

Indiana Arts Commission
Regional Arts Partnership: Best Practices for Organizational Management

- 1) Definition: “Management” means a variety of activities conducted by the regional arts partner organization staff that are not identifiable with any one primary organizational function but that are indispensable to the conduct of all primary functions and to the organization’s corporate existence.
- 2) Goal: The management element of the organization seeks to ensure that the organization has the necessary resources (human, financial, facilities, and equipment) to effectively implement programs and services and have a positive presence in the community.
- 3) Best Practices : The management best practices are organized into the following categories and were compiled for the Partners to use to enhance performance in these areas:
 - 1) Program Management
 - a. Ongoing Program Planning and Evaluation
 - b. Policies and Procedures
 - c. Service Delivery
 - 2) Human Resources Administration
 - a. Personnel Policies
 - b. Position Classification and Salary Administration
 - c. Staff Supervision, Evaluation, and Retention
 - d. Volunteer Management
 - 3) Community Relations
 - a. Public Relations
 - b. Inter-Organizational Relationships
 - 4) Facilities and Equipment
 - a. Adequacy, Safety, Security, and Accessibility
 - b. Property Management and Maintenance
 - 5) Financial Management
 - a. Budget Administration
 - b. Financial Measurement and Reporting
 - c. Financial Planning and Resource Development
 - d. Risk Management

Program Management.

- 1) Ongoing Program Planning and Evaluation. The organization develops plans for all programs, evaluates program implementation, and incorporates its findings.
 - a. Each program has written goals, measurable objectives and a plan for achieving the objectives.
 - b. Evaluation techniques are used and findings are implemented.
 - c. The plan for achieving the objectives for each program reflects (methods and activities, an implementation timetable, the resources needed, staff and volunteer responsibilities/job descriptions).
 - d. The organization stays informed about community needs and national/state/local trends in programming to determine if program goals and objectives need revision.
 - e. Customer feedback information is collected and analyzed at least annually.
 - f. Each program has developed a data collection mechanism that enables the efficient gathering of service statistics on a timely basis.

- g. Program evaluation results reveal the extent to which: the amounts of service delivered meet the projected levels, the characteristics of the persons served match those of the program's projected target population, and that objectives set forth were met.
- 2) Policies and Procedures. The organization has clearly defined policies and procedures for program operation.
 - a. The organization refers customers to other organizations when it does not provide the requested service or when the service request cannot be met in a timely or cost efficient manner.
 - b. Procedures for handling customer grievances and appeals are clearly stated in writing and are made known.
 - c. Financial and other sensitive records are kept in a secure place and access is limited to persons with authority and need for the information.
 - d. The organization has written policies covering the scope and limitation of its services.
 - e. The organization's fee schedule and earned income analysis are reviewed annually by the governing board.
 - 3) Service Delivery. The organization provides its programs in ways that most closely meet the needs of the target population of each program.
 - a. There is no discrimination on the basis of race, color, religion, gender, sexual orientation, national origin, age, or disability with regard to service - except as may be specified through eligibility requirements consistent with program objectives.
 - b. Provides equal access to programs detailed in Section 504 of the Rehabilitation Act.
 - c. Program sites are located in areas that are accessible to the target population.
 - d. The organization is effective in informing potential customers about its programs and services.
 - e. Dates and times of program operation are appropriate to the needs of the target population.
 - f. There are sufficient and qualified staff and volunteers to carry out the organization's programs.
 - g. The organization coordinates services with other agencies through joint programming, co-location of services, shared staff, or other methods.

Human Resources Administration.

- 1) Personnel Policies, Procedures and Practices. The organization has personnel policies detailing employee responsibilities, rights, and benefits.
 - a. The organization has written personnel policies that include grievance policies, hiring and termination procedures, and job descriptions.
 - b. There is no evidence of discrimination with regard to hiring, assignment, promotion, or other conditions of employment.
 - c. Each employee receives a copy of the personnel policies, a job description, and compensation information upon entering employment.
 - d. The organization maintains confidential personnel records for all employees.
 - e. Job vacancies are advertised through newspapers, newsletters, or other channels to provide a suitable number of candidates.
 - f. Outside organizations and professional groups are used in alerting minority and other special group members about possible job opportunities.
 - g. An established orientation program for new staff members exists and is used.

