NWX OS OGC RKVL

Moderator: Jaclyn Ruiz
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Coordinator: Welcome and thank you for standing by. At this time all participants are in a listen=only mode. During the Q&A session you may press Star 1 on your touchtone phone if you would like to ask a question.

Additionally today's conference is being recorded. If you have any objections you may disconnect at this time. I would now like to turn the conference over to - excuse me to Ms. Trish Hall.

And additionally during the question and answer session, if you would like to ask a question please press Star 1 on your touchtone phone. You'll need to unmute your learn and record your first and last name clearly when prompted. Ms. Hall you may begin at this time.

(Tish Hall):   Thank you and thank you for joining us today for our webinar entitled Assessing Organizational Capacity, The Why And How. I am Tish Hall, Project Officer with the Office of Adolescent Health, and before we get started I wanted to go through a little disclaimer that this webinar was developed by Child Trends under a contract for the Office of Adolescent

Health US Department of Health and Human services as a technical assistance product for use with OAH grant programs.

So what I wanted to also cover really quickly is it is important for you to keep in mind that what we talk about today about accessing organizational capacity is just a helpful resource for your organization to use.

The Office of Adolescent Health does not intend for it to be used in a punitive manner so what the assessment is intended for is to help your organization honestly access capacity, identify challenges, develop a plan to increase capacity. And what the assessment will not be used for is any measure of punitive damage or anything that OAH will use in making funding decisions in the future.

Today we are joined with two presenters Nicola Wagner Rundell and Brandon Stratford. Nicola is a Senior Resource Scientist with Child Trends and an expert in organizational capacity. She supports organizations in embedding outcomes - excuse me outcomes focus performance management that improves the quality and effectiveness of series of services for children and youth.

She has several years of experience working with the youth and child serving organizations and the funders and capacity builders that support them. Nicola consulting services range from helping organizations take their first steps into using data to manage, to support organizational transformations to become data driven learning organizations and conducting program implementation evaluations.

Brandon works with the youth development research area at Child Trends and helps to develop - and has helped to develop the OAH organizational

capacity assessment tools which we will focus and highlight in this presentation. He provides technical assistance to teen pregnancy prevention and pregnancy assistance fund grantees. In addition to this work for the adolescent - Office of Adolescent Health.

He also conducts research in both school base and community base settings with an emphasis on ensuring that the organizational policies and practices promote high-quality programming and services for youth. So I'm going to turn this call over at this moment to Nicola and Brandon. Thank you both for joining us today.

Brandon Stratford: All right thanks Tish. I'm Brandon.

Nicola Wagner Rundell: Hi I'm Nicola I'm really excited to be here with you and welcome.

Brandon Stratford: So I'm going to go ahead and start off because we've got a lot of information to share with you, and we want to make sure that we're able to answer questions that you might have. So I'll just start off with a quick kind of reminder of why we're here and where we're going and then I'll toss it over to Nicola who will start off with some of the more meaty content of the presentation.

So we're hoping that after the webinar today you all will feel comfortable both with the definition of what organizational capacity is and also better understanding of the important role that it plays in successfully implementing programs.

We'll also get to know you're with OAH's organizational capacity assessment for teen pregnancy prevention and we'll become more familiar

as well with how organizational assessment - organizational capacity assessment can help in terms of planning to improve your capacity to implement an (evidence-based) program.

So those of you who attended the webinar on how to select an evidence-based teen pregnancy prevention program on February 5th may remember the Fayetteville Youth Network. We'll imagine that we're at staff at this fictional organization once again as a way to walk through some of the content of this webinar.

For those of you who were not with us on the last webinar and to refresh the memories of those who were, FYN is a community based organization that promotes positive youth development and provides substance abuse services to adolescents and young adults. Some staff members here at FYN have noticed that a growing number of program participants are getting pregnant and they're becoming concerned about the effects of these early pregnancies.

As an organization we've decided to investigate this issue more closely and possibly add a teen pregnancy prevention program to our services. After going through the process of selecting an evidence based teen pregnancy prevention program in the last webinar we selected Be Proud Be Responsible as the program that addresses our target outcomes of decreased sexual activities and increased condom and or contraceptive use and was the best fit for our community and target population.

Let's stick with Be Proud Be Responsible on the webinar for the sake of consistency and simplicity, but we want to emphasize that each organization is responsible for choosing the program that best meets their particular needs. If you haven't already done so we encourage you to go

and listen to the webinar on how to select and evidence based program which is archived in the webinar section of the TPP Resource Center.

