

**Achievement of Market-Friendly Initiatives and Results Program
Funded by U.S. Agency for International Development**

**Business Association Assessment Criteria Form
for
EXCELLENCE INC.**

Final Report

**Deliverable for PSPI Component, Activity Work Plan Number 587.01
Contract No 278-C-00-02-00210-00**

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FORWARD

This draft report was prepared by Larry Milner under the direction of Andrew Kaiser, Center of Excellence Program manager and Greta Boye, PSPI Component Leader and Chemonics International, prime contractor and TSG (The Services Group), subcontractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

DATA PAGE

Name of Component: PSPI

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Practice Area: Democracy and Governance/Private Sector Development

Service Offering: N/A

List of Key Words Contained in Report:

Business association
Business association Staff
Business association
Communications and Public Relations
Criteria
Criterion
Diagnostic Assessment
EXCELLENCE INC.
Financial Planning and Reporting
Governing Body, Officers, and Directors
Government Affairs
Human Resources Criterion
Human Resources Criterion
Knowledge Criterion
Knowledge Criterion
Leadership Criterion
Leadership Criterion
Management Systems & Information Technology
Measurement Criteria
Member-Centered
Membership Development and Recruiting
Mission, Objectives, Documents
Organizational Structures
Outcome Criterion
Outcomes Criterion
Pillars of Excellence
Process Criterion
Process Criterion
Programs, Services, and Activities
Results-Focused
Sub criterion
Transparent Operations

ABSTRACT

This report contains draft recommendation for revising the AMIR Business Management Initiative Component *Business Diagnostic* form into a document that can be used by the new non-government organization (NGO) with the trade name of EXCELLENCE INC. This new form for diagnosing business association clients in Jordan has been revised to reflect the principles that the AMIR Center of Excellence program has developed over the past year and a half.

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EXECUTIVE SUMMARY

The Center of Excellence Program of AMIR is creating a new non-governmental organization (NGO) with the trade name of EXCELLENCE INC. under the business association law of the Hashemite Kingdom of Jordan to carry forward into the future the concepts for institutional development that were created and refined by the COE staff under the AMIR Program's PSPI Component.

In an effort to bring to the new NGO the best practices possible, the AMIR Business Management Initiative Component *Business Diagnostic* form that has been used since 1998 has been revised into a document entitled *Diagnostic Assessment Form* that can be used by the soon-to-be created NGO. Designed for diagnosing business association clients in Jordan, this new form has been revised to reflect the principles that the AMIR Center of Excellence program has developed over the past year and a half.

The three pillars of excellence and the resultant criteria, which have used by the AMIR Center of Excellence program for government institutions, are very applicable to private sector organizations. The original business association diagnostic tool has been reordered to fit the Center of Excellence format.

No changes in the pillars or the criteria are recommended at this time, however, there should be a concerted effort to further study the applicability of each pillar of excellence and each criteria for business associations, civil organizations, and other non-governmental organizations to make certain that these are absolutely the best judgment devices available.

DIAGNOSTIC ASSESSMENT FORM

FOR
JORDANIAN BUSINESS ASSOCIATIONS

A Service of
EXCELLENCE INC.

Helping Institutions Excel in Leadership, Management & Operations

BASIS FOR BUSINESS ASSOCIATION DIAGNOSTIC

The Aim of EXCELLENCE INC.

While best-practice systems and techniques constantly change as new lessons are learned and applied, the one constant that remains is the need to continually strive for excellence at all levels and at all times. This is the culture of excellence that the EXCELLENCE INC. seeks to inspire in business associations and in the private and public sectors of the Jordanian society.

Three EXCELLENCE INC. Pillars

The EXCELLENCE INC. Pillars are the standard for international best practice in organizational management. Business associations are most effective and efficient when they are:

Member-Centered: A renewed focus on members as the ultimate beneficiaries of all the business association's efforts. It is important for the staff and the leaders to understand the dual role of members as both owners of the business association (as dues payers) and as customers of the business association's services.

Results-Focused: Focusing outward on results, not inward on activities. Targeting outcomes and pursuing tangible outputs that most efficiently and effectively achieve the vision and mission of the business association.

Transparent Operations: Business associations should be an open book. Requirements and processes should be crystal clear to both employees and members. Financial resources should be allocated to those programs that best achieve desired results. Funding levels should be open to both public and membership scrutiny.

