THE RESOURCE MENTORING PROJECT

Merging Organizational Development Dynamics

and

Social Work Practice

The Resource Mentoring Project is dedicated to empowering community and faith based organizations to build their organizational capacity in an effort to gain and maintain organizational health!

The RMP Process

Facilitated Self Assessment Process

Competitive Interview Process

Mentoring and empowering the *organization* to understand and internalize the capacity building processes for themselves

RMP a new model of Social Work with Organizations

- Most TA is "outside in"

- RMP process is "inside out"

Evaluation of the RMP

- **_Purpose_**: Did this "organizational casework" approach improve the capacity of the client agencies over time?

  - Time 1 assessments established organizational capacity baselines (_n=28_)
  - Mentoring intervention
  - Time 2 assessments 12 months later _(n=16)_
  - Time 3 assessments 18-24 months later _(n= 12)_

Organizational Capacity Assessment

- Assessment tool measured the degree of capacity currently in place in 11 areas:

  - *Hopes and Dreams* - clarity of the organization's vision, mission, and goals
  - *Programs* - development, growth and relevance
  - *Performance Management* - program performance and outcome measurement
  - *Planning* - strategic, financial, operational, program, and human resources
  - *Funding* - diversification and financial operations and management
  - *External Relations* - relationships with local community, public relations and marketing, partnerships with other organizations, and ability to influence the system

Organizational Capacity Assessment

- *Board Governance* – involvement, competence, and operations

- *Leadership* - leader's passion, skills, experience, analytical and financial ability, management style and personality

- *Staffing* - adequacy and levels of management, staff and volunteers

- *Technological Literacy* - access to technology, technological planning and policies, management information system, and email, internet and telecommunications system

- *Organizational Structure* - organizational design, divisions, processes, and shared references

Increase in Capacity in Area of Focus (n = 16, 48 respondents)

Figure 1: Increases in capacity in area offocus (n =16 agencies, 48 respondents)

