



begin

SELF-ASSESSMENT TOOL  
UNITED WAY STANDARDS OF EXCELLENCE

“The  
journey of a  
thousand miles  
begins with one step”  
Lao Tzu

aspire envision mobilize involve guide deliver > begin

## introduction:

United Way of America is pleased to present the *Standards of Excellence* Self-Assessment Tool. Now that you have read the *Standards of Excellence*, you may be feeling a bit overwhelmed and not know where to begin. The *Standards of Excellence* Self-Assessment can help solve that dilemma. You must first figure out where you are today before you can determine where you need to go. This beneficial tool helps measure local perception of your United Way's performance relative to the 34 standards outlined in the *Standards of Excellence*. The responses from the assessment will help pinpoint areas for improvement, addition or change. The easy-to-use electronic tool administers the assessment, tallies responses, and produces a web-based report within two weeks after the assessment is completed.

We hope you will gain an understanding of this tool's value to your community. It will help frame the discussion around needed areas of growth as you aspire to achieve community impact. To get started, visit the Self-Assessment page on United Way Online at: [https://online.unitedway.org/soe\\_selfassessment](https://online.unitedway.org/soe_selfassessment).

The tool consists of the 34 standards each divided into four developmental stages to gauge your organization. These stages range from (1) not applying, or minimally applying, the practices that embody a given standard to (4) fully excelling at all aspects of that standard. Participants rate where they think your United Way is currently performing. A basic familiarity with the *Standards of Excellence* and the practices that embody them, as well as an understanding of a focus on community impact to improve lives, will therefore be helpful in carrying out the Self-Assessment.

This developmental tool is designed to assist a local United Way:

- **Gauge your organization's current status relative to the *Standards of Excellence***
- **Assess your organization's current capacity to take on the transformational change effort necessary to become a Community Impact United Way**
- **Identify areas of strength where your expertise could be shared with others**
- **Determine where to focus your organizational development and improvement efforts**

The Self-Assessment is neither a pass-fail test nor a competition. It is a diagnostic. The goal of engaging in the Self-Assessment is not to attain a high ranking, but to gain a clearer understanding of where your United Way is in comparison to the aspirational practices described in the *Standards* and to pinpoint areas for improvement, addition or change.

While the process is easy to follow and the online tool is easy to use, “easy” should not be confused with “quick.” The Self-Assessment is a serious project and will require a serious commitment on the part of participants and those tasked with reviewing and acting on the results.

#### WHAT ARE THE BENEFITS TO A LOCAL UNITED WAY?

The *Standards of Excellence* represent an ideal that local boards of directors and managers can aspire to based on what is feasible and appropriate in their communities. The *Standards* are universally valuable, but they are not a one-size-fits-all regimen for local United Ways because operations and community dynamics vary significantly. The Self-Assessment tool will allow local United Ways to:

- Conduct an easy-to-use self-assessment that can be completed online by multiple participants, in an anonymous fashion, and tabulated electronically
- Receive a comprehensive feedback report to review with the CEO/board/staff and utilize in planning and goal setting
- Develop a basic understanding among staff, board members, and selected community partners about the nature of the United Way transformation
- Measure where the local United Way is on the journey to becoming a Community Impact United Way and track progress
- Fulfill a UWA membership requirement for a volunteer-led self-assessment every three years

### WHAT ARE THE BENEFITS TO THE UNITED WAY SYSTEM?

Data received from local United Ways that complete the assessment will be aggregated to assist the system in:

- Determining the level of progress towards transformation across the United Way system
- Identifying and developing the support and training most needed for the components and practices in the *Standards of Excellence*
- Identifying and sharing best practices across the field

### WHO:

When a local United Way conducts the Self-Assessment, it is important to obtain individual responses from a sufficiently representative group (staff, volunteers, and community partners). A minimum of ten participants is required. This diverse set of inputs serves to improve the quality, validity and usefulness of the diagnostic results. In selecting staff participants, it is valuable to include a diversity of levels as well as functions.

Participants should be those with the greatest knowledge of your United Way. Not everyone will have sufficient knowledge to be able to thoroughly assess all areas, but their perceptions are still valuable. In the event that a participant does not feel comfortable rating an area, a “don’t know” option is available.

**If your United Way is using this process to meet the UWA membership requirement for a “volunteer-led self-assessment every three years,” there must be a strong representation of board members and volunteers participating, and the assessment must be completed electronically.**

**HOW:**

- The local United Way identifies a project coordinator to manage the Self-Assessment project.
- The local United Way chooses a one-week window during which its participants will respond to the online Self-Assessment, and the CEO submits an online application to UWA requesting that date.
- UWA schedules the assessment and immediately provides the Self-Assessment survey as well as instructions sheets for the assessment coordinator and participants.
- In the two weeks prior to the online survey, the project coordinator contacts the participants, forwarding them the survey link, instructions, and the specific dates during which they will be able to respond. UWA provides all the step-by-step instruction sheets for the coordinator and participants.
- The survey takes approximately one hour for each individual to complete and submit. It contains clear instructions for how to fill out, save and submit the survey electronically.
- UWA will prepare an analysis report tabulating all the responses submitted during the agreed upon timeframe. The report will present the local United Way's overall rankings for each of the standards.

**To begin the process, go to the United Way Online Webpage: [https://online.united-way.org/soe\\_selfassessment](https://online.united-way.org/soe_selfassessment).**

## STANDARDS OF EXCELLENCE: SELF-ASSESSMENT

When choosing from among the four developmental stages for each standard, participants will likely find that the hypothetical stages don't always match reality. For example, in a given standard, a United Way may have some of the characteristics of both a "2" and a "3." In such a case, it is best to choose the number which most accurately, if not perfectly, describes the circumstances of the local United Way.

The goal is to provide the data needed to identify priority issues or challenges. If the United Way fully embodies a "2," but also has one or two characteristics of a "3," it would be better to assume it is still in the second stage in order to better plan for fully achieving the third. In the cases in which participants feel they have no understanding, they may select the "I do not know" option.

Finally, a "Comments" space is located at the bottom of each question page. Participants are encouraged to use this space to briefly note why they chose the response they did. This information will come in very handy to the participants and the United Way in the coming weeks when they analyze and discuss the assessment results.

## COMMUNITY ENGAGEMENT & VISION

**STANDARD 1.1: KNOWLEDGE OF THE COMMUNITY.** United Way identifies, understands and engages existing and emerging communities and builds relationships with community leaders and people of influence in all sectors.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way’s community knowledge is almost exclusively centered on long standing funded agencies and businesses that conduct workplace campaigns within its designated service area.</p>	<p>2. United Way makes initial efforts to identify, understand and engage a limited number of people/groups beyond their traditionally funded agencies and businesses that conduct workplace campaigns in the geographic service area.</p>	<p>3. United Way understands, engages and works with multiple “communities.” A “community” is as likely to be defined by common characteristics, demographics or concern for particular issues as it is by geographic location.</p> <p>United Way makes deliberate efforts to build relationships with leaders and people of influence within these communities.</p> <p>United Way actively identifies and seeks to engage emerging communities as potential partners and builds relationships with their leaders.</p>	<p>4. United Way has well-developed knowledge and understanding of a broad range of communities with whom it can engage to build common vision and achieve impact on priority issues.</p> <p>United Way volunteers and staff have solid relationships and actively work with leaders of these communities.</p> <p>The media, government, community partners, and the public regard United Way as a key source of information about the community and community issues.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## COMMUNITY ENGAGEMENT & VISION

