

### Handout 1: Work Prioritization Tool

Activity	<b>Rating:</b> 1 = mission critical 2 = important 3 = non-essential	<b>Department(s) responsible for establishing and approving process</b>	<b>Hours per week spent on activity</b>
1)			
2)			
3)			
4)			
5)			

### Example of Work Prioritization Tool

Activity	Rating: 1 = mission critical 2 = important 3 = non-essential	Department(s) responsible for establishing and approving process	Hours per week spent on activity
1) ONO weekly meeting (including prep, meeting time, minutes)	3	Finance, marketing, operations, IT	5
2) Social Services open door	1	Operations	8
3) Monthly financial reporting	2	Finance	12

## **Handout 2: Improve Efficiency by Reducing Unnecessary RAMMPP**

**Reports, Approvals, Meeting, Measures, Policies, Practices**

Areas of Responsibility						
	Self	Team	Department	Organization	External	
<b>Reports</b>						<p>Once you've filled in the matrix, apply these questions to each of them:</p> <p>Could this item be:</p> <ol style="list-style-type: none"> <li>1. Eliminated?</li> <li>2. Partially eliminated?</li> <li>3. Delegated?</li> <li>4. Done less often?</li> <li>5. Done simpler?</li> <li>6. Done with fewer people involved?</li> <li>7. Done with technology?</li> <li>8. Other</li> </ol>
<b>Approvals</b>						
<b>Meetings</b>						
<b>Measures</b>						
<b>Policies</b>						
<b>Practices</b>						

## Example of Improving Efficiency by Reducing Unnecessary RAMPP

Areas of Responsibility						
	Self	Team	Department	Organization	External	
<b>Reports</b>	Done simpler	Done simpler	Done simpler	Done with technology	Done less often	<p>Once you've filled in the matrix, apply these questions to each of them:</p> <p>Could this item be:</p> <ol style="list-style-type: none"> <li>1. Eliminated?</li> <li>2. Partially eliminated?</li> <li>3. Delegated?</li> <li>4. Done less often?</li> <li>5. Done simpler?</li> <li>6. Done with fewer people involved?</li> <li>7. Done with technology?</li> <li>8. Other</li> </ol>
<b>Approvals</b>	Partially eliminated	Partially eliminated	Done with fewer people involved	Done simpler	Partially eliminated	
<b>Meetings</b>	-	Done simpler	Done simpler	Done with technology	Done less often	
<b>Measures</b>	Partially eliminated	Delegated	Done with fewer people involved	Done with technology	Eliminated	
<b>Policies</b>	Partially eliminated	Delegated	Done simpler	Done with technology	Partially eliminated	
<b>Practices</b>	Partially eliminated	Done with technology	Done with technology	Partially eliminated	Partially eliminated	

### Handout 3: RASIN (Accountability Charting) Tool

[This template should be adapted as needed, using categories and staff roles appropriate for the particular project.]