The Five Measurement Criteria for Business associations

The Measurement Criteria are the factors by which an business association will measure its adoption of the above EXCELLENCE INC. Pillars in a quest to establish a culture of excellence within the organization. The FIVE CRITERIA and the logic for their use by the business association and its leaders as measurement devices are:

- 1) Leadership Criterion – the ability to articulate a vision and design a mission to achieve strategic objectives.
- 2) Knowledge Criterion – the utilization of the best techniques and technology to achieve those objectives.
- 3) Process Criterion – the ability of the organization to put into place the necessary fundamentals to document the activities and the programs of the organization.
- 4) Human Resources Criterion - the ability to attract, train, utilize, and keep highly competent individuals who are capable of carrying out the tasks to achieve the business association's strategic objectives.
- 5) Outcomes Criterion – the results produced by the combined efforts of the leadership and staff in using the best knowledge and the most efficient processes to achieve the vision, mission, and strategic objectives of the business association.

Each criterion is a linchpin for building upon the three EXCELLENCE INC.'s pillars: Member-Centered, Results-Focused, and Transparent Operations.

BASIC FACTS ABOUT THE BUSINESS ASSOCIATION

Business Association name:

Address:

Telephone:

Fax:

Email:

Web Site:

Name of Chief Volunteer:

Title:

Name of Chief Paid Executive:

Title:

Number of Members:

Date of Organization's Founding:

Budget Size:

BACKGROUND OF THE BUSINESS ASSOCIATION

(A summary of the history, purposes, and activities of the business association)

THE FIVE CRITERIA AND SUBCRITERIA

1) Leadership Criterion

- ? **Mission, Objectives, Documents**
- ? **Governing Body, Officers, and Directors**

2) Knowledge Criterion

- ? **Management Systems & Information Technology**

3) Process Criterion

- ? **Organizational Structures**
- ? **Programs, Services, and Activities**
- ? **Financial Planning and Reporting**

4) Human Resources Criterion

- ? **Business association Staff**

5) Outcomes Criterion

- ? **Membership Development and Recruiting**
- ? **Communications and Public Relations**
- ? **Government Affairs**

1) LEADERSHIP CRITERION

MISSION, OBJECTIVES AND DOCUMENTS

Purpose: *To assess the fundamental philosophy and focus of the business association from the viewpoint of the organization's volunteer and professional leaders.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

(0= No activity or factor) (5 = Adequate activity or factor) (10 = Outstanding activity or factor)

Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

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Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Requirement

Total possible score for this Sub criterion is 100 points.

Section One

- | | |
|-------------------------------|---|
| ? Vision Statement | 0 |
| ? Mission statement | 0 |
| ? Bylaws and charter | 0 |
| ? Membership needs assessment | 0 |
| ? Strategic plan | 0 |

Findings

Section Two

- | | |
|---|---|
| ? Objectives | 0 |
| ? Operational Plan | 0 |
| ? Performance Audit | 0 |
| ? Minutes of Board Meetings, Executive Committee Minutes,
and Minutes for Committees | 0 |
| ? Annual Report to Members on Results of Action Plans | 0 |

Findings

Section Three

- | | |
|--|---|
| ? Understanding of the macro environment of nation | 0 |
| ? Understanding of the industry environment in nation | 0 |
| ? Understanding of the competitive environment | 0 |
| ? Business association's internal environment or culture | 0 |
| ? Understanding of the strengths of the business association | 0 |
| ? Understanding of the weaknesses of the | 0 |
| ? Understanding of the opportunities of the business association | 0 |
| ? Understanding of the threats to the business association | 0 |
| ? Contingency planning | 0 |
| ? Documentation of implementation of action plans | 0 |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

GOVERNING BODY, OFFICERS, & DIRECTORS

Purpose: *To assess the structure and efficiency of organization's governing body.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

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(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for these Sub criteria is 100 points.

Section One

- | | | |
|--|---|---|
| ? Effective bylaws/constitution | 0 | |
| ? Commitment of officers to business association (time & resources) | | 0 |
| ? Decision making capabilities and willingness of board | 0 | |
| ? Avoidance of micro-management by the board | 0 | |
| ? Volunteer officers' background / industry positions held by officers | | 0 |

Findings

Section Two

- | | | |
|--|---|---|
| ? Attendance at general membership meetings | 0 | |
| ? Community position of officers & relevant educational background | | 0 |
| ? Officer-orientation plan, training and business association material | | 0 |
| ? Job descriptions for officers and directors | 0 | |
| ? Term limits of officers | 0 | |