**STANDARD 1.2: COMMUNITY ENGAGEMENT AND MOBILIZATION.** United Way listens to, learns from and motivates diverse individuals, groups and sectors to better understand, become involved in and take action on priority issues.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way is generally not involved in community research and education. United Way engages the community in an annual fundraising campaign.</p>	<p>2. United Way is involved from time-to-time in community research and education.</p> <p>United Way occasionally organizes and supports activities that engage and mobilize the community to get involved beyond the annual campaign (e.g., annual Day of Caring).</p>	<p>3. United Way is regularly involved in community research and education.</p> <p>United Way organizes and supports, on an ongoing basis, multiple activities that encourage community involvement (e.g., town hall meetings, visioning sessions, volunteer opportunities, leadership development, planning and preparation for crises).</p>	<p>4. United Way is regularly involved in community research and education.</p> <p>United Way is actively involved in multiple approaches and activities which motivate, organize, support and recognize community involvement. United Way successfully engages a wide spectrum of the community in these efforts.</p> <p>United Way encourages the community to provide input on issues, volunteer and engage in planning and preparation for crisis events through channels such as volunteer centers and 2-1-1.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## COMMUNITY ENGAGEMENT & VISION

**STANDARD 1.3: SHARED COMMUNITY VISION.** United Way and the community establish a shared vision for the future by creating a collective understanding of key community interests, aspirations, assets and concerns which represent the perspectives of diverse groups, individuals and sectors.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.






<p>I do not know.</p>	<p>1. United Way informally assesses community interests and concerns.</p>	<p>2. United Way occasionally participates in formal efforts aimed at understanding community interests, aspirations, assets, and concerns (e.g., gathering and sharing information about community conditions; participating in public dialogues).</p>	<p>3. United Way routinely participates in efforts aimed at understanding community interests, aspirations, assets, and concerns. It involves a broad spectrum of the community and plays a prominent role in facilitating the inclusion of diverse groups.</p>	<p>4. United Way joins other community partners to regularly disseminate information on current and emerging community issues.</p> <p>United Way partners with others to facilitate inclusive community conversations and public dialogues around community interests, aspirations, assets and concerns which lead to a shared vision and the identification of priority issues.</p> <p>United Way is widely recognized as an integral partner and convener in building a shared community vision.</p>
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**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## COMMUNITY ENGAGEMENT & VISION

**STANDARD 1.4: PUBLIC POLICY ENGAGEMENT.** Because government is a critical decision-maker and the major provider and funder of health and human services, United Way must actively engage in public policy and develop partnerships that include local, state and federal governments along with the private sector and nonprofit sector.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way is not substantively involved in public policy.</p>	<p>2. United Way keeps current on public policy issues, works on building relationships with public officials, and occasionally organizes or participates in briefings and discussions related to public policy.</p>	<p>3. United Way has established local public policy priorities (i.e., a public policy agenda) linked to its impact strategies and has established board and staff responsibility for advancing those priorities.</p> <p>United Way has solid working relationships with public officials.</p> <p>United Way works with others in the United Way system to advance common public policy agendas.</p>	<p>4. United Way has a board-level committee that is engaged in advancing its public policy agenda. It works with others in the United Way system to lobby legislators on issues of common concern.</p> <p>United Way engages the community-at-large to discuss, debate and advocate on behalf of policies that will advance community impact goals.</p> <p>United Way CEO and senior staff have close relationships with current and prospective public officials and their staff.</p> <p>United Way is consulted as a valuable source of information and perspectives to shape policies related to priority issues.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## IMPACT STRATEGIES, RESOURCES & RESULTS

**STANDARD 2.1: IMPACT STRATEGIES.** United Way and other partners engage the community in developing a comprehensive plan for impacting selected priority issues, identifying the lasting changes sought and the specific strategies needed. All those with an interest in the outcomes are included. United Way determines its role in the plan and focuses on selected strategies.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way is not involved in a community planning process to develop a plan for impacting identified priority issues.</p>	<p>2. Steps have been taken to develop a community planning process for impacting identified priority issue(s).</p> <p>A diverse group of potential partners and participants are being identified.</p> <p>The issues are being defined and assessed at the community level. Desired results are being identified.</p> <p>Potential solutions are being examined in light of available research and proven practice.</p>	<p>3. A diverse and representative community group, including United Way, is actively engaged in planning how to achieve desired results on a priority community issue.</p> <p>Specific strategies, action plans and measures are being created to achieve those results.</p> <p>United Way and its partners are determining the elements of the plan for which each will accept responsibility.</p> <p>Relevant stakeholders are included in each stage of the process, including individuals who will be most affected.</p>	<p>4. A comprehensive community plan is in place to achieve desired results on at least one priority community issue.</p> <p>United Way and its multiple partners are each actively engaged in their agreed-upon roles and responsibilities.</p> <p>Strategies have been framed as investment products and packaged to attract resources.</p> <p>A plan is in place for measuring and communicating strategies, progress and results.</p>
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**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## IMPACT STRATEGIES, RESOURCES & RESULTS

**STANDARD 2.2: PARTNER ENGAGEMENT.** United Way deliberately and actively builds quality relationships with traditional and non-traditional partners and involves them at every step of the way. United Way engages partners around priority community issues, shared strategies and corresponding resource development.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way's relationships are primarily with member agencies and companies from which United Way seeks financial support.</p> <p>The relationship and communication focus primarily on annual campaign and allocation-related issues.</p>	<p>2. United Way strategically identifies a diverse group of potential partners, both traditional and non-traditional (i.e., government, business, nonprofit organizations, neighborhood groups, and individuals most affected), with whom it can develop and pursue strategies on priority issues.</p> <p>United Way has begun to build and support relationships of mutual understanding, respect and trust with partners through active dialogue around their interests, expertise, and/or capability regarding the priority community issues.</p>	<p>3. United Way has a number of well-developed relationships with selected community partners.</p> <p>United Way and its partners are beginning to work collaboratively on priority issues.</p> <p>United Way has a plan to communicate with and recognize its partners, and has begun to do so.</p>	<p>4. United Way has strong relationships with a broad and diverse range of partners. All are actively working together on priority community issues and achieving results.</p> <p>United Way measures and reports its success in mobilizing partners.</p> <p>United Way effectively recognizes and communicates with its partners and has established mutual trust and respect.</p> <p>Others view United Way as a key player and valued partner in achieving community results.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## IMPACT STRATEGIES, RESOURCES & RESULTS

**STANDARD 2.3: RESOURCE DEVELOPMENT AND MOBILIZATION.** United Way mobilizes the many community assets – money, people, knowledge, relationships and technology – needed to implement strategies and achieve meaningful results. United Way builds personal relationships with donors/investors, segments markets based on interests, and recognizes all contributions.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way’s resource development strategy consists primarily of a single, annual fundraising campaign and there are no plans to move beyond.</p>	<p>2. United Way has made a commitment to focus resource development activities on impact strategies and the achievement of desired outcomes for priority community issues.</p> <p>United Way is creating a resource development plan for financial resources that is aligned with its work on priority community issues and includes annual, one-time and planned giving options from multiple sources beyond the annual campaign.</p>	<p>3. United Way is beginning to have success at attracting financial resources from multiple sources for priority community issues and strategies.</p> <p>United Way is tracking the aspirations of its key donors and utilizing that information in segmenting its markets.</p> <p>United Way is strategically targeting markets and developing new approaches to meet their needs.</p>	<p>4. United Way’s resource development efforts are an integrated part of an overall community resource development plan for priority issues. All partners are contributing to these efforts to develop and attract the resources needed to implement impact strategies.</p> <p>United Way is actively doing its part by implementing its own comprehensive resource development plan to attract the multiple resources it promised.</p>
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## IMPACT STRATEGIES, RESOURCES & RESULTS