<u>Action</u>		Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										

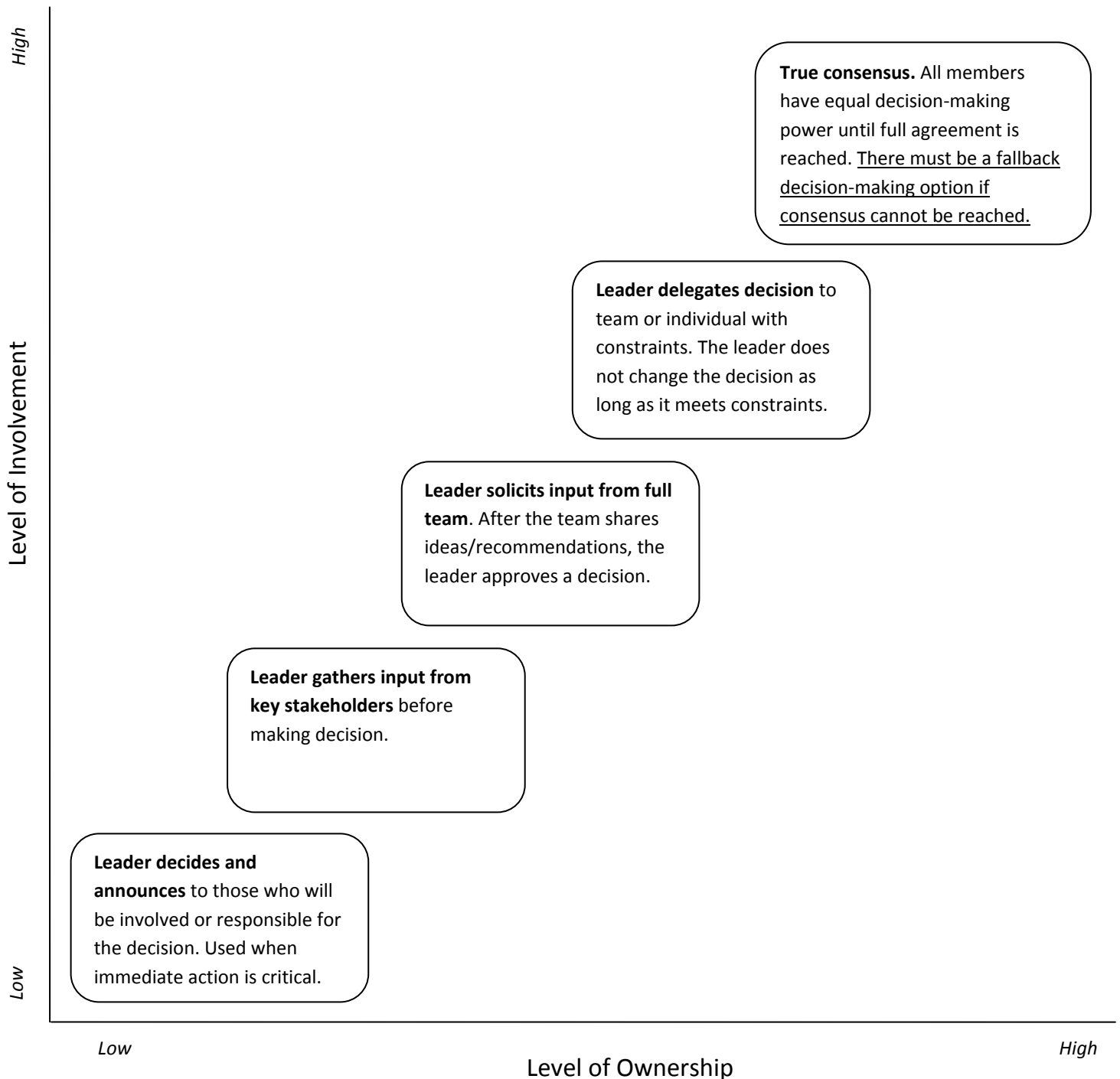
Key  
**R = Responsible** to make it happen  
**A = Authority** to approve or veto  
**S = Support** (involved for resources, information, time, people or money)  
**I = Informed** (involvement not needed, need to be informed)  
**N = No involvement**

**Example of RASIN (Accountability Charting) Tool**

<u>Action</u>		Executive Director	Program Manager	Staff Member #1	Staff Member #2	Volunteer #1	Consultant	Board Chair	Stakeholder #1	Stakeholder #2
1 Program Design		A	R	S	I	I	S	I	N	I
2 Program Implementation		S	A	S	R	S	N	I	N	I
3 Program Evaluation		I	A	S	R	I	N	I	N	I
4 Communication / solicitation with major donors		R	S	S	S	N	N	R	I	I
5 PR/media communications		A	S	R	I	N	S	S	I	I

Key  
**R = Responsible** to make it happen  
**A = Authority** to approve or veto  
**S = Support** (involved for resources, information, time, people or money)  
**I = Informed** (involvement not needed, need to be informed)  
**N = No involvement**