Findings

Section Three

- | | | |
|---|---|---|
| ? Staggered terms for officers | 0 | |
| ? Board culture | 0 | |
| ? Board procedures | 0 | |
| ? Board agendas | 0 | |
| ? Board reports | 0 | |
| ? General membership meeting | 0 | |
| ? Proper agendas for planning, brainstorming, administrative, and project planning meetings | | 0 |
| ? Attendance at board meetings | 0 | |
| ? Length of board meetings | 0 | |
| ? Participation of all directors in board meetings | 0 | |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

2) KNOWLEDGE CRITERION

MANAGEMENT SYSTEMS INFORMATION TECHNOLOGY

Purpose: *To assess the business association's management systems, information technology, and hardware capacity.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

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Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- ? Analysis of overall information technology systems to streamline activities (i.e., Microsoft Project for planning , MS Outlook prompts, MS Access for a member database to generate mailing lists, labels, etc) 0
- ? Executive computer and technology philosophy 0
- ? Staff computer efficiency and technical capabilities 0
- ? Operational policies & procedures manuals 0
- ? Documentation of record-keeping activities 0

Finding

Section Two

- ? Availability and utilization of database software 0
- ? Analysis of Web site(s) 0
- ? Analysis of forms used in accordance with Operational Policies & Procedure manual 0
- ? Analysis of specific system hardware 0
- ? Utilization of e-business capacity 0

Finding

Section Three

- ? Study of e-mail utilization 0
- ? Analysis of written communications – business letters, brochures, faxes, e-mails, etc. 0
- ? Analysis of networking capabilities 0
- ? Utilization of fax machine networks 0
- ? Analysis of printing capabilities 0
- ? Analysis of copying capabilities 0
- ? Analysis of scanning capabilities 0
- ? Assessment of desktop publishing capabilities 0
- ? Evidence of technology upgrade awareness 0
- ? Evidence of technology upgrade plans 0

Findings

Total Possible Points =100

Total Points 0

MAJOR FINDING

3) PROCESS CRITERION

ORGANIZATIONAL STRUCTURE

Purpose: *To assess the organization's adherence to sound management principles.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

(0= No activity or factor) (5 = Adequate activity or factor) (10 = Outstanding activity or factor)

Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One:

? Analysis of appropriateness and effectiveness of department/division structures		0
? Regular board meetings	0	
? Minutes of board meetings	0	
? Staff understanding of and support to structure of organization		0
? Well-defined decision-making process	0	

Findings

Section Two

? Published organizational chart	0	
? Regular committee meetings	0	
? Minutes of committee meetings	0	
? Relationships between board and members		0
? Relationships between board and staff	0	

Findings

Section Three

? Number of standing committees	0	
? Number of special task forces, ad hoc groups, and number/description of affiliate groups		0
? Staff exposure to the board	0	
? Documentation of committee structure	0	
? Staff assignments to manage board functions & committees		0
? Committee orientation plan and materials		0
? Documentation of committee reports	0	
? Analysis of committee chairs	0	
? Lists of board and committee members	0	
? Committee chair and member orientation materials		0

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

PROGRAMS AND ACTIVITIES

Purpose: To analyze the details of the organization's activities to determine the effectiveness of the business association's programming process.

SCORING FACTORS: Interviewer's Action: Rated the following factors on a *sliding* scale.

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

(0= No activity or factor) (5 = Adequate activity or factor) (10 = Outstanding activity or factor)

Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- | | | |
|--|---|---|
| ? Analysis of major focus of Program of Work | 0 | |
| ? Explanation of the Program of Work's super-ordinate goal | | 0 |
| ? Analysis of specific goals of Program of Work | 0 | |
| ? Identification of measurements of success | 0 | |
| ? Analysis of results of previous time period | 0 | |

Findings

Section Two

- | | | |
|--|---|---|
| ? Achievability of stated goals | 0 | |
| ? Available manpower and monetary resources | 0 | |
| ? Length of time for tangible achievements & realistic deadlines for results | | 0 |
| ? Documentation of programs and plans in annual reports | 0 | |
| ? Commitment to planning process | 0 | |

Findings

Section Three

- | | | |
|--|---|---|
| ? Measurement of involvement of stakeholders in planning process | | 0 |
| ? Coordination between fiscal planning and program planning | 0 | |
| ? Coordination between programming committees | 0 | |
| ? Coordination between programming staffs | 0 | |
| ? Coordination and cooperation between programming and administrative staffs | | 0 |
| ? Organization culture for achievement and results | 0 | |
| ? Documentation of programs and plans in brochures | 0 | |
| ? Explanation of programs in newsletters | 0 | |
| ? Documentation of programs in bulletins | 0 | |
| ? Documentation of products and services | 0 | |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

