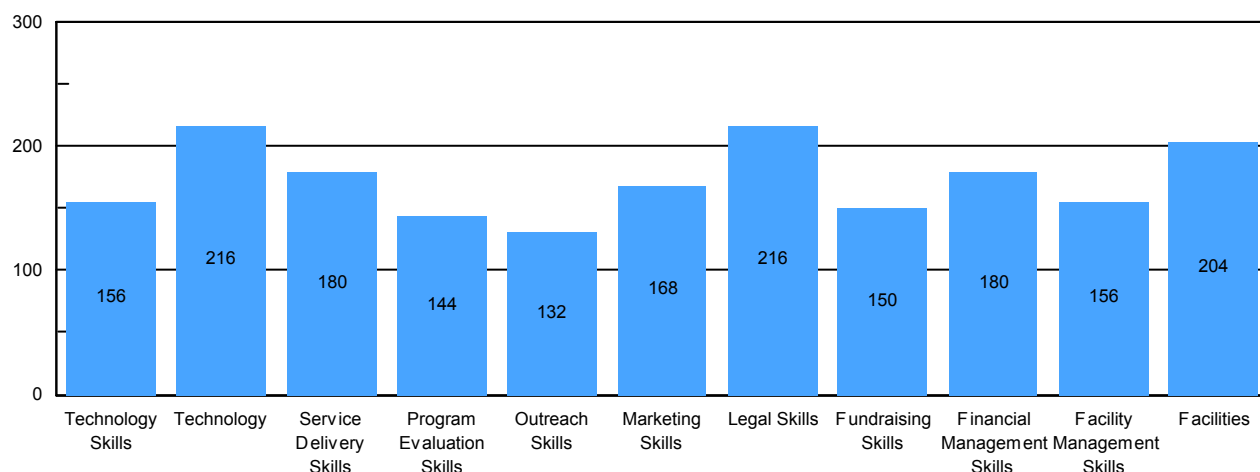
### 199 Problem Solving

- Increase your willingness to let go underperforming staff.
- Help your managers address interpersonal conflicts more quickly and with greater sensitivity.

### 204 Financial Management

- Increase employee benefits enough to improve staff retention rates.
- Benchmark and update staff salaries/benefits on a more regular basis.

## Technical Capacity



### 156 Technology Skills

- Increase the number of staff/volunteers you have with the skills needed to run your technology systems.
- Increase the number of staff/volunteers you have with the skills needed to use your communication software.

### 180 Service Delivery Skills

- Increase the number of staff/volunteers you have with the skills needed to deliver services.

### 144 Program Evaluation Skills

- Increase the number of staff/volunteers with the skills needed to do quality program evaluations.

### 132 Outreach Skills

- Increase the number of staff/volunteers you have doing outreach, community organizing and advocacy.

### 168 Marketing Skills

- Increase the number of staff/volunteers you have with marketing skills.

### 150 Fundraising Skills

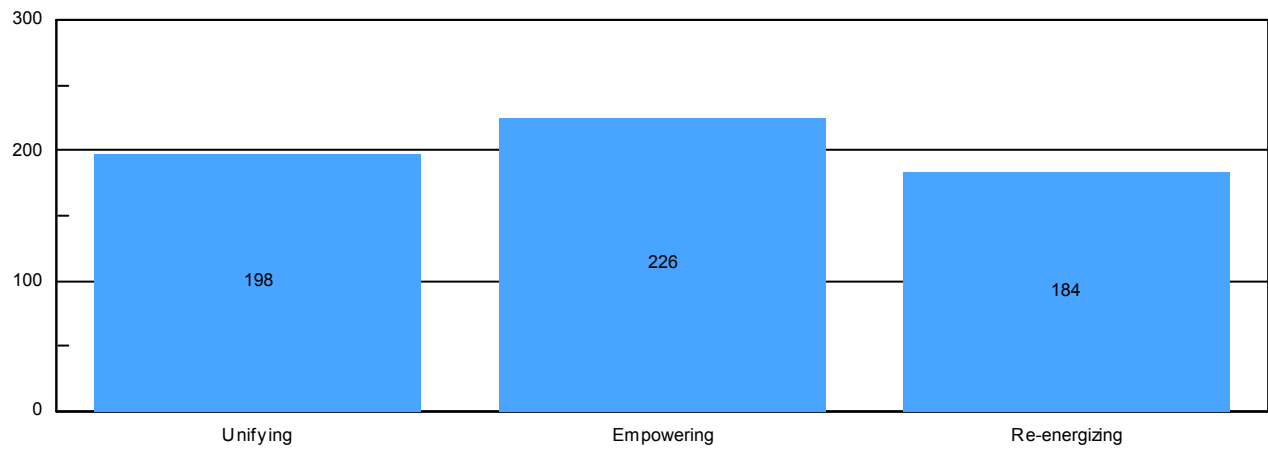
- Increase the number of staff/volunteers you have with the skills needed to raise funds from the government, corporations and foundations.
- Increase the number of staff/volunteers you have with the skills needed to raise funds from individuals.

### 180 Financial Management Skills

- Increase the number of staff/volunteers you have with financial management skills.

- Increase the number of staff/volunteers you have with the skills needed to run use and maintain your facilities and equipment.

## Organizational Culture Capacity



### 198 Unifying

- Address the perception that there are some exclusive staff sub-groups.
- Encourage staff to share information more often.

### 184 Re-energizing

- Reward staff in front of their colleagues more regularly.
- Create more time for staff to reflect and plan.