### (Cont.) STANDARD 2.3: RESOURCE DEVELOPMENT AND MOBILIZATION.






Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>		<p>United Way is making progress on knowing the names, contact information of its key donors and thanking them.</p> <p>United Way is exploring how to segment and targets specific markets, both new and traditional, and matches their interests with specific impact strategies.</p> <p>United Way is beginning to put mechanisms in place to attract non-financial resources (e.g., volunteer center, gifts in-kind).</p>	<p>United Way is expanding its resource development plan to include ways to attract the non-financial resources (e.g., people, expertise, goods, technology, etc.) needed for priority issues.</p>	<p>Financial resources come from multiple channels (workplace, major gifts, planned gifts, government, foundations, etc.).</p> <p>Non-financial resources are being attracted and linked to priority issues (e.g., volunteers, goods, expertise, technology, etc.).</p> <p>United Way knows, thanks and communicates regularly with its key donors. Donors feel appreciated and part of the work.</p> <p>United Way is having success at matching the donor aspirations of target markets with impact strategies and attracting resources.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## IMPACT STRATEGIES, RESOURCES & RESULTS

**STANDARD 2.4: IMPLEMENTATION AND ACTION.** United Way recognizes that community impact cannot be achieved through any single strategy, action or investment. United Way implements a diverse array of impact strategies and actions to achieve desired results and improve lives (beyond merely funding agencies, programs or services). United Way includes a commitment and activities to engage those individuals most affected by an issue. United Way explores strategies that go beyond our traditional service orientation and address root causes, as well as system-level barriers and challenges. *Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way's resources are invested according to historical patterns and not aligned with a community plan for impacting priority issues.</p> <p>The primary strategy for achieving impact on issues is through the work of health and human service agencies, with United Way solely as a funder.</p>	<p>2. United Way is analyzing its financial investments and beginning to align them with strategies to achieve impact on priority issues.</p> <p>United Way recognizes that a wide variety of strategies – beyond simply funding agencies, programs and services – must be implemented to achieve desired results.</p> <p>United Way is beginning to identify and gain experience in strategies other than funding.</p>	<p>3. United Way is beginning to implement the multiple strategies for which it has accepted responsibility and is measuring progress.</p> <p>United Way has realigned its financial investment model from one based on meeting agency needs to one based on achieving community impact on priority community issues.</p> <p>Ongoing program/agency funding is based on the achievement of outcomes and results and not on historical relationships.</p>	<p>4. United Way and its partners are implementing a wide range of strategies intended to achieve the desired results on selected priority community issues.</p> <p>All strategies are aligned with the community plan and include, when appropriate, research, the development of collaborations, public policy advocacy at the local, state and national level, and the funding of programs and services.</p> <p>The implementation of strategies is producing results at both the program and community level.</p> <p>United Way is viewed as a community impact leader and not just as a fundraising and allocating organization.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## IMPACT STRATEGIES, RESOURCES & RESULTS

**STANDARD 2.5: MEASURE, EVALUATE AND COMMUNICATE RESULTS.** United Way and its partners evaluate the effectiveness of impact strategies in order to continuously improve. They identify appropriate measures, collect and analyze results, and assess progress toward desired outcomes. Outcomes may be measured at multiple levels (e.g., programs, system and community). What is learned may cause United Way and partners to re-think, change or adjust strategies, actions and investments. United Way regularly and transparently communicates impact strategies, activities and results to donor/investors and the community, always acknowledging the contributions of partners. Results may become part of a community scorecard to communicate progress.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way does not currently utilize program outcome measurement to assess the effectiveness of the programs it funds.</p>	<p>2. United Way has made a formal commitment to identify and measure the program outcomes/ results achieved for its activities and investments.</p> <p>United Way provides the necessary training for its staff and partners to identify and measure program outcomes.</p> <p>United Way has begun thinking about community-level outcomes and is becoming trained in how to plan and measure at this level.</p>	<p>3. United Way collects and analyzes program outcome data from its partners, investments and activities.</p> <p>United Way has formally committed to help identify and measure community outcomes for priority community issues.</p> <p>United Way provides the necessary training to help partners and others understand how to identify and measure community outcomes.</p> <p>United Way and its partners are developing a plan to collect and analyze community outcome data for at least one of its community initiatives.</p>	<p>4. United Way utilizes program outcome data in evaluating strategies and making investment decisions.</p> <p>United Way and its partners have identified the results they seek to achieve on priority community issues and are actively tracking and measuring progress toward specific program, system and community outcomes.</p> <p>United Way and its partners consistently review measurement data, evaluate their progress on the desired outcomes and adjust their work as necessary.</p> <p>United Way and its partners regularly communicate the progress made on outcomes and, when appropriate, tailor those messages for specific market segments.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.1: RELATIONSHIP-ORIENTED CULTURE.** United Way culture (i.e., norms, values and work practices) supports building relationships that help achieve its mission.






*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p> 	<p>1. United Way's interactions with current donors/investors and partners are generally financial transactions and not efforts to build long-term relationships.</p> 	<p>2. United Way has developed an integrated plan for building relationships and has designated a "relationship champion", someone to lead the culture shift inside United Way. United Way has taken some initial steps to develop information, including obtaining the names of individual donors/investors.</p> 	<p>3. United Way is implementing its integrated plan for building relationships, which is supported by expanded resources (information, training, tools). Relationship management is built into performance metrics.</p> 	<p>4. United Way has transformed to a relationship-oriented culture which is fully supported throughout the organization, including both staff and volunteers. Everyone has access to information, training and tools and is accountable for building key relationships.</p> 
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## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.2: MARKET INTELLIGENCE.** United Way collects, analyzes and uses critical information about the market and target audiences in order to better respond to market trends and customer requirements.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way does not collect, analyze and use critical information about market and target audiences. It does not have sufficient information to effectively respond to market trends and customer requirements.</p>	<p>2. United Way has started collecting, analyzing and using basic information about current donor/investors, including their names, contact information and interests. United Way occasionally researches market trends, and the activities of partners and competitors.</p>	<p>3. United Way systematically gathers, analyzes and uses information on market trends, partners and competitors.</p> <p>United Way continues to expand information and analysis on current and prospective donor/investors, supported by appropriate technology.</p>	<p>4. United Way keeps abreast of market trends and partner and competitor activities.</p> <p>United Way has data collection, analysis and data management practices and systems that enable it to maintain a 360-degree view of current and prospective donor/investors. It has set goals and monitors progress in retaining and acquiring donor/investors.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.3: SEGMENTATION AND PRIORITIZATION.** United Way identifies and prioritizes key customer segments and partners to build relationships important to achieving community impact goals.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way treats all customer segments and partners the same without prioritization based on value/potential to the organization.</p>	<p>2. United Way has taken first steps toward prioritization of donors/investors and partners. Marketing and relationship efforts are focused on the active community investors (people who invest \$500 per year in local charities and are active in local community work).</p>	<p>3. United Way has assessed “lifetime value” (the projected revenues expected over a lifetime) of actual and potential donors/investors and activities, and is using this analysis for segmentation and prioritization.</p>	<p>4. United Way has aligned resources and marketing efforts with those donor/investors and partners of highest value.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.4: ACTIVE CULTIVATION.** United Way actively cultivates, maintains and grows key relationships to increase loyalty and convert ambivalence or inertia, where it exists, to passionate support.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

I do not know.	1. United Way engages its target audiences sporadically or almost exclusively during annual campaign.	2. United Way occasionally engages target audiences beyond the annual campaign and has developed a plan for year-round communications and activities.	3. United Way has fully implemented a plan to engage its target audiences in year-round activities.	4. United Way has improved retention (loyalty) and value (dollars and time) of current donors/investors and has improved conversion of prospects to customers.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.5: UNIQUE, POSITIVE BRAND EXPERIENCE.** United Way aspires to be the ideal partner for people who want to make a real difference in the community. It delivers results, engages, communicates, and creates a consistent brand experience for its corporate and individual investors and key partners.