FINANCIAL PLANNING AND REPORTING

Purpose: *To assess the financial stability of the business association.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a **sliding** scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

(0= No activity or factor) (5 = Adequate activity or factor) (10 = Outstanding activity or factor)

Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- | | | |
|--|---|--|
| ? Analysis of the most recent financial reports | 0 | |
| ? Analysis of the current budget and link with strategic plan | 0 | |
| ? Analysis of most recent audit | 0 | |
| ? Analysis of transparency of financial transactions, policies and reports | 0 | |
| ? Analysis of revenue and profit growth trend | 0 | |

Findings

Section Two

- | | | |
|---|---|--|
| ? Stability and diversification of level of funding (including non-dues income) | 0 | |
| ? Analysis of dues schedule | 0 | |
| ? Clearly written financial policies and procedures | 0 | |
| ? Strategy in place with specific revenue goals | 0 | |
| ? Overhead, personnel, and program costs are segregated | 0 | |

Findings

Section Three

- | | | |
|--|---|--|
| ? Analysis of automated financial and accounting processes | 0 | |
| ? Ability to manage grant funds | 0 | |
| ? Financial reporting according to national laws, accounting conventions, organization bylaws, and donor requirements | 0 | |
| ? Board members' job description highlights fiduciary responsibility & members receive orientation in fiduciary responsibility | 0 | |
| ? Active financial audit committee at the board level | 0 | |
| ? Grant writing capability | 0 | |
| ? Number of staff assigned to help create revenue | 0 | |
| ? Staff compensated sufficiently for revenue generation activities | 0 | |
| ? Annual investment campaign conducted and goals met | 0 | |
| ? Cost of service to members calculated and utilized. | 0 | |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

4) HUMAN RESOURCE CRITERION

BUSINESS ASSOCIATION STAFF

Purpose: *To understand the organization's mission and approach from the business association's employee's viewpoints:*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.
 (0= No activity or factor) (5 = Adequate activity or factor) (10 = Outstanding activity or factor)

Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.
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Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.
 (0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- | | |
|---|---|
| ? Analysis of professional staff | 0 |
| ? Relevant experience of executive staff | 0 |
| ? Key staff shares vision and mission of the board of directors | 0 |
| ? Relevant and useful Personnel Procedures Manual (containing a salary scale) | 0 |
| ? Job description of executive staff | 0 |

Findings

With a competent professional staff, the business association has the experienced personnel who apparently are working on the same "wave length" and have documented extremely well the policies and procedures of the company.

Section Two

- | | |
|---|---|
| ? Relevant experience of program staff | 0 |
| ? Relevant experience of administrative staff | 0 |
| ? Analysis of performance evaluation form | 0 |
| ? Regularity of staff meetings | 0 |
| ? Documentation of names, positions, and résumés of the staff | 0 |

Findings

Section Three

- | | |
|--|---|
| ? Analysis of staff hiring & retention policies | 0 |
| ? Regularity of staff updates of key stakeholders and members | 0 |
| ? Analysis of job application form | 0 |
| ? Employee time sheet for programming records | 0 |
| ? Job descriptions of programming staff | 0 |
| ? Job descriptions of administrative staff | 0 |
| ? Comparative salary analysis | 0 |
| ? Performance bonus plan | 0 |
| ? Staff retention rate | 0 |
| ? Staff awareness of importance of programming and financial success of organization | 0 |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

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5) OUTCOME CRITERION

MEMBERSHIP DEVELOPMENT AND RECRUITMENT

Purpose: *To assess how the business association attracts and keeps members.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

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Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- | | |
|---|---|
| ? Central message answering question "what's in it for me?" | 0 |
| ? Documentation of membership list | 0 |
| ? Analysis of membership brochure | 0 |
| ? Total number of current members & retention rate | 0 |
| ? Membership directory | 0 |

Findings

Section Two

- | | |
|--|---|
| ? Membership recruitment plan & system | 0 |
| ? Total number of new members within the past year | 0 |
| ? Estimate of the total number of potential members | 0 |
| ? Percent of total potential members that are currently actual members | 0 |
| ? New member orientation outline and handout material | 0 |

Findings

Section Three

- | | |
|--|---|
| ? List the member benefits as opposed to listing only the programs and activities | 0 |
| ? Formal orientation session for new members | 0 |
| ? Committee preference cards sent annually to members | 0 |
| ? New members immediately invited to serve on a committee | 0 |
| ? Analysis of membership application | 0 |
| ? Set targets for number of members to be acquired | 0 |
| ? Non-dues income sources & strategy to promote programs, products and services to members for discounts | 0 |
| ? Orientation handout materials | 0 |
| ? Certificates and awards | 0 |
| ? Other volunteer recognition devices | 0 |

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

COMMUNICATION & PUBLIC RELATIONS

Purpose: To assess the business association's communication and public relation capabilities.