- h. Exit interviews with departing staff members are used to determine the circumstances under which they have left the organization.
- 2) Position Classification and Salary Administration. The organization has a position classification system and salary administration plan.
- a. The organization has established salary ranges and benefits (if applicable) for each job category.
 - b. Specific job descriptions exist for each position that outline the qualifications and responsibilities that pertain to each position.
 - c. The organization has a job classification system.
 - d. Salary ranges are reviewed at least biennially.
 - e. Job descriptions and job content are reviewed whenever positions become vacant or significant changes occur in the responsibilities of positions due to new or revised program and service delivery activities.
 - f. Salary ranges and the quality and cost of employee benefit programs are competitive with the market.
- 3) Staff Supervision, Evaluation, and Retention. The organization has a system of staff supervision and evaluation to develop and retain qualified staff.
- a. Each staff member, including the chief professional officer, is formally evaluated at least annually.
 - b. The organization monitors the extent and causes of staff turnover and its effects on organization programs.
 - c. Department or organization staff meetings are held on a regular basis.
 - d. Every staff member reports to a supervisor.
 - e. Staff members are provided with the criteria or standards by which their performance will be evaluated in advance of their performance evaluations.
 - f. The organization has appraised the need for staff development and has included staff development expenses in its annual budget.
 - g. Whenever possible, work assignments are structured in a manner which will assist staff members in meeting their personal career goals.
- 4) Volunteer Management. The organization implements a plan for utilizing community volunteers.
- a. The organization's programs have been assessed to determine areas where volunteer skills and competencies might be used.
 - b. Job descriptions exist for program volunteer positions.
 - c. Program volunteers are trained prior to their assignments and receive ongoing supervision.
 - d. The organization has a system to recognize volunteers.
 - e. The organization publicizes volunteer opportunities as part of an active recruitment effort.
 - f. The organization has identified barriers to the effective recruitment and involvement of volunteers and utilizes feedback from its volunteers.
 - g. The organization has a process for effective recruitment, orientation, training, and involvement of non-traditional volunteers.
 - h. Program staff receives training in how to effectively work with volunteers in their programs.
 - i. Volunteer performance is evaluated on a regular basis.

Community Relations.

- 1) Public Relations. The organization projects a positive image in the community to the general public, including potential customers, volunteers, and donors.
 - a. The organization has developed a public relations program that is consistent with the organization's mission statement, goals, and objectives.
 - b. The organization's public relations efforts are coordinated with its programming and fund-raising efforts.
 - c. The organization appropriately identifies program affiliation with the Indiana Arts Commission and the National Endowment for the Arts.
 - d. The organization prepares an Annual Report, freely distributed to the public, that provides the following information: organization mission, a summary of program and service statistics, a financial statement for the year and current board/staff list.
 - e. Newsletters, printed materials, videotapes, and electronic communications (i.e., web site) used for marketing and publicity purposes accurately reflect the organization's current operations and programming.
 - f. The organization attempts to evaluate the public's perception of the organization and its programs.
 - g. The organization has designated spokes person(s) for responding to the media during times of emergency or controversy.
 - h. The organization has developed working relationships with print and electronic media representatives.
 - i. Organization facilities, including organization-owned vehicles, are well marked with the organization's name and/or logo, as appropriate.
 - j. The organization makes efforts to build positive relationships within its community.
 - k. The organization attempts to inform and involve local and state legislators in the mission of the organization and the benefits of its programs

If the organization is a membership organization, the following standards also apply:

- l. The organization has developed and follows written membership guidelines, which include the responsibilities and benefits of members.
 - m. The effectiveness of membership efforts is evaluated on a regular basis.
 - n. Membership guidelines are updated on a regular basis.
 - o. Potential and new members are provided copies of the membership guidelines.
 - p. The organization has assessed the affordability of membership fees.
 - q. The organization has assessed the cost effectiveness of member incentives it provides.
 - r. The organization holds an annual meeting of the membership.
 - s. The organization has regular communication with members through a member newsletter or other device.
 - t. The organization conducts an annual membership drive.
 - u. There is an active membership committee that plans and implements all membership efforts.
 - v. The organization solicits feedback from members about its services and programs.
 - w. The organization has a plan for membership retention.
- 2) Inter-organizational Relationships. The organization maintains relationships with community groups, service providers, funders, and other community organizations.
 - a. The agency maintains ties with relevant civic organizations, neighborhood groups, and professional associations.
 - b. The agency is knowledgeable about services offered by similar providers.

- c. The agency participates in or initiates partnerships or coalitions that address problems and issues related to the agency's services.
- d. The agency maintains respectful and timely communication with its various funding sources.
- e. The agency maintains ongoing communication with state- or nation-wide organizations to which it is affiliated.

Facilities and Equipment.

- 1) Adequacy, Safety, Security, and Accessibility. The organization's physical assets are accessible and adequate for the programs provided and are maintained in such a manner as to promote safety and security for customers, staff, guests, and organization property.
 - a. Agency facilities provide adequate office, program, and storage space to meet the needs of customers and staff.
 - b. The agency has completed an accessibility assessment of programs and services. Modifications are made as necessary and/or appropriate.
 - c. Agency facilities are accessible to persons with disabilities or provided readily achievable, reasonable accommodation, as needed.
 - d. The agency has developed and practices security and safety procedures designed to provide appropriate types of protection for staff, users of agency services, guests, and agency property.
 - e. Special equipment needed for programs and support services (i.e., computers, copiers, TTY machines/numbers) is available.
 - f. Agency facilities, property (including vehicles) and equipment are properly maintained operationally and regularly inspected for safety.
 - g. Facilities project a well-maintained appearance.
- 2) Property Management and Maintenance. The organization's facilities, grounds, and equipment are managed and maintained effectively and efficiently.
 - a. The agency has and implements a preventive maintenance plan.
 - b. The agency's insurance coverage of its facilities, grounds, and equipment is adequate.
 - c. Adequate maintenance and janitorial services are provided for the agency's facilities, property, and equipment.
 - d. An inventory of agency equipment and furnishings is maintained and reviewed at least biennially.
 - e. The agency has a long-range plan for facility maintenance and replacement of facilities, property, and equipment, which is approved by the agency's governing board.