*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

I do not know.	1. The experience of most donors/investors with United Way is within the framework of the annual campaign.	2. United Way is collecting information from existing and potential active community investors (people who invest \$500 per year in local charities and are active in local community work) about what is important to them. United Way has developed a plan to engage and communicate in a consistent way with its donors/investors and key partners.	3. United Way has implemented a plan to communicate and engage donors/investors and key partners.	4. Way metrics show that it leads its market in delivering on results and has achieved high levels of satisfaction/commitment by individual donors/investors and key partners.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## RELATIONSHIP BUILDING & BRAND MANAGEMENT

**STANDARD 3.6: PROMINENT STATURE AND REPUTATION.** United Way has impeccable standing in the community and is recognized as a key leader on selected priority issues as well as a strong partner on a range of other community issues.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way is not prominently positioned with opinion leaders, media or the general public as a leader on important community issues.</p>	<p>2. United Way’s CEO, staff leaders and/or key board members are visible spokes-people for selected priority issues.</p>	<p>3. United Way engages in media outreach. United Way’s CEO, staff leaders and key board members aggressively and systematically seek opportunities to “give voice” to community issues.</p> <p>United Way has identified and monitors measures of trust, favorability and reputation.</p>	<p>4. United Way is widely recognized as a leader on selected priority issues. United Way continually monitors and set goals to improve trust, favorability, and reputation, which are among the highest in the non-profit sector.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.1: MISSION.** United Way has a clearly stated mission, approved by the board, in pursuit of improving lives by strengthening local communities. All organizational activities are consistent with the mission, and all who work for, or on behalf of, United Way understand, articulate and support its stated purpose. The general public is aware of United Way’s mission.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way’s stated mission is not consistent with the United Way system mission.</p>	<p>2. United Way’s stated mission is consistent with the United Way system mission.</p> <p>United Way’s mission is featured in some of the United Way’s communications and materials.</p> <p>Staff and board members can articulate the mission and understand their role in fulfilling it.</p>	<p>3. United Way’s mission is featured in most of its communications and materials.</p> <p>United Way makes decisions regarding the opportunities it pursues and activities it undertakes based on its mission.</p> <p>Staff and board members act as spokespeople for the mission.</p>	<p>4. United Way’s mission is prominently featured in all of its communications and materials.</p> <p>United Way makes decisions based on the mission and has eliminated or restructured non-mission critical activities.</p> <p>Staff and board members are effective spokespeople for the mission. Key community stakeholders, partners and investors articulate its mission; the general public recognizes it.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.2: STAFF AND VOLUNTEER LEADERSHIP.** United Way’s CEO and volunteer leaders provide visible, active and effective leadership for United Way and the community. The CEO and volunteer leaders hold themselves accountable for achieving community impact and organizational goals.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.






<p>I do not know.</p>	<p>1. United Way’s CEO and volunteer leaders have yet to demonstrate the desire and commitment to move the organization to accomplish the community impact mission.</p>	<p>2. United Way’s CEO and volunteer leaders demonstrate commitment to the community impact mission and establish positive relationships to further the mission, but are not yet prominently positioned or visibly engaged in community issues.</p>	<p>3. United Way’s CEO and volunteer leaders provide direction and goals for United Way’s involvement in community issues.</p> <p>United Way’s CEO and volunteers participate in implementing community impact strategies, including securing necessary resources and effectively cultivating relationships. They are knowledgeable and effective spokespeople for community issues and the strategies in which United Way is involved.</p> <p>CEO and volunteer leaders develop a clear change strategy to transform the United Way to a community impact organization.</p>	<p>4. United Way’s CEO and volunteer leaders model United Way’s values, lead the development of relationships and resources, and hold themselves accountable for achieving community impact goals.</p> <p>United Way’s CEO and volunteer leaders align organizational and external resources required to achieve results and make course corrections as needed.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.3: GOVERNANCE.** United Way’s volunteer board is effective in setting direction for the organization, ensuring necessary resources (i.e., human, financial, relationship) and providing oversight of programs, finances, legal compliance, and values. The board functions to support community impact.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.






<p>I do not know.</p>	<p>1. United Way fulfills some applicable local, state and federal legal requirements for non-profit governance.</p> <p>United Way has a group of volunteers who are charged with the governance of the organization.</p> <p>The structure, composition, function, roles, and responsibilities of the United Way board support a resource development/allocation mission and business model.</p>	<p>2. United Way fulfills all applicable local, state and federal legal requirements for non-profit governance.</p> <p>United Way is in full compliance with United Way of America’s membership standards.</p> <p>United Way’s board oversees the CEO’s performance and compensation, in accordance with IRS intermediate sanctions rules.</p> <p>United Way’s board has designated a working committee to examine its governance practices.</p> <p>United Way’s board leadership has a basic understanding of, and supports the shift to, community impact.</p>	<p>3. The United Way board has identified governance practices it would like to strengthen and has articulated a plan for addressing them.</p> <p>United Way is evaluating its board structure, composition, functions, roles, and responsibilities in order to align them with its community impact mission, goals and objectives.</p> <p>The United Way board represents the community’s diversity and includes members with the expertise and background necessary to fulfill its mission.</p>	<p>4. United Way’s board culture is marked by a balance between fiduciary and strategic responsibilities.</p> <p>On a regular basis, United Way’s board conducts a board assessment. Governance practices that receive less than satisfactory ratings are addressed in a timely fashion.</p> <p>The United Way board is fully aligned (in terms of structure, composition, function, roles, and responsibilities) with the organization’s community impact mission, goals and objectives.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.4: STRATEGIC AND BUSINESS PLANNING.** United Way establishes short and long-term goals and identifies strategies to accomplish them. Strategies are based on data and analysis, align with community impact priorities, and drive marketing, financial and operational plans (collectively, a “business plan”), as well as staff work plans (i.e., accountability). Annually, United Way assesses progress and makes changes as needed.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way has yet to develop a strategic plan that reflects explicit decisions regarding community issues it will address, customer segments it will target, and resources and operational capabilities needed.</p>	<p>2. United Way has a strategic plan that is comprised of short-term and long-term goals and explicit strategies that reflect decisions based on data and analysis.</p> <p>The strategic plan has sufficient buy-in from staff, volunteers, donors/investors, and community partners.</p>	<p>3. United Way develops an annual business plan that is based on the strategic plan and includes marketing, financial and operational plans.</p> <p>United Way monitors implementation and reviews benchmarks and indicators of progress annually.</p>	<p>4. United Way has an up-to-date strategic plan that drives the development of annual business plans. Staff work plans are based on the business plan.</p> <p>United Way monitors implementation and reviews benchmarks and indicators, or progress, at least annually.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.5: ALIGNMENT.** United Way aligns all organizational elements and resources (functional areas, systems, skills, staff, board, volunteers, structure, culture, mindset and investments) to support its mission, community impact priorities and organizational goals. Adjustments are made as needed.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way's functional areas, systems, skills, staff, volunteers, structure, culture, and investments collectively support a resource development/fund allocation business model.</p>	<p>2. United Way has begun to identify how functional areas, systems, skills, staff, volunteers, structure, culture, and investments will need to align to support the community impact business model.</p> <p>Staff and volunteers demonstrate a general understanding of the changes needed.</p>	<p>3. United Way has begun to align itself to deliver on the community impact mission.</p> <p>Departmental and individual work plans align with the organization's goals and clear accountability mechanisms exist.</p> <p>Staff and volunteers have opportunities to develop knowledge, skills, mindsets, and behaviors needed; new staff and volunteers are recruited accordingly.</p>	<p>4. United Way's functional areas, systems, structure, culture and investments collectively support the community impact mission.</p> <p>Staff and volunteers share critical responsibilities and collectively demonstrate competencies required to achieve the community impact mission.</p> <p>Leaders continually monitor, identify and remove barriers to organizational alignment.</p>
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## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.6: ORGANIZATIONAL LEARNING AND TALENT DEVELOPMENT.** United Way continuously improves performance by: 1) anticipating and reacting to change, complexity and uncertainty, 2) cultivating a culture committed to the innovation of products and services, and 3) facilitating the development, growth and succession of talent. United Way creates the optimal culture, processes and infrastructure for continuous learning at organizational and individual levels. United Way staff, volunteers and partners translate new learning into action that achieves results.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way skills and competencies generally support a resource development/fund allocation business model.</p> <p>Limited attention is paid to integrating new ideas, behaviors and practices, or to identifying gaps in organizational competencies.</p>	<p>2. United Way demonstrates improvement in effectiveness or efficiency of organizational activities through evaluation, feedback, identification of lessons learned, and adoption and exchange of best practices.</p> <p>Individual staff have opportunities for formal and informal learning and are encouraged and rewarded for integrating new thinking and behaviors.</p> <p>United Way recruits diverse staff and volunteers based on organizational competencies required.</p>	<p>3. United Way has developed a learning strategy linked to the business strategy, supported by dedicated staff and financial resources and/or relationships with vendors and other organizations.</p> <p>Individual staff and volunteers, including leaders, have access to formal professional development programs.</p> <p>Staff and volunteers collectively possess organizational competencies required.</p>	<p>4. United Way has a culture, processes and infrastructure that enable learning and continuous improvement.</p> <p>United Way measures the impact of learning on individual and organizational performance.</p> <p>Individuals regularly assess their development needs and pursue opportunities for professional development. Staff are groomed for succession into critical roles.</p>
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**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.7: INCLUSIVENESS.** United Way recognizes that in order to effectively engage communities to achieve community impact goals, the staff, volunteers, donors/investors, and community partners should include the communities United Way serves. The organization’s culture, recruitment, partnerships, and other business practices demonstrate inclusiveness. United Way has formal policies and practices that promote inclusiveness in all aspects of internal and external functions.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way’s staff, volunteers, supporters, donor/investors, and community partners do not reflect and include the diverse communities that it serves.</p>	<p>2. United Way’s staff and volunteers represent the diversity of the communities it serves. Staff and volunteers are committed and accountable for establishing an environment in which individual differences are recognized, respected, valued, and celebrated.</p> <p>The organization’s communications and policies affirm principles and values of inclusiveness.</p>	<p>3. United Way has a diversity plan and outreach strategy for developing new donor/investors and community partners to reflect the composition of the community.</p> <p>The organization’s communications, policies, and actual practices (internal and external) affirm principles and values of inclusiveness.</p>	<p>4. Those who work for, or on behalf of, United Way collectively reflect the diversity of the community and exemplify the value of inclusiveness in mindset and behavior.</p> <p>United Way promotes and provides learning opportunities for staff, volunteers and partners to identify and address specific diversity issues, barriers and/or opportunities.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## ORGANIZATIONAL LEADERSHIP & GOVERNANCE