So before we get started I want to go over a few of the housekeeping issues here. We've got a number of different components to our webinar today. We'll have a few interactive polls where we'll bring up a question and ask you to select your preferred response and then we'll give you about 10 or 15 seconds to do that and then we'll take a look at what everybody has thought about that.

We've also got a number of handouts, you can find those up at the top right corner there's a little icon that looks like three pages. We've actually got the organizational assessment up there as well as another supporting document and a sustainability resource guide that we'll reference a little bit later.

The Q&A box is up at the top, it is the fourth one over from the left it says Q&A. So if you've got a question feel free to click on that and type your question into the box. If it seems like something that's just individual we'll go ahead and respond back to you, but otherwise we'll probably be saving most of the questions to the end and we'll address those out loud so everybody can hear the answers.

Towards the end we'll also show you a resource list that has a number of different spots on the TPP resource center where you might find - to find helpful resources. And finally please don't leave without completing our feedback survey at the very end we'll bring up a web site that links to a survey monkey and we would love if you could take about five minutes or less of your time to respond to that. We definitely use that information to

improve webinars in the future. So with that I'll just get us oriented to where we're going and then I'll throw it over to Nicola.

We're hoping today to be able to answer the questions that you see up here. What is organizational capacity and why should people be assessing the organizational capacity? As well as, what to do once you've assessed it? Sometimes we get started with something and then we're not sure quite what the next step is so we'll definitely cover that as well.

And we'll also be getting familiar with the OAH organizational capacity assessment for TPP, and at the end we'll have some time for questions and answers. And as I said feel free to put your question in the question and answer box as we go so you don't forget it, but we'll probably be responding to those towards the end. So now I'll go ahead and throw it over to Nichola to get started.

Nicola Wagner Rundell: Hi. While organizational and capacity might be familiar to some of you as a concept. There certainly isn't one single definition of it, but the definition on this slide is the one we'll use throughout this webinar. The ability of an organization to fulfill its mission through a blend of sound management strong governance and consistent rededication to assessing and achieving results.

So as you can see organization and capacity definitely goes beyond merely the funds that are available to an organization and extends to the cultural policies and practices that are necessary for an organization to fulfill its mission. As you might well imagine, thoroughly assessing organizational capacity is a process that requires information on a number of different components of the organization. We'll get into that in a bit, but one other

important aspect of this definition is that organizational capacity assessment is an ongoing process.

In fact our definition here stresses the importance of persistent rededication to assessing and achieving results. And then in the similar vein, organizational capacity assessment should not be a one-time activity but more of a constant - should be more of a constant ongoing conversation within the organization.

Before we get kicked off I wanted to hear from you whether you've ever been involved in a former process to evaluate organizational capacity in your organization. So have a go. I'm giving you - you've gotten seconds. I want to hear from you. Great a couple more seconds. Great. So it looks like about half of you have done something similar before. Many of you haven't or maybe can't quite remember if your organization has or not and so that's really great.

We've got some people who are quite familiar with this concept and today we'll hopefully simulate some new ideas and give you a practical tool and it should also be helpful and useful for those of you who have never really interacted with organizational capacity or assessments to get you started on that.

So before we get into the specifics of capacity assessment we just want to start by stressing the importance of assessing the whole organization not just your TPP program. And you might be wondering by you should bother to expand your assessment naturally this illustration will help.

So most TPP programs seek to achieve changes in youth outcomes which is the middle pink circle in here and that change happens mostly as a result

of the interactions between TPP program staff and the youth. So that's the yellow circle here.

An important question however is how does the organization which is the other circle here help or hinder those interactions. If you imagine a freelance youth work you might be doing great things but doesn't have an organizational infrastructure behind them to support them

If something happens to that youth worker the program just stops and it can be pretty hard for such programs to be sustained over time without access to the resources and the support of the large organization might provide, in particular cuts in funding might happen. So if we place that same youth worker in a great organization they'll likely achieve a whole lot more which is no doubt where most of you have - while all of you have organizations in place.

So an example might be the professional development and mentoring supervision support that youth worker might get which will ultimately result in better youth outcomes. Of course as we all know most organizations have some challenges even those generally well run, and those challenges can trickle down to the program level and affect youth outcomes.

An example might be that an organization that doesn't have a strong performance culture might not have the supervision and expectations in place to support youth workers to look at youth data and then think creatively about how they can best help their clients progress or have the (RT) systems in place that they need to get to that data and those kinds of things.

So that's an example of how something that in the leadership of the organization and the broader infrastructure can directly affect your program and the youth that you aim to impact.