Financial Management.

- 1) Budget administration. The organization has policies and procedures for the preparation, administration, use, and review of the annual budget.
 - a. Program budgets, including anticipated expenses and income, are prepared, understood, and used.
 - b. The cost allocation methodology employed by the agency is appropriate for the agency's size, resources, and diversity of programming.
 - c. The methodology employed by the agency to allocate unrestricted revenue is appropriate for the agency's size, resources, and diversity of programming.

- d. The level of supporting services expense (management and general and fund raising) is in keeping with good management practice, the agency's size, resources, and diversity of programming.
 - e. The budget is used as a management tool to control the use of resources.
 - f. The budgeting process requires participation at all levels of management, is coordinated among agency programs, and is integrated with long-range agency plans.
 - g. There is a budget amendment procedure in place for making changes in the operating budget. Budgets and budget amendments require governing board approval.
- 2) Financial Measurement and Reporting. The organization monitors costs to ensure efficient and effective operations and programs, and provides financial information to interested parties, particularly for decision-making purposes.
- a. Agency management and the governing board review information on program costs and results on a regular basis, at least quarterly.
 - b. The governing board and management review financial reports on a scheduled basis.
 - c. An annual report including statements of financial condition, revenue and expense is prepared and made available to interested persons.
 - d. An independent accountant's audit and report is obtained annually and reviewed by the governing board. If a management letter is issued, the governing board reviews and takes appropriate action.
 - e. The agency adequately addresses any serious issue(s) identified in management letters, when issued.
 - f. Efforts are made to make financial information readily understandable to members of the governing board.
 - g. The agency acknowledges and adheres to accurate and timely report to all funding sources – including the IAC.
- 3) Financial Planning and Resource Development. The organization has a funding plan that provides for financial resources to support services consistent with the organization's mission.
- a. The agency has completed a constituency analysis which identifies the markets (individuals, corporations, foundations, associations) that have the greatest funding potential.
 - b. The agency has analyzed the market analysis to identify specific prospects, their linkages, interest in, giving ability in relationship to your organization.
 - c. Board members and staff are aware of and involved in prospect identification and cultivation.
 - d. The agency regularly analyzes its mix of public and private funding, and projects future gains and losses in various sources of revenue. One source should never represent more than 50% of the agency's budget.
 - e. The agency's fund-raising efforts are included in the agency's overall financial plan.
 - f. Both the board and staff have been involved in the development of the financial plan.
 - g. Both board and staff have made a joint commitment to participate in the financial plan's implementation and evaluation.
 - h. The financial plan reflects income and expense requirements for each year.
 - i. The financial plan identifies gift dollars that must be raised each year.

- j. The agency has a written “policy on reserves” explaining how funds are designated to cover unexpected expenses and what the agency plans to do with unexpected revenues at the end of their fiscal year.
 - k. There is an active development committee of the board.
 - l. Board members contribute according to their abilities and also ask others to do so.
 - m. A staff person who has primary responsibility for fund raising has been identified.
 - n. There is an active annual giving program based on a specific goal.
 - o. There is an active planned giving program in place.
 - p. The agency’s fee schedule is examined annually with regard to its potential for generating revenue.
 - q. The agency has a contingency plan for responding to unexpected reductions in resources, including state and federal funding cuts.
- 4) Risk Management. The organization periodically assesses its amount of risk and implements appropriate measures to manage such risk. The following types of insurance have been considered and obtained as needed to meet specific organizational needs: Automobile Liability, General Liability, Property, Fidelity Bond, Malpractice/Professional Liability, “Key Man” insurance, Directors and Officers Liability, Workers’ Compensation, and Unemployment Compensation.
- a. The agency develops and periodically assesses its policies, procedures, and practices to identify and manage situations and conditions that might place undue risk on the organization.
 - b. The following types of insurance have been considered and obtained, as indicated:
 - 1) Automobile Liability.
 - 2) General Liability.
 - 3) Property.
 - 4) Fidelity Bond.
 - 5) Malpractice/Professional Liability; “Key Man” insurance.
 - 6) Directors and Officers Liability.
 - 7) Workers’ Compensation.
 - 8) Unemployment Compensation
 - 9) Other: _____