



Organizational Readiness Assessment

The following questionnaire represents the extent to which your organization already has “what it takes” to implement the principles of impact measurement. For each of the 12 elements, there are questions that help you rate your organization’s readiness. Answer each question by writing the appropriate number in the space provided based on the following scale: 1=Not at all, 2=Very little, 3=Somewhat, 4=Quite a bit, 5=Completely.

1) Impact measurement is a process of asking good questions, gathering information to answer them and making decisions based on those answers.	
To what extent does your organization have a clear vision of what it expects from each of its activities/programs?	
To what extent does your organization have a formal list of questions it wants to answer about an activity/program, department or your Board of Directors?	
2) Impact measurement is a means of organizational learning – a way for the organization to assess its progress and change in ways that lead to greater achievement of its mission.	
To what extent does your organization collect information that indicates progress and contributing influences about visitors/audience/participants/members, staff, activities/programs, or board activities?	
To what extent do you have confidence in the reliability (accuracy) and validity (meaning) of your data?	
To what extent does your organization use data to make decisions?	
3) Impact measurement is an essential component of effective decision making, whether it be strategic planning or the decision making of daily organizational life. When impact measurement is part of an organizations ongoing life, learning is valued because it provides the information necessary for continuous improvement.	
To what extent is learning valued by the top administration of your organization?	
To what extent does your organization strive for continuous improvement?	
To what extent does <u>everyone</u> in your organization provide data and engage in reflective thinking that is used in decision-making?	
4) Impact measurement is the responsibility of everyone. Everyone in the organization gathers information and asks the questions, “What can we do to get better?”	
To what extent does <u>everyone</u> in your organization ask what can be done to improve the organization?	
To what extent are everyone’s opinions and contributions to impact measurement valued?	
5) Impact measurement addresses the total system including internal effectiveness and external results.	
To what extent is every activity/program within your organization being evaluated?	
To what extent is the Board of Directors of the organization being evaluated?	
To what extent is the infrastructure (administration) of the organization being evaluated?	
6) Impact measurement is not an event, but a process; not episodic, but ongoing; not outside the organization, but ingrained in the day-to-day operations of the organization.	
To what extent is information collection and analysis an on-going operation of the organization?	
To what extent are results and feedback an on-going process?	
7) Impact measurement is a developmental process, not a report-card process.	
To what extent does the organization use data to sanction or punish staff?	
To what extent is everyone excited to see data about their activities/programs or organizational unit?	

8) Impact measurement occurs in an environment that is as risk free as possible, where people can examine why something succeeded or failed, without fear of negative consequences.	
To what extent does the top administration have a philosophy of “it’s okay to make mistakes”?	
To what extent is it okay to find that a new activity/program is “not working”?	
9) Impact measurement is promoted by an organization’s leadership, who already nurture a climate of trust and who value feedback as a way to assess progress and enhance effectiveness.	
To what extent does the organization’s leadership talk about the importance of impact measurement to both the staff and Board of Directors?	
To what extent is there a regular cycle of program review, using information to improve program operations and effectiveness?	
To what extent does the leadership nurture a climate of trust among the staff?	
10) Impact measurement invites collaboration within an organization and with external parties such as members, donors, and visitors/audiences/participants.	
To what extent does your organization get feedback from funders about program or organizational performance?	
To what extent does your organization get feedback from members and visitors/audiences/participants about program or organizational performance?	
11) Impact measurement ideally employs tools and methodologies that are accessible to organizations of all kinds and sizes. These are simple, cost-effective, user-friendly methods that can be adapted to meet each organization’s needs and idiosyncrasies.	
To what extent are the staff or visitors/audience members/participants over-burdened by the collection of data?	
To what extent does everyone in the organization participate in decisions concerning what data will be collected?	
To what extent does organizational staff value data collection and make use of the results?	
12) Impact measurement is time and effort well spent, saves money in the long run by making better use of limited resources and helps to ensure the organization’s health and viability in a changing environment.	
To what extent has data been used to save the organization money?	
To what extent has data been used to get more money for the organization?	