**STANDARD 4.8: SYSTEM CITIZENSHIP.** United Way’s relationships with other United Ways, state associations and United Way of America (UWA) acknowledge that each member bears responsibilities toward the others. The successes and failures of any one member impact the entire system. With this premise, United Way fosters a high level of trust, information exchange and mutual help with others in the system to further the community impact mission, create a consistent brand experience, and support a strong network of United Ways locally, regionally and nationally.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way’s relationships with other United Ways, state associations or UWA are strained by mistrust, recurring disputes or difficulty in complying with UWA membership requirements.</p>	<p>2. United Way is respected and perceived as trustworthy by other United Ways, state associations and UWA.</p> <p>United Way responds to requests for information and assistance.</p>	<p>3. United Way proactively shares information on volunteers, donors/investors, corporate partners, and others for the benefit of other United Ways and the system.</p> <p>United Way shares resources and coordinates with other United Ways on common issues (e.g., public policy advocacy, corporate gifts).</p>	<p>4. United Way is actively engaged in partnerships, collaborations and initiatives with other United Ways, state associations and UWA.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.1: STRATEGIC BACK OFFICE.** United Way delivers high-quality operational support of its core business – community impact – by supporting all civic engagement, resource development and investment processes through internal capacity, national and regional solutions, United Way collaboration, external professionals, or a combination thereof.






Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way maintains limited support of all strategic back office activity in-house.</p> <p>United Way back office functions are designed to support a resource development/fund distribution business model:</p>	<p>2. United Way maintains support of all strategic back office activity in-house.</p> <p>United Way supports its community impact mission work through a limited number of additional strategic back office functions:</p>	<p>3. United Way has begun to review qualified providers (internal or external) to provide strategic back office support.</p> <p>United Way supports its community impact mission work through an extensive set of strategic back office functions:</p>	<p>4. United Way regularly performs cost/benefit analyses to determine the most effective provision of strategic back office support and seeks/ utilizes qualified providers (internal and external).</p> <p>United Way maximizes the effectiveness of its community impact mission work through the provision of comprehensive, quality and efficient strategic back-office functions:</p>
		<p>United Way has a few solutions to support Community Engagement work such as volunteerism, charitable event management, or information &amp; referral (I&amp;R).</p>	<p>United Way has several solutions to support Community Engagement work such as volunteerism, charitable event management, or information &amp; referral (I&amp;R).</p>	<p>United Way has a full suite of solutions to support Community Engagement work such as volunteerism, charitable event management, or information &amp; referral (I&amp;R).</p>
		<p>United Way has a few solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement.</p>	<p>United Way has several solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement.</p>	<p>United Way has a full suite of solutions to support Impact Strategies work such as community agenda setting, issue research, investment distribution/reporting and outcomes measurement.</p>

# OPERATIONS

## (Cont.) STANDARD 5.1: STRATEGIC BACK OFFICE.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>United Way has basic solutions to support Resource Development work such as solicitation, pledge/gift capture, processing &amp; distribution, none of which are online.</p>	<p>United Way has a few solutions to support Resource Development &amp; Mobilization work such as marketing &amp; solicitation, pledge/gift capture, processing &amp; distribution, donation tracking, and donor management, but the majority are not online.</p>	<p>United Way has several solutions to support Resource Development &amp; Mobilization work such as marketing &amp; solicitation, pledge/gift capture, processing &amp; distribution, donation tracking, and donor management, but many are not online.</p>	<p>United Way has a full suite of solutions to support Resource Development &amp; Mobilization work, such as marketing &amp; solicitation, pledge/gift capture, processing &amp; distribution, donation tracking, and donor management, with the majority online.</p>
		<p>United Way has a system in place to support some of its Customer Relationship Management processes.</p>	<p>United Way has a system in place to support many of its Customer Relationship Management processes.</p>	<p>United Way has a dedicated system in place to support all of its Customer Relationship Management processes.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.2: ADMINISTRATIVE BACK OFFICE.** United Way delivers high-quality operational support of its non-core business, supporting human resource administration, finance, information technology, and procurement through internal capacity, national and regional solutions, United Way collaboration, external professionals, or a combination thereof.






Please choose the description that most closely resembles the current state of your United Way. Choose only one.