So now we'll look at a few aspects of those - different aspects of organizational functioning a little bit similar to youth needs assessments. We look at the question of where we're doing well and what are the areas that we need to develop. So those of you who have previously done organizational capacity assessments might be familiar with different frameworks, and certainly there are a number of those around that have been developed to help organizations to find and assess their organizational capacity.

The one we are using here is this puzzle piece as you can see developed by the conservation company, and it's a framework that's being adopted by a number of non-profits and funders. The fourth component and we'll reference throughout in this webinar and the assessment all is structure through using those as well, and in the following slides we'll talk a little bit more about each component.

So let's start with leadership capacity which is the ability of the leadership team to develop a vision set priorities and inspire others to achieve the organizations mentioned. So we've mentioned a couple of slides ago why it's important to look at the whole organization not just your programs, and this is a great example.

Even if the TPP programs is great at inspiring staff to help reduce teen pregnancy rates in your town, it can be really difficult to maintain a high quality program if the leadership team of the organizations sees teen

pregnancy prevention is something that doesn't really fit with the organizational mission.

And then recruiting and retaining high quality staff can be really difficult when word gets around that the program isn't actually a high priority at this organization. So let's turn to operational capacity, the ability to obtain and maintain the resources particularly also in human resources to carry out the organizations institutional and program and programmatic activities.

So it's probably most closely leaned to the first question that comes to mind when you start thinking about what it takes to implement a new TPP program. For example where will the programming happen, do we need to hire new staff, do we need materials, equipment, and as we mentioned you'll be asking to also think about the operational capacity of the whole organization not just the program.

And let's take Fayetteville Youth Network as an example. Organizational capacity might include not just assessing the things we need to implement Be Proud Be Responsible, but also assessing how well resources to after school and substance abuse programs are. For example resources that are intended for the new program might get pulled away for other programs if they are under resourced.

It can be a particular challenge with staff where staff will hire for the TPP program but they're actually asked to pitch in to help with tasks elsewhere in the organization, and then you're competing with scarce resources. Let's turn to management capacity this piece which is the ability to use resources in an effective and efficient manner which is a bit related to operational capacity and that also focuses on resources.

However here we are looking more at the policies and procedures that are in place to govern how these resources are used to get the desired outcomes for youth. For example are there ways to achieve savings by purchasing materials in bulk or can basic collection activities be streamlined so that front line staff are spending less time on paper work and more time with youth. We have job descriptions, promotions, and other HR policies that are transparent and actually support recruiting and retaining and developing high quality staff.

And as I'm sure we've all experienced one time or another when resources aren't allocated appropriately can be very difficult to achieve the desired outcomes. For example I'm sure everyone is aware of the frustrations of not having adequate space for a program session to take a really simple practical example. Again some of these questions are relevant for the TPP program, but the issues underlying tend to be even generally structural and best to be thought about at an organizational level.

So now we'll look at adaptive capacity, the last puzzle piece which is the ability to monitor and assess activities and respond to changes both within the organization and in the broader community. So in large part this is all about management you are doing a really hard job so you won't get it spot on every time for every youth if first time which is completely okay. But how do you learn and improve as we go along so that over time as many youth as possible benefit as intended.

For example is there a system in place to collect relevant data on the program activities and participant outcomes and are you reviewing that data on a regular basis and then using it to inform problematic decisions including making cost reductions when things aren't going as planned. So

adaptive capacity also directly relates to how well an organization understands the needs of their community and the target population to ensure that program offering is actually relevant.

So as we think about implementing Be Proud Be Responsible you'll need to think about our capacity to collect data for the program, our ability to do so will largely be based on how well FYN as a whole organization collects data and uses it to monitor program policy and make improvements. If FYN doesn't have an already established culture assistance for this chances are we'll have to invest a lot more time in resources in developing it than will allow us to implement Be Proud and Be Responsible with fidelity, and we'll have to plan for that in our budget.

So now that we've looked at the four components and given you a little flavor of what's involved we'll run through a couple of examples of say Fayetteville Youth Network and let you do a little voting on which puzzle piece you think pertains to. So I'll give you a scenario.

When staff at FYN mentioned that they thought teen pregnancy prevention should be the focus of programming the ED suggested that they review the data related to teen pregnancy in towns and work with the staff to then identify potential funding for the program. So which puzzle piece do you think that's about? I'm giving you ten more seconds to make up your minds. Great keep them coming. Okay. Great thanks everyone.

So it looks the majority of you about adaptive capacity and otherwise pretty evenly split between the other three and certainly this is - extra mention of using data to make decisions here so I can completely see why many of you decided that's what it was about. We actually suggest this is

more about leadership capacity, so if the leadership prioritizing TPP program and making decisions based on data to promote the program.

