

**Management Assistance Program**

*Sample Menu of Services*

The menu of MAP services is an annotated sample of the types of services that the FACT Management Assistance Program (MAP) is designed to provide. It is not a comprehensive list. Note that particular projects may include some (and not all) of the components described in each category. The elements of work undertaken through any particular MAP consultancy are determined by the specific needs of the organization. A MAP consultancy may continue over a period of up to 18 months.

**Strategic Planning and Program Development** Re-examine and affirm or modify mission, vision, values, theory of social change; conduct an organizational assessment; set criteria, goals and objectives; implement planning and evaluation, long and short-term work-planning, understand organizational life cycles.

**Coaching for Executive Directors and Secondary Leaders**

Support for leadership provided one-on-one to solve problems solving and develop leadership.

**Strengthening Financial Systems and Financial Literacy among Staff** Ensure understanding of the role and dynamics of money in the organization's operations; gain budgeting and financial knowledge; Create healthy and accountable organizations; Assess the functionality of the organization's financial systems; build staff, board or members ability to understand and interpret financial reports and data; produce needed and useful financial reports; Link financial planning and program development.

**Strengthening/Assessing Human Resource Systems, Practices, Training** Develop job descriptions; compare salary scales and benefits policies; consider organizational structure, culture and roles; develop or modify personnel practices and manuals; implement processes for constructive staff performance reviews; resolve conflicts; enhance work-planning practices; ensure mandatory documentation; improve recruitment, hiring, retention and supervision strategies for staff and volunteers; develop a multicultural workplace; ensuring employment law compliance; build staff, board and member teams.

**Succession Planning/Leadership Transitions** Develop internal and external communication plans; recruit and hire candidates; ensure knowledge transfer.

**Decision Making**

Examine and/or clarify roles and responsibilities among staff, board and/or members; look at internal communications; develop an understanding of hierarchies of decisions; engender shared understanding regarding input and feedback regarding decisions.

**Program and Organizational Evaluation and Planning**

Agree upon what constitutes success; establish goals and objectives; develop workplans and responsibilities; create measurable outcomes; learn how to gather and interpret data; develop a practice of individual and collective analysis of evaluative information; develop appropriate communication strategies.

**Contact Laura Livoti at 415-288-1305  
with questions regarding the Capacity Building Program**

**factservices.org**

**Meeting facilitation**

Determine meeting objectives in advance; direct and guide the flow of meeting dialogue to ensure goals are achieved; intervene creatively as appropriate during the meeting; follow-up after the meeting as appropriate.

**Team Building**

Utilize creative strategies to foster understanding, cooperation and unity among staff, board and/or members; (re-)commit to a set of commonly held values, principles, beliefs and/or goals; examine roles and responsibilities as appropriate; and refine decision making practices.

**Board Development and Governance** Develop of job descriptions; define roles and responsibilities including, clarify the distinctions between staff, board and member roles; develop committees, workplans, timelines and goals; ensure good working relations between the board and executive director; establish a constructive executive director performance review practice; create recruitment, retention and appreciation strategies; develop and document orientation, record keeping systems and decision making practices.

**Organizational Assessments** Survey staff, board, members, allies or other stakeholders to assess organizational strength, challenges and opportunities. Develop an action plan for working from strength, fortifying weaknesses and taking advantage of opportunities.