I do not know.	1. United Way does not maximize the effectiveness of its administrative efforts.	2. United Way supports its administrative work through a limited number of back office functions.	3. United Way supports its administrative work through an extensive set of back office functions.	4. United Way maximizes its effectiveness through the provision of comprehensive, quality and efficient administrative back-office functions.
	United Way maintains all administrative back office support in-house.	United Way investigates/ considers use of qualified providers for limited administrative back office functions.  Implementation typically transacted through internal/ United Way solutions.	United Way investigates and utilizes qualified providers for a few administrative back office functions.  Implementation transacted through a combination of internal and external solutions.	United Way regularly performs cost/benefit analyses to determine the most effective provision of administrative back office support.  United Way investigates and utilizes qualified providers for full array of administrative back office services in order to achieve increased capabilities, scale savings, and consistency.
	United Way has no access to Human Resource expertise and minimal HR systems and policies.	United Way has limited access to Human Resource expertise – either internal or external.  United Way has basic HR systems, policies and programming.  A Total Rewards System - that includes a combination of compensation, benefits, and work experience - is non-existent or in its infancy.		United Way accesses ongoing Human Resource expertise either internally or externally.  United Way retains regular Human Resource expertise and has fully developed HR administration and programming.

## OPERATIONS

### (Cont.) STANDARD 5.2: ADMINISTRATIVE BACK OFFICE.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

I do not know.	United Way does not utilize financial applications to support financial processes.	United Way utilizes basic financial applications for some or most financial processes.  Systems are not well-integrated.	United Way leverages comprehensive financial applications for all finance processes.  Systems integration is adequate.	United Way leverages leading-edge financial applications to provide comprehensive, integrated General Ledger, Accounts Payable, Accounts Receivable, Budgeting, and Financial Reporting functionality.
	United Way does not have basic and reliable technology applications and architecture.	United Way has basic and reliable technology applications and architecture.  Access is closed and/or systems are not fully integrated. Security is minimal.	United Way leverages comprehensive technology applications and architecture.  Systems are closely integrated. Security is adequate. Access may not be entirely open.	United Way leverages leading-edge applications and architecture that support open access, integrated technology solutions, and high degrees of security and information.
	United Way does not engage in competitive bidding or bulk purchase activities.	United Way has limited systems to support competitive bidding and bulk purchase activities.  Only one or a few bulk purchase activities are pursued.	United Way has adequate systems to support competitive bidding and bulk purchase activities.  Multiple bulk purchase activities are pursued.	United Way develops and maintains systems that support all competitive bidding and bulk purchase activities including preferred vendor lists and non-profit pricing/discounts.
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.3: COST ANALYSIS.** United Way maximizes its community impact by utilizing its resources in the most efficient and effective manner.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.






<p>I do not know.</p>	<p>1. United Way does not analyze its costs.</p> <p>United Way does not compare current performance against alternatives.</p>	<p>2. United Way occasionally performs cost analyses, and does not benchmark against other providers (e.g., other United Ways, shared approaches and external providers).</p>	<p>3. United Way periodically performs cost analyses with benchmarks against other providers (e.g., other United Ways, shared approaches and external providers).</p> <p>Cost analyses occur at the transaction level to determine the cost of specific activities.</p> <p>Cost analyses include indirect expenses of rent, utilities, management overhead, etc.</p>	<p>4. United Way regularly performs cost analyses at a transaction level and benchmarks performance internally and externally.</p> <p>Cost analyses include indirect expenses of rent, utilities management, overhead, etc.</p> <p>Staff cost/benefit analyses occur to ensure staff and staff time are appropriately distributed against priority issues and impact strategies.</p> <p>United Way seeks the most cost-effective delivery means while maximizing return.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.4: RISK MANAGEMENT.** United Way is intentional and comprehensive in the protection of the organization’s assets (brand, financial, property, and people).

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way does not employ risk management techniques.</p>	<p>2. United Way employs basic risk management techniques in order to protect some of its assets (e.g., director and officer liability, worker’s compensation, unemployment insurance).</p> <p>United Way rarely/never reviews and updates its policies and procedures.</p>	<p>3. United Way employs a collection of risk management techniques in order to protect the majority its assets (e.g., insurance, legal representation).</p> <p>United Way occasionally reviews and updates its policies and procedures.</p>	<p>4. United Way employs a multitude of risk management techniques in order to protect all assets (e.g., director and officer liability, worker’s compensation, unemployment insurance, crime/fraud, general liability, content and personal property insurance).</p> <p>United Way retains legal representation, on a paid or pro-bono basis, for all significant legal matters.</p> <p>United Way has a media plan to respond to incidents that could damage the United Way’s brand or reputation.</p> <p>United Way regularly reviews and updates its policies and procedures.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.5: BUSINESS CONTINUITY.** United Way has a comprehensive business continuity plan to ensure appropriate and timely internal actions following major crises, disasters or loss of key staff.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way does not have a plan in place to address sudden crises.</p>	<p>2. United Way has some business continuity processes to ensure appropriate and timely internal actions following some major crises or disasters. These processes are informal and not well documented. They are known by a handful of staff and volunteers.</p> <p>United Way does not have specific contingency plans based on unexpected loss of key staff.</p> <p>United Way has a plan which neither denotes responsibilities by resource nor back-up resources for each activity.</p>	<p>3. United Way has a simple written business continuity plan/outline to ensure appropriate and timely internal actions following major crises or disasters.</p> <p>United Way does not have specific contingency plans based on unexpected loss of key staff.</p> <p>United Way has a plan that denotes responsibilities by resource, along with back-up resources for each activity.</p>	<p>4. United Way has a comprehensive business continuity plan to ensure appropriate and timely internal actions following major crises, disasters or loss of key staff.</p> <p>United Way has a plan that denotes responsibilities by resource, along with back-up resources for each activity. The plan is well documented and known by all staff and volunteers.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.6: FACILITIES.** United Way provides a safe, welcoming physical environment that is accessible, practical, recognizable, and expressive of the organization’s mission.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.






<p>I do not know.</p>	<p>1. United Way does not provide a physical environment that is expressive of the organization’s mission or a physical environment that maximizes productivity.</p>	<p>2. United Way provides a physical environment that does not run contrary to the organization’s mission.</p> <p>United Way’s facilities are neither conveniently located nor designed to maximize productivity (at minimum, ADA compliant).</p>	<p>3. United Way provides a physical environment that is supportive of the organization’s mission.</p> <p>United Way’s facilities are either conveniently located or designed to maximize productivity beyond ADA compliance (e.g., ergonomically supportive).</p>	<p>4. United Way provides a safe, welcoming physical environment that is accessible, practical, recognizable, and expressive of the organization’s mission.</p>
<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.7: FINANCIAL POLICIES.** In order to maintain the public’s trust, United Way has written policies and procedures in place to ensure strong financial management, compliance with legal and regulatory requirements, compliance with all United Way of America (UWA) membership requirements, and internal controls over all United Way resources that will further its mission.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*

<p>I do not know.</p>	<p>1. United Way does not have written policies and procedures to ensure sound financial management (including internal controls), compliance with legal and regulatory requirements, and with UWA membership requirements.</p>	<p>2. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements.</p> <p>The United Way’s finances are reported at least quarterly to the board.</p>	<p>3. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements.</p> <p>United Way has some, but not all, written policies to ensure proper financial management, internal controls and resource management.</p> <p>The United Way’s finances are reported at least quarterly to the board.</p>	<p>4. United Way has written policies in place to ensure compliance with UWA membership requirements and legal and regulatory requirements.</p> <p>United Way has written policies to ensure proper financial and resource management (including internal controls, budgets, campaign accounting, contracts and capital expenditures).</p> <p>The United Way’s finances are reported at least quarterly to the board.</p>
				

## OPERATIONS

**STANDARD 5.8: INTERNAL CONTROLS.** United Way properly ensures the accuracy of financial statements, safeguards assets and maintains an appropriate separation of duties for all financial transactions and functions by maintaining effective internal controls, policies and procedures. These internal controls, policies and procedures should be reviewed by United Way auditors and by the audit committee of the United Way board.