So in our assessment we've put it under leadership capacity. Let's do another poll so the scenario is that program managers at FYN meet quarterly to discuss staff performance and then identify potential professional development activities that are relevant across different program areas. So which puzzle piece do you think that is about? Great I'm giving you five more seconds.

Great. So we've got the strong majority of you who have management capacity and a few torn between leadership and operational capacity. Certainly we sorted this part of management capacity about having the policies and practices in place to promote staff performance and use resources in an efficient manner, but you can see how leadership is obviously necessary to be able to do that. So you can see how the jigsaw pieces are all pretty interlinked.

So you might have noticed as we went through the different components of organizational capacity that it covers quite a lot of aspects of your organization and you might be wondering if it's really worth your time to spend all that time and effort assessing all of these areas especially given that we said it has to be for the whole organization not the program.

So is there are a number of reasons in our experience why investing in careful assessment early on can make your life much easier and your program much more successful over time. For example early on can really help program selection, ensure that your budget is realistic, and identify gaps and challenges before they become a problem so you can plan ahead.

I'm sure those of you who have done capacity assessments before have found it can help with all manner of aspects in your organization to strengthen your organization, for example the staffing can help you to examine whether you've got your training needs for the TPP program exceeds what you're currently able to offer or when it comes to finances it can help you identify any gaps related to running your program within this budget or your ability to manage that budget and it can help you looking at policies and practices whether - many of you see find it to be a very important part of implementing your TPP program.

Also it can help with sustainability and sort of being over the long term and effective and well-funded organization that can carry out the TPP program to meet the needs of youth in future years as well. And as some of you might be aware, OAH has actually developed an assessment for sustainability planning as well as which set of resources to go help you do that which you can find on this web site here.

OAH based on research identified eight factors in your organization that promote your program sustainability and they're actually pretty closely linked with the organizational capacity in areas that we just talked about earlier. So we can see the parallels on this slide we just wanted to highlight that those two not in conflict but actually very strongly interlinked and encourage you to have a look at those resources afterwards. So now turning over to my colleague Brandon again who will talk you through the assessment and give you some practical advice.

Brandon Stratford: All right. Thanks Nicola. So before we explore the organizational capacity assessment for teen pregnancy prevention itself some of you might wonder how the assessment was developed. Experts at Child Trends reviewed the

literature on organizational capacity as well as a number of existing organizational capacity assessment.

Based on professional experience working with non-profits and working together with staff at the Office of Adolescent Health Child Trends researchers reviewed items to identify those that reflected the particular needs of teen pregnancy prevention programs. Finally several current grantees were asked to review the assessment for relevance and time burden. It should be mentioned that the scores are intended to help organizations prioritize their efforts to increase organizational capacity, but there aren't any particular cut off scores indicating high or low performance.

The goal here is to help you to identify areas that you want to prioritize in terms of increasing capacity. So on this slide you can see what the first page of the actual assessment looks like. The first page provides some basic guidance on completing the assessment while the rest of the pages contain the actual assessment questions.

On the next slide we'll look at a brief overview of the assessment and then later we'll actually get into some specific items. So the assessment covers all four components that we've discussed with a total of 44 items. As you can see operational capacity and management capacity of each have been divided into subcategories.

The process of completing the entire assessment is likely to take a few hours, however it's advisable to assign each section to the most knowledgeable individual. Not only does that reduce the burden on any one person but it also makes data collection more efficient. We'll talk a little bit more about the logistics of completing the assessment later on.

Here you can see the accompanying organizational capacity assessment document. This document is intended to accompany the assessment and provide more general information about organizational capacity. In fact, much of what we covered in the beginning of this webinar is reflected in this document.

Additionally, it lists some hyperlinks to specific areas of the TPP resource center that you might find useful in the process of conducting a needs assessment and developing a plan to increase organizational capacity. We've also included those links in the resources slide at the end of the presentation, and I will also note that both this document and the assessment are up in your handout section so feel free to download those now or before you leave.

So in the next couple of slides we'll discuss in more concrete terms how to conduct an organizational capacity assessment. Before we get into the tool itself let's review the assessment process as a whole. The arrow here is to remind us that it's an ongoing process. So the organizational capacity assessment for teen pregnancy prevention will serve as a guide for collecting the information that you'll need to assess how ready your organization is to support a new teen pregnancy prevention program.

Once you've reviewed the data you'll be able to prioritize which gaps will need to be filled in order to increase your chances of successfully implementing a new program. Once priorities have been established you'll need to make a concrete plan for how you will increase your organizational capacity in your priority areas. Then you'll need to monitor your efforts to ensure that you're making progress.