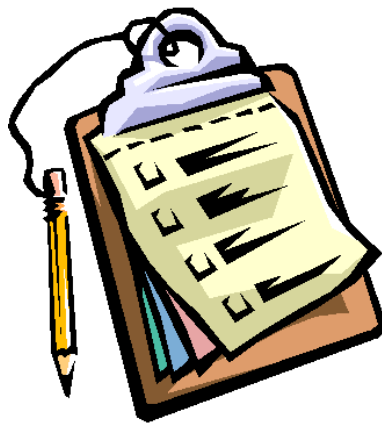
## Handout 4: Levels of Involvement in Decision Making



*Generally, as each individual's level of involvement in decision-making increases, their level of ownership or buy-in to the decision will similarly increase.*

## **Handout #5: Professional Development Examples** **(Assignments and Job Expansion)**

- Special Projects
- Task Force/Liaison Assignments
- Cross-functional, Cross-organization Unit Teams
- Becoming a Trainer or Mentor
- Start-Up Assignments
- Short-term Training Assignments
- Job Rotation
- Fix-it Assignments
- Small Strategic Assignments
  - Competitive analysis
  - Benchmarking other organization practices
  - Customer needs analysis
  - Proposal for new system/project
  - Etc.
- Volunteer Work





## **Handout #6: Non-Monetary Reward Examples**

- Letter of recognition from the employee's immediate manager placed in employee's personnel file
- Verbal praise (include specific topic, impact, personal quality)
- A smile, nod, handshake
- Encouraging the employee to present results to significant people
- Extra breaks, time off, etc.
- Memo to significant people supporting/praising the employee's work
- Passing along compliments from clients or significant people
- Recognition in front of peers
- Allowing variation in kinds of tasks
- Your physical presence/availability
- Discussing hobbies or common interests
- Giving a person increased responsibility
- Allowing a person to make decisions affecting his/her own work, organization, strategies, or plans
- Allowing the person's input into choices of work assignments
- Giving a person a special or desired assignment
- Posting names and results of people who have improved results for the team, organization, etc.
- Opportunity for extra training
- Opportunity to attend special meetings, conferences, etc
- Special introductions to senior management, board members, donors, etc
- Status symbols: badges, honors, certificates, diplomas



## Handout #7: Action Plan

Organization

Name

Date

Action (What)	Resources Needed	Date		Criteria for evaluating success (SMART goals*)
		<i>Begin by</i>	<i>Complete by</i>	

\*SMART goals are defined as

**Specific:** cover the what, when, and how of a situation

**Measurable:** cover areas such as quality, quantity, and costs

**Appropriate:** within the area of responsibility, related to strategy and mutually agreed to

**Realistic:** cover areas such as practicality, available resources, control over variables, and authority

**Time-phased:** completed within needed time frame

## Handout #7: Action Plan

Organization

Name

Date

Action (What)	Who	Resources Needed	Date		Criteria for evaluating success (SMART goals*)
			<i>Begin by</i>	<i>Complete by</i>	

\*SMART goals are defined as

**Specific:** cover the what, when, and how of a situation

**Measurable:** cover areas such as quality, quantity, and costs

**Appropriate:** within the area of responsibility, related to strategy and mutually agreed to

**Realistic:** cover areas such as practicality, available resources, control over variables, and authority

**Time-phased:** completed within needed time frame

## **Handout 8: Bibliography**

### **Books**

Love 'Em or Lose 'Em: Getting Good People to Stay, Beverly L. Kaye & Sharon Jordan-Evans

1001 Ways to Recognize Employees, Bob Nelson

Encourage the Heart, Jim Kouzis

Drive, Daniel Pink

The Engagement Equation: Leadership Strategies for an Inspired Workforce, Christopher Rice, Fraser Marlow & Mary Ann Masarech

### **Articles**

“The Content of their Character: The State of the Nonprofit Workforce”, Brookings Institution

“The Ins and Outs of Workplace Burnout”, Alice Walton (forbes.com)

“Healing Our Sector’s Secret Sickness”, Kedren Crosby (nonprofitresourcenetwork.org)

### **Additional Resources & Membership Affiliations**

The Conference Board

BlessingWhite

The Annie E. Casey Foundation Knowledge Center

Compass Point

BoardSource