*Please choose the description that most closely resembles the current state of your United Way. Choose only one.*






<p>I do not know.</p>	<p>1. United Way does not have effective internal controls, policies and procedures.</p>	<p>2. United Way has basic internal controls including separation of duties for all financial transactions and functions.</p> <p>Internal control policies and procedures are not regularly reviewed by United Way auditors or the audit committee of the United Way board.</p>	<p>3. United Way employs appropriate separation of duties with internal control policies and procedures that are regularly reviewed by United Way auditors and the audit committee of the United Way board.</p> <p>Policies and procedures are in place to safeguard assets and ensure accuracy of financial statements that are occasionally reviewed by United Way auditors and the United Way board.</p>	<p>4. United Way employs appropriate separation of duties with internal control policies and procedures that are regularly reviewed by United Way auditors and the audit committee of the United Way board.</p> <p>Other policies and procedures are in place to safeguard assets and ensure accuracy of financial statements that are regularly reviewed by the United Way auditors and United Way board.</p>
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**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.9: SARBANES-OXLEY LEGISLATION (SOX).** Although SOX legislation primarily applies to publicly traded companies and the audit firms that serve them, two provisions of the law apply to all corporate entities, including nonprofits.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way does not meet any Sarbanes-Oxley provisions, including those applicable to nonprofit corporations (policies addressing whistleblower protection and destruction of records; a whistleblower is an informant who exposes wrongdoing within an organization in the hope of stopping it).</p>	<p>2. United Way has adopted a code of ethics.</p> <p>United Way has a policy in place to protect whistleblowers (a whistleblower is an informant who exposes wrongdoing within an organization in the hope of stopping it). United Way has a policy concerning both the retention and destruction of records and electronic data.</p>	<p>3. United Way has adopted a code of ethics.</p> <p>United Way has a policy in place to protect whistleblowers (a whistleblower is an informant who exposes wrongdoing within an organization in the hope of stopping it). United Way has a policy concerning both the retention and destruction of records and electronic data.</p> <p>United Way incorporates some, but not all, of the following governance practices: board designated ethics officer, independent audit committee, an internal control assessment, certification of financial statements by CEO and CFO, and a policy prohibiting loans to staff and volunteers.</p>	<p>4. United Way has adopted a code of ethics.</p> <p>United Way has a policy in place to protect whistleblowers (a whistleblower is an informant who exposes wrongdoing within an organization in the hope of stopping it). United Way has a policy concerning both the retention and destruction of records and electronic data.</p> <p>United Way incorporates each of the following governance practices: board designated ethics officer, independent audit committee, an internal control assessment, certification of financial statements by CEO and CFO, and a policy prohibiting loans to staff and volunteers.</p>
				

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.10: PUBLIC REPORTING AND TRANSPARENCY.** United Way is open and candid about its activities and operations. It provides public access to documents appropriate to ensure transparency in governance, finance, allocations, and ethical matters.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way does not provide the public with basic documents about its activities and operations.</p>	<p>2. United Way provides legally mandated documents to the public upon request (e.g., IRS Form 990).</p>	<p>3. United Way provides public access to multiple documents about its activities and operations (e.g., IRS Form 990, audited financial statements, annual report). Public requests for information are fulfilled within 10 business days.</p>	<p>4. United Way widely and regularly disseminates documents to the media, stakeholders and the public-at-large with details about its operations and governance. These documents include, and are not limited to, the mission statement, annual report, board membership listing, allocations, code of ethics and ethics officer, and the IRS Form 990.</p> <p>These documents are posted to the United Way's web site for immediate public access, and written public requests for these documents are fulfilled within 10 business days.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**COMMENTS:** Use the space below to explain how you arrived at this benchmark

## OPERATIONS

**STANDARD 5.11: INVESTMENT POLICIES.** United Way has board-approved, sound and prudent investment policies and financial practices that adhere to fundamental fiduciary duties of loyalty, impartiality and prudence in maintaining overall portfolio risks at a reasonable level.

Please choose the description that most closely resembles the current state of your United Way. Choose only one.

<p>I do not know.</p>	<p>1. United Way does not have investment policies.</p>	<p>2. United Way has board-approved investment policies that adhere to fundamental fiduciary duties.</p> <p>Policies do not include sufficient detail to address gifts of property or stocks, reserves, portfolio diversification, or endowment funds.</p>	<p>3. United Way has board-approved investment policies to ensure sound financial practices.</p> <p>The policies address some but not all of the following: gifts of property or stocks, reserves, portfolio diversification, or endowment funds.</p>	<p>4. United Way has board-approved investment policies to ensure sound financial practices.</p> <p>The policies address gifts of property or stocks, reserves, portfolio diversification, and endowment funds.</p> <p>Cash flow is understood to ensure proper management of revenue and expenses to avoid cash flow issues.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## POST SELF-ASSESSMENT

Upon completing the Self-Assessment, the CEO of the local United Way will receive a web-based report with a summary, basic analysis and details of the United Way's assessment scores. Because the report is interactive, it can be used to conduct group presentations. The viewer will have the ability to click on the links to "drill" further into the assessment results, learning more detail on how their participants rated their local United Way. The following are features provided on each of the reports:



Components and Standards	Most Popular Response
Component 1: Community Engagement and Vision [Summary] [Details]	2
- Standard 1.1: Knowledge of the Community	2
- Standard 1.2: Community Engagement and Mobilization	2
- Standard 1.3: Shared Community Vision	2
- Standard 1.4: Public Policy Engagement	1
Component 2: Impact Strategies, Resources and Results [Summary] [Details]	1
- Standard 2.1: Impact Strategies	2
- Standard 2.2: Partner Engagement	1
- Standard 2.3: Resource Development and Mobilization	2
- Standard 2.4: Implementation and Action	1
- Standard 2.5: Measure, Evaluate and Communicate Results	2
Component 3: Relationship Building and Brand Management [Summary] [Details]	1 2
- Standard 3.1: Relationship-Oriented Culture	1
- Standard 3.2: Market Intelligence	1 2
- Standard 3.3: Segmentation and Prioritization	2
- Standard 3.4: Active Cultivation	2
- Standard 3.5: Unique, Positive Brand Experience	1
- Standard 3.6: Prominent Stature and Reputation	2
Component 4: Organizational Leadership and Governance [Summary] [Details]	2
- Standard 4.1: Mission	2
- Standard 4.2: Staff and Volunteer Leadership	2
- Standard 4.3: Governance	2
- Standard 4.4: Strategic and Business Planning	1
- Standard 4.5: Alignment	1
- Standard 4.6: Organizational Learning and Talent Development	1
- Standard 4.7: Inclusiveness	2
- Standard 4.8: System Citizenship	2 3 0
Component 5: Operations [Summary] [Details]	3
- Standard 5.1: Strategic Back Office	1
- Standard 5.2: Administrative Back Office	2 0
- Standard 5.3: Cost Analysis	1 2 0
- Standard 5.4: Risk Management	3 4
- Standard 5.5: Business Continuity	0
- Standard 5.6: Facilities	3
- Standard 5.7: Financial Policies	3 4
- Standard 5.8: Internal Controls	4
- Standard 5.9: Sarbanes-Oxley Legislation (SOX)	0
- Standard 5.10: Public Reporting and Transparency	3
- Standard 5.11: Investment Policies	4

**Summary Page** – The first page of the report is a list of all the components and their corresponding standards. This page will serve as a reference point for the assessment results. To the right of the components and standards, is a column entitled **“Most Popular Response.”** This provides the rating (0-4) most frequently chosen (or mode) by the participants. A zero (0) represents “I do not know.” In cases where two or more numbers are listed, there is a tie in the most popular response. From this page, a viewer can quickly capture an initial understanding of the areas in which the local United Way excels (ratings closer to four) and areas for growth (closer to 1).