In the next few slides we'll look at each of these steps in more detail. We'll include this graphic up at the top so you can follow along and see which steps we're talking about. So collecting data for an organizational capacity assessment can be done at any point in the life of your TPP program.

As we mentioned before, it's very helpful to conduct a thorough assessment as a part of your program selection process so that you have a realistic understanding of what it will take for your organization to be well-positioned to successfully implement a new TPP program. Remember while TPP program developers and the Office of Adolescent Health have information on the components that are necessary to implement a given program. Each organization is likely to have different resources already in place.

It is critical to identify and document the resources in gaps in your specific organization when planning to implement a program. Now if you've already started implementing your TPP program conducting an organizational capacity assessment can still be enormously helpful especially as you consider what it will take to make sure that your program is being well implemented.

Identifying challenges ahead of time can make it much easier to successfully sustain your TPP program for the long run. So conducting an organizational capacity assessment is definitely a team sport. So let's talk a little bit about who should have on your team. It's important to consider what sort of information will be gathered during the assessment so that you can recruit people to your team who have intimate knowledge of these topics.

We've included the four components earlier in the presentation to help us think through who we might want to recruit on our team. It is possible that team members might have knowledge of more than one component, but in order to keep everyone accountable it's important to assign each member a specific task.

Once we take a closer look at the assessment itself, you'll see that each component is assessed by a number of questions. Whoever is heading up the assessment should take a look at those questions and endeavor the recruit team members who will be able to answer the questions in the assessment. Remember the usefulness of the assessment is largely based on the quality of the information that's gathered. Using objective number to generally preferable to opinions or estimates so make sure to include people who will have access to the required level of detailed information.

You can see that we've listed some examples of the sorts of staff that you might want to include. However this list will look different for each organization. Notice that we've included the leadership team at the top of the list. As we mentioned it's likely that your team will identify some gaps or challenges as a result of the assessment process. In fact, that's kind of the point.

Having leadership involved early in the process increases the chances that any plan to address identified needs will receive the necessary support to actually put the plan into action. Now let's take a look at our organization Fayetteville Youth Network. FYN is currently a small organization that was founded by the current executive director four years ago who loved teaching to start a program to work with high-risk youth in local schools. We've got an afterschool program that we run in eight local middle

schools and four local high schools. We also run summer programs at those locations when school is out.

We recently hired an administrative assistant to help with managing the database and to track program attendance, activities, and some basic youth outcomes for both programs. So as you can see between the afterschool program and the substance abuse program we've got a lot of staff, and we certainly wouldn't be able to include all of them in our team for initial data collection.

So we've got a question here. We'll bring up our next poll. And the question is thinking about the different components of the organizational capacity assessment who should be part of the team that is tasked with collecting the data? I guess I've already given it away that it's probably not going to be everyone but let's see what people think of who would be best to include on our team.

All right we'll give just a couple more seconds, and we'll go ahead and close the poll and it looks like three quarters of you are going with our final answer which is the ED two program managers, a team leader, two to three sales staff, and the administrative assistant and I would agree with that. It's important here to note that we really want to mix the perspectives, and so it's important to have some field staff because they are going to be able to give you different information than the executive director or even the program managers.

And of course we want to include the administrative assistant who is particularly working with the data that's being collected because we know that the adaptive capacity is largely about performance management and how we're able to use data to make decisions.

So once you've identified your team members you want to set up your initial meeting consider sending team members a copy of the assessment ahead of time that way they'll have an opportunity to think about which item they're best equipped to answer. The initial meeting allows you to explain in a bit more detail the purpose of the assessment so that you can make sure all team members understand the process.

You should also leave the meeting with a list of which team members are responsible for gathering which information. Allowing team members to review the assessment ahead of time should help to ensure that items get assigned to the most appropriate team member.

Some team members may need to delegate a particular item to another staff member with more in debt knowledge and that's fine, but team members are ultimately responsible for collection of the data that they have been assigned. Now let's take a look at the actual assessment itself. Here you can see an example of a few of the questions that are included to assess leadership capacity.

As noted in the previous slide there are eight items for the leadership capacity component, and you can see that in that little red circle. Each of the components will have a list like that that will tell you how many items are in it. At the top here you'll also notice a brief description of what it is that the items are intended to assess, For example these items are intended to assess how well your proposed TPP activities align with your organizational mission and the capacity of your leadership team to support your activity.

Each item is scored as a zero does not describe us, a one for we're getting there, or two for describes us well. Now these scores are somewhat subjective but you'll notice that each question or item in the assessment also includes some more concrete detail to help you better decide which score to assign.

For example, item number three states our executive director and leadership team are energetic and demonstrate a commitment to the goal of reducing teen pregnancies in our community. The item also asks for examples and suggests things like executive director makes presentations around the community about the importance of teen pregnancy prevention. That last part is intended to get you thinking about more objective evidence to use when assigning it a score.

So we'll take this opportunity to practice scoring together. In the case of our organization Fayetteville Youth Network let's say that we asked the program manager for the after school program to complete item number three which says our executive director and leadership team are energetic and demonstrate a commitment to the goal of reducing teen pregnancies in our community.

So when she was thinking about what she might answer the only thing she could really think of was that a program leader from one of the afterschool programs had taken some youth on a trip to a local health clinic to learn about the reproductive health services that are offered.

So let's bring up our poll and remember this is our leadership capacity component, and the particular item that we're talking about here is our executive director and leadership team are energetic and demonstrate a commitment to the goal of reducing teen pregnancies in our community.

I'll give you a couple of seconds. Remember what we're thinking about here is that an after school program took some youth to a local health clinic to learn about reproductive health services. And the polls are open now so go ahead and let us know what you think.

All right in the interest of time we're going to close things up, and it looks like people are assigning a two. The majority of people are giving it a two, about a quarter of you think it would be a one and a couple of you don't think that they're doing very well at all.

I would say it really depends and this is really where you need to know your organization, but if you think that the program leader or team leader is a member really of the leadership team of the organization then you might say it, but this shows that they're starting to show an interest or that they are.

However, it seems like perhaps a team leader is really more concerned with the activities that they're doing than taking an actual leadership role in the organization. So in this case I would probably say a zero or maybe a one, but again it depends on what kind of a leadership role that individual actually takes in the organization itself.

So moving along and this time we're going to take a look at adaptive capacity. So this asks about FYN's performance management. Well let's take a look at item number one actually, it asks about the performance management database and whether it can provide real-time reports for all programs.

So remember that the administrative assistant who is actually working specifically on data and managing data thing like that only started

recently. And in fact, up until that point program managers were responsible for looking at the data for their particular program and they were then asked to train new staff on how to input data on a daily basis. And then program managers we'd use the data in order to meet with staff and discuss their performance.

So we would of course like to have the database manager which is this new administrative assistant working on these items, however because they're new and other people had been taking that role on previously you would probably want to consider having a program manager even though that's not their specific role now because there's a new person in the organization.

But because that person is new you want to make sure like we said, it doesn't matter so much what the tittle is but what is the information the individual has so making sure that a program manager is included in this data selection would be important. So we have now collected lots of data and I'm going to throw it over to Nicola again to discuss what we do once we have collected this information.

Nicola Wagner Rundell: Yes. So imagine you completed the entire organizational capacity assessment and now once your team members have time to gather - to come up with some scores and gather the information to support the rationale for why they have their score it's time to reconvene the whole time and identify priorities.

If feasible it can be helpful for team members to (presend) the section of the assessment so everyone can be familiar with it, and of course feel free to document your supporting information in whatever way works best for you it doesn't actually have to be in this at all. If your team is small you

might choose to meet all together to review each item otherwise you could break up into small groups.

And it's really important to allow ample time for discussing the findings and the information supporting it remembering that the goal is to ensure your TPP program has got the best chance of success. So we'll be taking the time to identify strengths and gaps and challenges that will all together will go a long way towards waking the realities.

So once you've reviewed the assessment it's then time to start setting priorities. As we mentioned earlier the individual scores for different components can be really useful to identify priority areas, but this shouldn't be the only source to make these decisions.

And it could also matter for example where you are and a person's limitations, which changes seem like they would have the largest effect when you need TPP programs - which ones is the most feasible initial term which one require a bit more time and effort.

So the process of setting priorities is likely to take quite a while so you might prefer to schedule a meeting at a later date to start developing a plan and it's quite possible that you might want to extend the invitation to different people depending on which priorities were identified. For example if the leadership is a priority area then you might need to schedule a planning meeting at the time that's convenient for leadership team members and so on.

So as we just mentioned the planning meeting will likely be separate from your assessment review meeting, and might be a different meeting for a different aspect who've identified as priorities.

So it's really important to have staff with the authority to actually implement the plan to be involved in the development of the plan early on otherwise I'm sure you've all found it can be really difficult to get traction to put the plan into action otherwise.

So plan meetings generally we find is a good idea to assign smart targets to our specific measureable achievable realistic and time oriented and having each task and each target assigned to a specific person who's then responsible for ensuring it happens and monitoring progress. And then if you've split things up across the organization it's a good idea to create and integrate a plan afterwards to make sure that everyone is on the same page.