Strategic Planning — 57%
Marketing Effort — 80%
Board Development — 75%
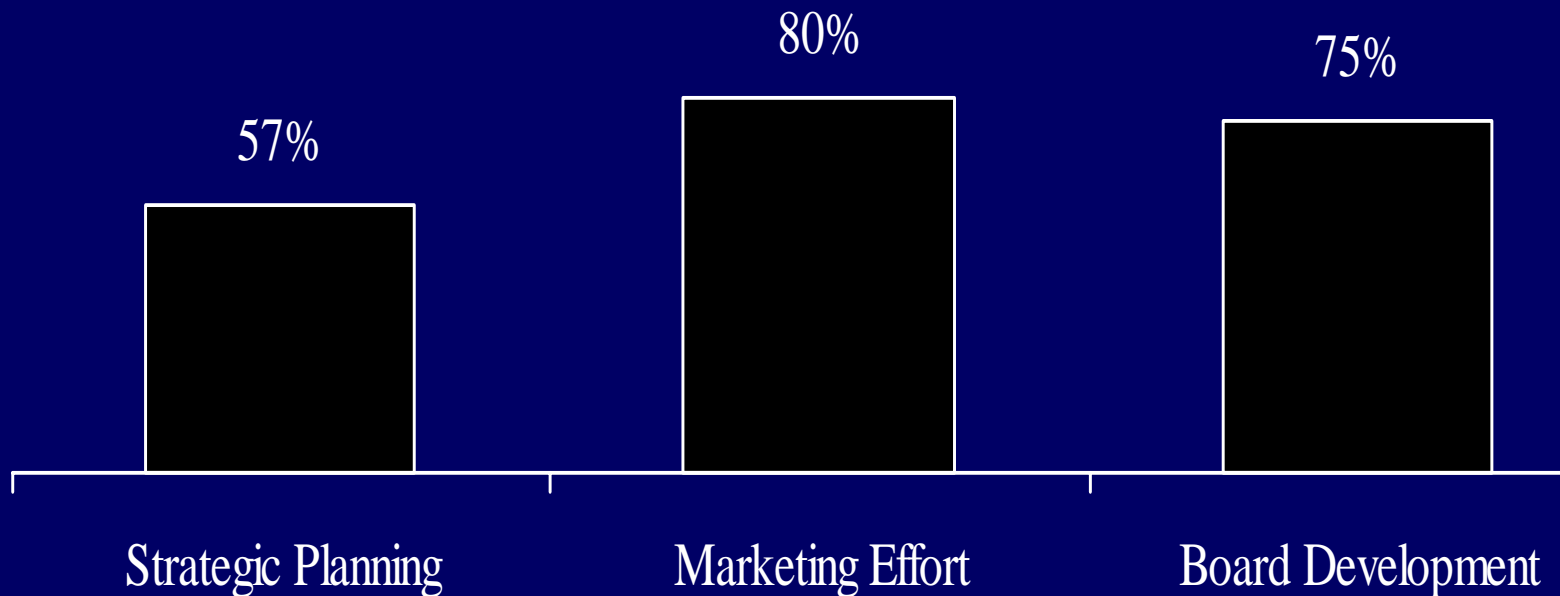
Increase in Capacity in Area of Focus (n = 12, 36 respondents)
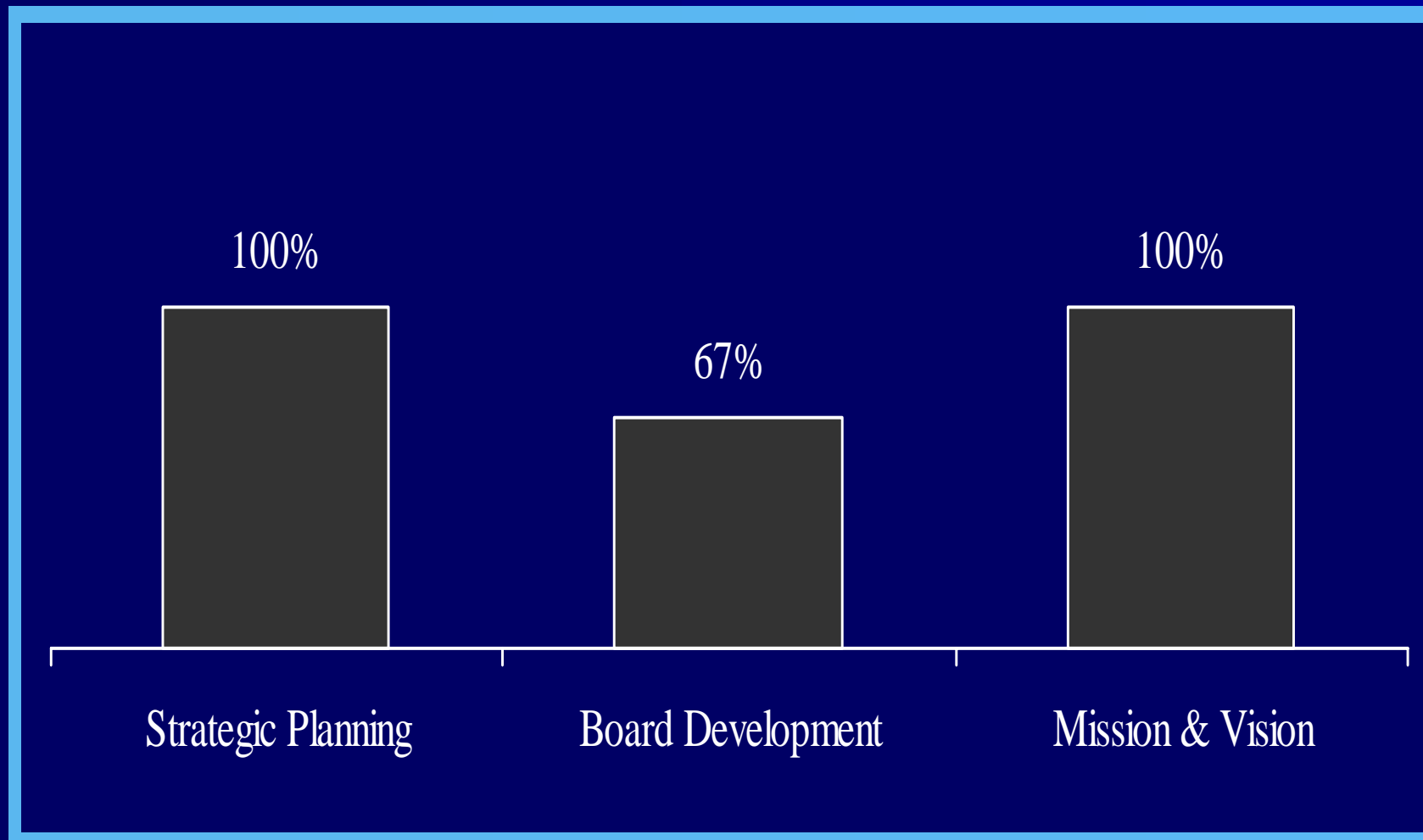
RMP
LESSONS LEARNED

1. There is a *"semantic misconnect"*

2. Organizations don't know what they don't know

3. Each organization is unique unto itself

Conclusion

- RMP's unique approach demonstrates that universities in partnership with community-based agencies can:

  - effectively facilitate capacity assessments
  - design change models
  - promote mentor matching
  - help sustain multi-layered organizational development