United Way of America - United Way Online: Standards of Excellence Self-Assessment

https://online.unitedway.org/site/soe/SelfEval.cfm?CO\_ID ~ Google

Overall Response Chart

Possible Responses:	Don't Know	1.	2.	3.	4.	Total
Number of Responses:	0	0	10	7	6	23

Key:

1. United Way's staff, volunteers, supporters, donor/investors, and community partners do not reflect and include the diverse communities that it serves.
2. United Way's staff and volunteers represent the diversity of the communities it serves. Staff and volunteers are committed and accountable for establishing an environment in which individual differences are recognized, respected, valued, and celebrated. The organization's communications and policies affirm principles and values of inclusiveness.
3. United Way has a diversity plan and outreach strategy for developing new donor/investors and community partners to reflect the composition of the community. The organization's communications, policies, and actual practices (internal and external) affirm principles and values of inclusiveness.
4. Those who work for, or on behalf of, United Way collectively reflect the diversity of the community and exemplify the value of inclusiveness in mindset and behavior. United Way provides and provides learning opportunities for staff, volunteers and partners to identify and address specific diversity issues, barriers and/or opportunities.

**Component 4: Organizational Leadership and Governance:**

- Standard 4.1: Mission
- Standard 4.2: Staff and Volunteer Leadership
- Standard 4.3: Governance
- Standard 4.4: Strategic and Business Planning
- Standard 4.5: Alignment
- Standard 4.6: Organizational Learning and Talent Development
- Standard 4.7: Inclusiveness
- Standard 4.8: System Citizenship

Overall Response by Percentages

Response	Percentage
Don't know	0.0%
1.	43.5%
2.	26.1%
3.	30.4%
4.	0.0%

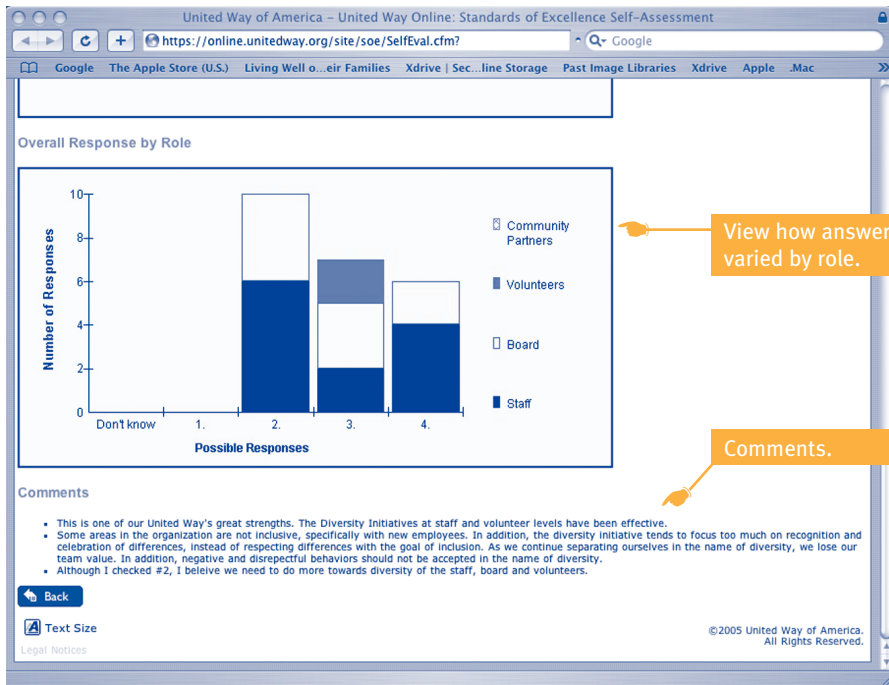
Break out of responses.

Description of possible responses.

Links to additional Standards.

Visual of responses.

**Component and Standard Summary Pages -**  
 The component pages are an aggregate summary of all the scores submitted within the chosen component. This page allows the viewer to see a big-picture compilation of the results. The standard pages are designed to provide details on how participants answered within each specific standard.



View how answers varied by role.

Comments.

**MORE DETAILS:**

The bar chart illustrates the responses for each of the 0-4 ratings according to participant roles (either staff, volunteer, board, or community partner). In the chart below, notice how the board perception differs overall from the staff perception.

Under the bar chart, a final section organizes all participant comments for the specific standard. These comments provide insight into how various participants arrived at their chosen response. The report does not indicate the identity of the person who provided the comment. This section may help clarify the rating and facilitate discussion.

## NEXT STEPS AND TIPS FOR INTERPRETING REPORT RESULTS

In addition to receiving the report, each United Way will receive a “Next Steps” document that suggests ways to use the Self-Assessment results. These tips include:

- To review the Self-Assessment results, convene a cross-functional, representative group of staff, volunteers and selected partners (if appropriate). Be sure to include at least some of those who responded to the Self-Assessment.
- Hold a half-to-full day meeting with this group to discuss the implications of the United Way’s rankings on each of the standards and to consider next steps.
- To ensure the process is as effective as possible, designate a facilitator to help your United Way through these discussions. The group may find that an outside facilitator can better provide the skills and impartial perspectives needed.
- The first goal is to verify and come to a final agreement on the local United Way’s Self-Assessment ranking for each standard. To do this, the group is encouraged to identify, discuss and document the following:
  1. On what standards does your United Way clearly rank the highest?  
(You may have lessons worth sharing with other United Ways!)
  2. On what standards does your United Way clearly rank the lowest?  
(You may choose these areas as places for growth and improvement.)
  3. On what standards does there appear to be no clear consensus? These will be standards where the differences between rankings are only a few votes and where it is clear that opinions vary greatly. In these cases, the comments may be very helpful to better understand the thinking and differences among the participants.  
(You are encouraged to come to group consensus on what the actual final ranking should be.)

4. Based on the group's understanding of the facts, which standards seem to have a majority ranking that is either unrealistically low or unrealistically high?  
(The process of challenging, debating and/or verifying shared understanding will provide you with new and useful insights. Again, you should try to come to consensus on what the actual final ranking should be.)

If there are substantial disagreements on which rankings most accurately describe your United Way, the facilitator can ask participants to make the case for different rankings. You are also encouraged to seek visible evidence to verify a particular point of view. After adequate debate, ask the group to come to a majority decision.

- Once the group has completed the above discussions, you ought to now have achieved a consensus understanding and buy-in on the accuracy of the rankings and are ready to share them with others.

#### POSSIBLE NEXT STEPS:

- Analyze and discuss all the standards on which you rank 2 or lower. You may choose to use them as input for identifying next steps for your United Way.
- It will most likely be difficult to advance on all the standards in which your community ranks the lowest. Thus, your local United Way will next need to prioritize the specific handful (perhaps 3-4) of standards on which you wish to focus your efforts. Here are some helpful questions you could ask:

1. Of the standards where we rank the lowest, which are the most critical to our success?
  2. Which represent the greatest risk if we don't take action?
  3. Can any of these standards be grouped together? Are any standards inter-related?
  4. Which of these standards need to be addressed in sequence, i.e. one cannot be addressed until we have dealt with another one first?
  5. For which of these standards do we have the necessary skills or knowledge to make progress? Which will require new skills and knowledge?
  6. Which could be accomplished with the least effort?
- Based on these discussions, your United Way selects 4 standards on which to focus. You will likely then want to incorporate any decisions and/or plans that come about as a result of this assessment into your existing planning process and goals.

## READY TO BEGIN?

Your CEO needs to submit an application to participate in the self-assessment. The application can be found on the United Way Online Page: [https://online.unitedway.org/soe\\_selfassessment](https://online.unitedway.org/soe_selfassessment)

**Mission:** To improve lives by mobilizing the caring power of communities

**Vision:** We will build a stronger America by mobilizing our communities to improve people's lives



what matters.®

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