And then once you start implementing your plans as I'm sure all of you are familiar with, it's a good idea to monitor and have monitoring meetings on a regular basis to track progress and probably at the beginning they should be a bit more frequent so you can adapt as necessary.

So let's think through how this process helped FYN. So here's an example of the organizational capacity assessment in the management capacity section, and we'll just pick out a few examples here. If you look at Item 12 it's obvious it's all about assessing the ability to manage partnership relationships. So looking at Item 12 that talks about our organization, develop specific criteria when seeking to identify potential strategic partners. And what Fayetteville Network said is we look for a specific set of resources in a partner and make sure we include those things in a (unintelligible) youth.

Looking at Item 14 which is related to that, we have established strategies to ensure high quality program delivery among our partners including

providing training when relevant. At Fayetteville Youth Network we savor ourselves that we write expectations in the MOU. We really check to make sure that the partners have the capacity to follow we just assume that they do and can do once they sign the MOU.

And then looking at Number 16 which asks we have established (gratuities) for measuring the effectiveness of partnerships. For example monitoring program were those recruitments and assessing quality fidelity of program activities and so on.

At Fayetteville Youth Network we write expectations in the MOU box, we don't really have any policies for what to do if we don't think our partners are meeting those expectations and that's been a bit of a problem in the past.

And now let's take a look at how we might score these assessments. So again let's remember that they are a bit subjective, but we're basing it on the evidence that we've presented here. So looking at Item 12, we're actually doing really well on them. We try to think ahead of time about what we might need for the partners so we can find a partner that fills our needs and is clearly documented in the policies in the MOU so giving ourselves two out of two here.

Looking Number 14 we're pretty good at communicating expectations but we don't really do a good job of ensuring our partners actually meet those expectations are equipped to meet those expectations. So we really need to think about how we can do better on this one.

And then looking at 16, again we document expectations, but actually in the past we haven't had that much success in getting partners to meet them

and problems have arisen and probably not really monitoring very well those partners are meeting expectations. So we're giving ourselves a zero, and that would be really an important area to work on.

So overall we scored 50%, but then you can see there's some aspects that we don't really need to work on further and some that we'll probably want to prioritize. So what happens next if there's TPP programming in your area for FYN we decided we should make a plan to improve our capacity to manage partner relationships and we identified staff that would be most likely to interact with partners, included the staff member who weekly work to partner to ensure a good relationship.

We look to a particular number of ways that we can strengthen partnerships, and I'm not sure if there's also needed us to address our budget assumptions, but we decided even though some of this cost some money we decided it would be worth a worth-well investment for the success of the program. So now let's review the steps that we've just gone through and just look at the key things that happen at each stage just to draw the memory.

So the first step is collecting information, getting the team in place and assigning who's going to fill in which bit of the assessment. The second one is then meeting to review and prioritize which areas need further work in the organization which thirdly then leads to making a plan and really important to get - ensure that leadership is all into making the plan happen, and so that as a fourth step of the implement the plan you can monitor progress and having assigned particular responsibilities among your staff for completing the plans. And so now we're coming to the end of the webinar. We just wanted to review the objectives from the start.

We've talked a bit about what organizational capacity is and the definition used here and why it's really important if you want an effective program. We've given you a little bit of a flavor of the OAH capacity assessment tool that you can all use and we've hopefully illustrated how you can use the results in your organization to make sure you come up with a plan that works for you to improve your capacity to implement an evidence-based program.

So now we've got a bit of time for you all to ask us some questions. They can be general, they can be really specific about anything to do with the capacity assessment and what you're supposed to be doing with it and really we're hoping to hear from you. Thank you.

Brandon Stratford: All right. So feel free to type in any questions into the Q&A box. We actually didn't receive any during the presentation so maybe everything was crystal clear, but I suspect perhaps there are some lingering questions out there.

In the meantime while you all are entering your questions, I'm going to bring up the TPP Resource Center webpage. And I'll just encourage you all as you're typing your questions to take a look at it. So right now this should actually live on your own computers so you can click on anything and it will take you to wherever you want to go on the web page.

As you can see there we're on the training topics section. If you were to go click on the implementation section that's down towards the bottom, it's the one that looks like they're drawing a diagram that's where you would eventually make your way to all of our assessment tools for organizational capacity.

What you would do is if you clicked on that then you could - they'll come a little box that says see training material related to, and there will be a little list there of a bunch of different topics. Staff and program capacity is actually at the very bottom of that list, and if you were to click on that it'll take you to a list of a whole bunch of resources and the top two resources on that list should actually be the OAH organizational capacity assessment and that additional document that I had mentioned.

Nicola Wagner Rundell: We're getting some great questions here. Thanks everyone. So we've got one question on advice for measuring organizational capacities across agencies who are collaborating for the TPP program and grant. That's a really great question and it's a similar question to now "should we be looking at our own program or should we be looking at the whole organization?"

And certainly we would advise you to start with your own organization but it's a very good idea for you to – you know in the section where we talked about managing partnerships - that's a good time for you to clarify expectations of your partners and then ensure that when you select your partners your partners are actually able to meet those expectation but as part of that selection process or if you've already got partners in place it's a really good idea to ask them to complete this assessment tool as well so that you can see if they've got the right capabilities in place to deliver the program.

I will just tell you I'm not - it might not - they're not all aspects of this tool might be relevant for partners so be a little bit selective about what are you looking for in a partner and then ask them to fill out the relevant section. It might not be all of them.

Brandon Stratford: So we've got another question here. Has the organizational capacity assessment and tested with organization, is there any information about its reliability or validity.

So it's actually a compilation of a number of different topics. So it's new, we piloted it with some grantees this summer as I mentioned, but we haven't - there aren't any reliability or validities to statistics on this assessment. And again that's partly why there aren't necessarily cut off scores at this point, and we're stressing that it's really intended to be a guide for our organization to help you know what sorts of information you should be collecting and really getting people to think about the various aspects of how an organization functions.

Nicola Wagner Rundell: Great. And then we've got another question and is there a way to use this assessment to collect baseline capacity level and then mark increases over time. That's a fantastic question, and it relates both to monitoring or if you plan as the implement your capacity improvement plans as well as to - you would recognize it's not a one-off thing that you just do once and then stall forever.

So yes, the tool can be very useful to assess over time, and then you can track your end progress and particularly in the areas that you want to develop but also, it's a good idea to track to keep completing it as regular intervals maybe annually or six monthly. It might be a good starting point, and you can see the areas you haven't progressed on are probably slipping away and in fact you are making progress in the areas you wanted to. So great question here thank you.

Brandon Stratford: Yes and I would say it's also important to think about the amount of time that is reasonable for your organization based on the priorities that you

have because to do it well it does take some time to collect the information, and it's probably easier when you do it a second or third time because you know where to find the information and what sorts of information matches with which item. But you don't want to put too much burden on folks to have them kind of completing this assessment on a very short basis.

You want to make sure that there's some time for progress to actually happen before you ask people to take the time complete this again, but it's definitely something that should be done on a regular basis. And I think the scores are really - while they're not necessary cut off scores but they definitely provide you with a great way to measure more kind of objectively whether you're seeing some progress in the areas that you're targeting.

Nicola Wagner Rundell: Great. Any more questions from anyone?

Brandon Stratford: All right. So we have reached our time, and I will put our feedback survey up for folks to complete. And I will mention that while we didn't have the resource slide up, we will definitely be posting the slides for this webinar on the TPP Resource Center, and that will have the PDF version of the slides which will have live links.

So you'll be able to see all of those most of them are also in that document that I mentioned within the handout section. And I will throw it back to our host at the Office of Adolescent Health to see if they have any parting words, but as I said please make sure to complete the assessment.

Tish Hall: Thank you Brandon and thank you Nicola for helping us walk through the organizational capacity tool as well as giving us helpful tips for how to assess our organizational capacity.

I think there was some great questions that were asked specifically the question that came up about partnering other organizations and how you should assess not only your own organization but also have your partner assess their organization is a great way to make sure you have the correct collaborative partners at the table for whatever initiative you're trying to endeavor.

So with that being said I want to thank you all as Brandon has mentioned all of the resources that were referenced today as well as all of the materials for the slide presentation and the recording will be posted soon on the TPP Resource Center. Thank you again for joining us today and have a great day.

Brandon Stratford: Can I just jump in real quick. I just want to clarify people might get a little confused. There is the date that's listed on the survey is actually incorrect. Oh no it is correct sorry. It was a long day but I appreciate everyone's attention and again we really appreciate your feedback because we do use it to improve webinars in the future.

Tish Hall: Thank you.

Nicola Wagner Rundell: Thanks everyone.

Coordinator: Thank you. At this time this concludes today's conference, you may disconnect all audio lines at this time with the exception of our speakers. Again this does conclude today's conference you may disconnect all audio

lines at this time. Speakers are now being transferred to your post conference at this time.

Woman: Okay thank you.

Coordinator: You're welcome.

END