

Organization/Program Integration Audit

This audit helps managers or teams look at the fit between the organization and what it is being asked to do in the implementation of a program.

Agencies often depend upon existing operational routines or established skills to implement programs. An audit can provide a quick way to understand how a particular program is situated within an existing organization (or anticipate challenges that need to be confronted when implementing a new program in that setting).

What is needed? Pen, printed copies of this worksheet for all

Who is needed? *Step 1 & 2:* Yourself/a small group. *Step 3:* Stakeholders interested in alignment of the organization and its program(s)

How long will this take? 1.5 hours

Activity

Step 1

Set the bounds of your analysis. Oftentimes, it is sufficient to compare the program being analyzed for implementation purposes to the entire organization. However sometimes it might be useful to broaden the scope of the analysis. For example, if an organization operates many disparate programs, selecting another program or two for comparison, in addition to the whole organization, might be useful.

Step 2

Fill in the table in the worksheet. First, consider the organization as a whole on the particular factors. Then, consider how the specific program being implemented can be described in relation to this same factor.

Key Factors

Target Audiences

- Who are the main constituencies?
- What is the geographic distribution?
- What is the nature of their needs/ challenges?

Program Technology

- What is the typical mode of intervention?
- What infrastructure is available?
- What are the skills of key staff?

Structure

- How hierarchical is the organization?
- What are the functional departments and degree of formalization (through written rules and procedures)?

Financial Resources

- How diverse are revenue sources?
- Do some programs operate at a profit or loss?
- What is the overall autonomy and reliability of the funding mix?

Culture & Power

- Are goals and values generally shared?
- Are staff selected and socialized consistent with achieving the mission?
- Where is power held and how do organizational members experience it?

Key External Relationships

- Which are the most important external relationships the sustainability and growth?

Organization:	Program (s):
<i>Describe the current constituencies or market(s) of the organization</i>	<i>Describe the audience served or engaged in the program</i>
<i>Describe the current technologies in use in the organization</i>	<i>Describe the technology currently in use or proposed for this program (or refer to the Program Process flow already created)</i>
<i>Describe the current structures in use within the organization</i>	<i>Describe how the program is structured to facilitate coordination</i>
<i>Describe the funding sources and their overall characteristics</i>	<i>Describe the program funding sources for the program</i>
<i>Describe how the current culture and power distribution in the organization facilitates or impedes integration</i>	<i>Describe the extent to which culture and power supports integration and value of the program</i>
<i>Describe the key actors or institutions which are understood to be significant by senior organizational managers</i>	<i>Describe the key relationships external to the organization for program delivery</i>

Step 3

Spend some time looking at the results of both the organization and program(s) column on the table. Consider the alignment between the program and the organization on each of the six factors. Use the following questions to guide group discussion:

Target Audience

- Does the program target the same market that is targeted by other programs within the organization?
- Does the organization have prior experience with the program's target market?
- Could serving this program's target market(s) detract or enhance services provide to the organization's other target market(s)?

Program Technology

- How similar (or dissimilar) is the program technology for the program being analyzed to the other programs within the organization?
- Does the program expand or stretch the organization's current capacity? How much? Is this feasible?
- Are new resources needed to accomplish this task?

Structure

- Does the location of the program within the structure of the organization facilitate or impede the delivery of the program activities?
- What changes to the organization's structure are needed, if any? Are these changes feasible?

Resources

- How does funding for this program compare with other funding to the organization?
- What proportion of total organizational funding does this program represent? What challenges might this present, if any?

Culture

- How do the values underlying this program fit with the values of the organization? Is there potential for conflict?
- How important are shared beliefs and values for successful coordination of this program?
- Is more or less socialization of staff necessary for this program?

Key External Relationships

- Do senior managers understand the significance of key external actors for this program?
- Can time be allocated to nurture and support the development of these relationships?