

Organization Effectiveness Checklist – CASA – September 2004

Page Management Counsel Ltd. (“PAGE”) conducted a performance evaluation of the Clean Air Strategic Alliance (“CASA”) in August/September 2004. In addition to addressing the goal and objectives specified for the evaluation, PAGE utilized its Organization Effectiveness Checklist tool to examine CASA, to provide additional discussion points.

Guideline on Use

There is no absolute scale in rating effectiveness. However, PAGE applies over 30 years of experience when providing the ratings.

No one rating is more important compared to other ratings. It is the trends that are important. For example, if lower scores generally occur in the questions relating to the organization’s mission then it is likely that the organization would benefit from work in that area. Of course, where a very low score occurs on a single item, then attention should be given to that area specifically.

CASA’s Effectiveness

The attached checklist demonstrates that overall CASA is very effective. The ratings demonstrate an organization that has been and is thorough in its approach to understanding its mission, role and place, putting the structure and resources in place to achieve its purpose, and establishing requisite decision systems.

The one lower area is the clarity of the goal setting process per se – specifically as to how priorities are set and how extensive reviews are to ensure all appropriate matters are considered. It is obvious that this work does occur but some improvement is possible.

Comparable Organizations

Over the years PAGE has had occasion to examine numerous organizations. CASA would rank in the upper quartile – it is unusual for the ratings to be consistently 4 and 5 of 5. Typically there are one or more areas that are in need of work.

Future Considerations and Limitations

That said, effectiveness is a matter of continuous vigilance. The organization may well need to be adjusted over the coming years to address changes in priorities, funding or challenges. A failure to adjust can quickly lead to a loss in effectiveness.

It should also be noted that effectiveness is not the same as efficiency. The processes that are employed by CASA are effective – but it could be argued that there are other processes that are more efficient in time and resource usage. The challenge in that circumstance would be whether the loss of effectiveness and the gain in efficiency were reasonable trade-offs. Caution is therefore needed in any approach to gain efficiency, that the enviable effectiveness rating is not lost.

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Scoring:

1 for "not at all"

3 for "somewhat"

5 for "completely"

Use the "?" column if you don't know or its not applicable.

| ORGANIZATIONAL AREA | 1 | 2 | 3 | 4 | 5 | ? |
|---|---|---|---|---|---|---|
| 1. MISSION | | | | | | |
| 1.1 Is there a Mission Statement for the group? | | | | | | |
| 1.2 Is the Mission published? | | | | | | |
| 1.3 Is the Mission being followed? | | | | | | |
| 1.4 Does the Mission support the organization's strategies? | | | | | | |
| 1.5 Has the Mission been reviewed in the last 2 years? | | | | | | |
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| 2. GOALS | | | | | | |
| 2.1 Does the group set Goals? | | | | | | |
| 2.2 Do the Goals support the Mission Statement? | | | | | | |
| 2.3 Are the Goals published? | | | | | | |
| 2.4 Were the Goals reviewed in the last 12 months? | | | | | | |
| 2.5 Are the Goals measured? | | | | | | |
| 2.6 Are the Goals used in performance evaluations? | | | | | | |
| 2.7 Is there a clear process used for setting the Goals? | | | | | | |
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| 3. TASKS, FUNCTIONS | | | | | | |
| 3.1 Are the Tasks clearly defined and assigned? | | | | | | |
| 3.2 Are Tasks defined in conjunction with the workers? | | | | | | |
| 3.3 Is Task performance measured? | | | | | | |
| 3.4 Is feedback provided in relation to positive or negative situations? | | | | | | |
| 3.5 Do staff members know each other's job responsibilities? | | | | | | |
| [note at CASA level – coordination workshop helps all stakeholders to know work across CASA] | | | | | | |
| 4. STRUCTURE | | | | | | |
| 4.1 Does the Structure of the organization reflect the complexity of tasks, geography, and skill requirements demanded by the organization's environment? | | | | | | |
| 4.2 Does the Structure support the flow of information between groups? | | | | | | |
| 4.3 Are the various groups within the Structure highly integrated as to a commonly understood purpose? | | | | | | |
| 4.4 Is there a defined and accepted accountability hierarchy? | | | | | | |

| ORGANIZATIONAL AREA | 1 | 2 | 3 | 4 | 5 | ? |
|--|----------|----------|----------|----------|----------|----------|
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| 5. STAFFING | | | | | | |
| 5.1 Is Staff turnover less than the industry average? | | | | | | |
| 5.2 Is Staff absenteeism less than the industry average? | | | | | | |
| 5.3 Does Staff have the necessary tools to ensure their productivity? | | | | | | |
| 5.4 Are Staff encouraged to introduce change to improve performance? | | | | | | |
| 5.5 Are disciplinary methods clearly defined? | | | | | | |
| 5.6 Is "having fun" at work an important cultural factor? | | | | | | |
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| 6. MANAGEMENT PROCESSES | | | | | | |
| 6.1 Do formal planning processes exist? | | | | | | |
| 6.2 Does the leadership drive the planning process? | | | | | | |
| 6.3 Are plans documented? | | | | | | |
| 6.4 Are actual performance measurements made against plans? | | | | | | |
| 6.5 Are remedial plans undertaken as a result of 6.4? | | | | | | |
| 6.6 Do controls over work quality exist? | | | | | | |
| 6.7 Are the operating groups in the organization involved in planning? | | | | | | |
| 6.8 Are the operating groups in the organization involved in control? | | | | | | |
| 6.9 Are staff evaluations and career planning in place? | | | | | | |
| 6.10 Are decisions made after gaining input from affected parties? | | | | | | |
| 6.11 Are legal and regulatory requirements regularly updated? | | | | | | |
| 6.12 To what degree is an ethical approach valued as a cultural standard? | | | | | | |
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| 7. INTEGRATION | | | | | | |
| 7.1 Is there access to needed information from one structural unit to another? | | | | | | |
| 7.2 Are mechanisms developed to ensure linkage with other similar groups? | | | | | | |
| 7.3 Where conflict exists between units is it resolved productively, in a way that contributes to results? (i.e. it is not avoided, or the outcome dictated by those in charge or control) | | | | | | |
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