SCORING FACTORS: Interviewer's Action: Rated the following factors on a **sliding** scale.

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

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Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

- ? Analysis of core communication message 0
- ? Comprehensiveness of the communication plan relative to the strategic plan 0
- ? Analysis of professional communication staff 0
- ? Analysis of key target audiences 0
- ? Analysis of communication feedback mechanisms (assessment & tracking) 0

Findings

Section Two

- ? Communications that improve the BA's image, inform the public & increase membership 0
- ? Communication research with facts describing problems 0
- ? Analysis of writing for readership 0
- ? Correctly selected communication media 0
- ? Frequency of communication campaign 0

Findings

Section Three

- ? Communication plan that covers all parts of strategic plan 0
- ? Analysis of newsletter 0
- ? Analysis of magazine 0
- ? Analysis of action bulletins 0
- ? Analysis of program brochures 0
- ? Analysis of news releases and media kit 0
- ? Analysis of Web site or Web sites 0
- ? Existence of crisis management plan 0
- ? Executive awareness of importance of communication efforts 0
- ? Staff awareness of importance of communication efforts 0

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

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GOVERNMENT AFFAIRS

Purpose: *To assess the levels of competence and sophistication of the business association's government affairs program.*

SCORING FACTORS: *Interviewer's Action: Rated the following factors on a sliding scale.*

Section One - each factor can be worth from 0 to 10 points for a possible total of 50 points.

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Section Two - each factor can be worth from 0 to 5 points for a possible total of 25 points.

(0= No activity or factor) (5 = Outstanding activity or factor)

Section Three - each factor can be worth from 0 to 2.5 points for a possible total of 25 points.

(0= No activity or factor) (2.5 = Outstanding activity or factor)

Total possible score for this Sub criterion is 100 points.

Section One

? Analysis of public policies that prohibit job creation	0	
? Analysis of obstacles to overcome to achieve economic growth	0	
? Analysis of business association's adopted government policy positions	0	0
? Professional capabilities of government affairs staff	0	
? Analysis of issue briefs produced by the business association	0	

Findings

Section Two

? Establishment of public policy advocacy committee	0	
? Availability of staff to research legal and economic issues	0	
? List of priority issues	0	
? Analysis of research reports produced or authorized	0	
? Analysis of reports to the board and the membership on government affairs activities	0	0

Findings

Section Three

? Analysis of business association's participation in anti-corruption program	0	
? Analysis of government tax policies effect on business association's members	0	0
? Tracking proposals through the legislative process	0	
? Testimony before public bodies on key issues	0	
? Grass roots campaign efforts	0	
? Coalition building efforts of business association	0	
? Understanding of the political dynamics of the nation	0	
? Member education program on public policy	0	
? Ability to build public support for government policy changes	0	0
? Ability to launch a letter writing campaign on key issues	0	

Findings

Total Possible Points = 100

Total Points 0

MAJOR FINDING

SUMMARY SHEET FOR POINTS

1) LEADERSHIP CRITERION

Mission, Objective, Documents **Points**

Governing Body, Officers, and Directors **Points**

2) KNOWLEDGE CRITERION

Management Systems/ Information Technology **Points**

3) PROCESS CRITERION

Organizational Structure **Points**

Programs, Services, and Activities **Points**

Financial Planning and Reporting **Points**

4) HUMAN RESOURCES CRITERION

Business association Staff **Points**

5) OUTCOMES CRITERION

Membership Development and Recruiting **Points**

Communication and Public Relations **Points**

Government Affairs **Points**

Total Criteria Points _____

FORMULA:
Total Criteria Points divided by 1000 equals
percentage score. $X/1000 = .X/100 = X\%$

COMPARATIVE RATIO SCORE **xx%**
EXCELLENCE INC. Certification Statement

Therefore, _____ received an xx percentage score, which illustrates that this business association has met that percentage of standards when compared to an international model business association of 100 percent.

Date of interview:

Name of the Interviewer:

