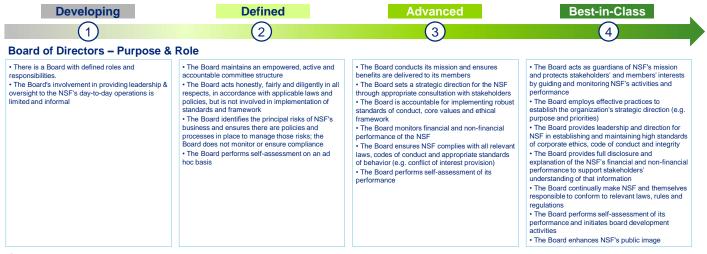


NSF ENHANCEMENT INITIATIVE ASSESSMENT TOOL

Assessment Model – Overview of Dimensions

NSF Assessment Model					
Governance and Risk	Strategy and Planning	Leadership and Culture	People	Revenue Generation & Engagement	Support Services
Board Leadership & Oversight	Mission, Vision & Values	Leadership	Organization Structure	Fundraising	Finance & Accounting
Governance, Policies & Process	Strategic Planning & Organizational Strategy	Culture Alignment	People Management	Events Management	Cost & Financial Management
Risk Management	Decision Support		Training & Development	Partnership & Sponsorships	Information Technology
Compliance	Strategy Execution		HR Policies & Processes	Business Development	Facilities and Infrastructure
Financial Management & Internal Control	Financial Planning and Budgeting		Performance Management	Marketing	Health & Safety
Ethical Practice			Volunteer Management	Stakeholder Management & Communications	
	Legend Business Functions / Process Areas	Sub-process areas		Members Management	

Assessment Model – Governance & Risk: Board Leadership & Oversight



Strategic Plan & Budget, Mission, Vision & Values

 There is limited or no guidance from the Board (or Governance Committee) on the strategic plan and financial budget The Board approves NSF's mission statement but has limited involvement in revisiting and re- assessing NSF's mission statement for its continuing relevance. The Board ensures a strate budget is in place. Outcomes are not moniton Review of the mission state performed on an ad hoc bas formal process in place to e statement continuing relevant 	and monitoring the strategic plan and financial budget to ensure progress against plan is on-track and be Board is is no • The Board monitors NSF's performance against the strategic plan and financial budget • The Board is above • The Boar	strategic plan e for approving, strategic plan and ent with the NSF ey performance ensuring ategic Plan are formance against ance information to tion to strategic and promoting and vision and values and embodies the
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Governance & Risk: Board Leadership & Oversight



Board Recruitment & Orientation

There is a defined nomination / appointment process Board recruitment is informal There is an informal plan or process to provide orientation and training for new board members	The nomination / appointment process is transparent and available to the NSF New board members are provided with formal orientation and training	The nomination / appointment process has clear guidelines and considerations on skills currently needed by the Board NSF provides formal orientation and training for new board members and is committed to Board education on an annual basis	 The Board nomination process is formal and announced to the public, so that interested persons or community members can nominate themselves or others; The Board solicits recommendations from Directors and staff The recruitment process is effective in fulfilling existing gaps in skill sets, knowledge, trait and experience that will address Board's current and upcoming challenges New Board members received formal orientation and training specific to their roles and to the practices of the organization Board members receive on-going training and support to accomplish their duties
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Governance & Risk: Board Leadership & Oversight

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Succession Plan			
 Succession needs are addressed on a case by case basis by the Board 	Succession management is addressed informally as part of workforce planning with Board oversight	Board-approved succession plans are created for both executive positions and critical positions	The Board is accountable for driving and building the succession process The Board ensures leadership development and recruitment plans are in connection with the implementation of a long-range succession plan for key executive positions The Board ensures adequate mentoring and professional development opportunities exist for upcoming leaders

Risk Governance The Board sets the tone for managing risks, but a culture of awareness exists in silos The Board has limited oversight on identifying, assessing and mitigating risks	 The Board sets the tone for managing risks and demonstrates a culture of risk awareness, but it has not been embraced broadly The Board provides a general oversight of the risk management policy & processes, but does not provide input or play an active role in monitoring results 	The Board sets the tone for managing risks and established a culture of risk awareness which is widely adopted and understood throughout the NSF The Board takes a leadership role in providing input and counsel into risk management policy & process The Board reviews and update the risk register/matrix on an annual basis Risk management responsibilities are included in	A culture of risk awareness is fully integrated into the organizational culture and objectives The Board is accountable for ensuring risk management policy and processes allows NSF to manage its key business risks on an integrated basis in line with organization-wide risk policy and risk appetite The Board continuously reviews the associated outcomes and planning of risk management processes & policies in place
		job descriptions of senior staff	Senior staff bears overall accountability for managing risks, but the Board takes on an active role in oversight and review

Assessment Model – Governance & Risk: Governance, Policies & Processes



Board Structure

No terms of reference for Board exists The Board's composition does not reflect a commitment to diversity	Terms of reference exist, but are narrow in focus and vague in description The Board is making some progress and isolated efforts to promote diversity in its composition and structure	 Well-defined terms of reference exists Board members execute against the defined roles to facilitate effective governance The Board's composition has a sufficient blend of expertise and skills structured to reflect the needs of the organization The Board's diversity (e.g. gender, ethnicity, etc.) is evolving 	Detailed terms of reference exists Doard members hold each other accountable to execute against the defined roles to facilitate effective governance The Board is recognized as a leader in growing a diverse composition The Board's composition is diverse consisting of a broad mix of skills and diversity (e.g. gender, ethnicity, skills, socioeconomic level) which reflects the demographics and interests of the NSF which it serves
---------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Governance & Risk: Governance, Policies & Processes

Developing	Defined	Advanced	Best-in-Class
(1)	2	3	4
Board Self-Evaluation Process	-	-	
The Board does not have a process to review its performance	The Board performs self-assessment on an ad hoc basis	The Board has a process to review its performance as a whole	The Board has a process to review its performance of individual directors and the board as a whole against its mandate Self-evaluation assessment considers the effectiveness of the Chair of the Board and the Chair of each committee against their position descriptions and other performance indicators
Governance Process			
No formal governance process is in place Lack of clarity in decision-making authority between the Board and the CEO Roles & responsibilities between the Board and the CFO are not well-defined Board is overly involved in operations creating significant overlap and duplication of efforts between staft, management and the Board Governance processes are not clearly articulated and defined	A defined division of roles and responsibilities between the Board and the CEO exists, but is not clearly-documented or set out in writing The Board has a good working relationship with the CEO, although the effectiveness and cohesiveness of the relationship could be improved Directors have intentions to focus on strategic governance, but are still involved in management and operational delivery Directors disclose all existing conflicts of interests Governance processes are defined, but not well- documented	 A clear division of roles and responsibilities between the Board and the CEO is set out in writing The Board has a productive working relationship with the CEO Directors are mainly focused on strategic governance, with minimal focus on management and operational delivery Directors disclose all real, potential and perceived conflicts of interests through annual declarations of interest A governance process is clearly defined with well- documented procedures 	 A clear division of roles and responsibilities between the Board and the CEO is set out in writing, including detailed allocation of authorities and responsibilities between the Board and the CEO in all key areas of the business The Board ensures that all Committees and sub- groups are relevant to the organization's strategic priorities and functioning with clear terms of reference and accountabilities. The Board has a highly-effective and cohesive relationship with the CEO Directors are solely focused on strategic governance, not on management and operational delivery Directors avoid all real, potential and perceived conflicts of interests The Board and CEO consistently execute against the defined and documented governance

Assessment Model – Governance & Risk: Governance, Policies & Processes and Compliance



Compliance

•			
There are no formal strategy and/or procedures in place to ensure sustained compliance with existing policies The Board has little oversight on ensuring compliance policies and processes exist Reactive approach is the primary way to manage policies and procedures compliance.	Some processes are in place to monitor compliance with existing policies with limited Board awarenees Guidelines are in place to address inconsistencies and issues shall they arise. NSF uses a combination of reactive and proactive approach to manage policies and procedures compliance.	 A clearly defined process to ensure compliance with existing policies is in place and the Board is accountable for monitoring compliance Organization adopts and embraces a preventative approach to manage policies and procedures compliance. 	The Board is accountable for ensuring that NSF has in place a sustainable assurance and compliance infrastructure, which adopts a risk- based, top-down approach that reduces compliance costs and maximizes efficiencies Policies and procedures are consistently integrated into day-to-day operations Compliance metrics reporting is place to support proactive monitoring of exceptions Reports are distributed to key stakeholders on a routine basis to provide transparency to compliance status. Preventative mechanisms are in place to manage compliance policies and procedures.

Assessment Model – Governance & Risk: Risk Management and Financial Management & Internal Control



Internal Control

 Internal controls are not documented and put in place Processes and procedures are not put in place to ensure internal controls are effective Control mechanisms are not integrated into the processes and mostly performed manually. Internal controls are in place and some documented Processes and procedures are put in p evidence of their effectiveness are not widecumented Some control mechanisms are built in oprocesses and procedures 	Evidence of controls effectiveness exists The majority of control mechanisms are built into the processes practice. The effectiveness of th	e internal controls is y against external best anisms are fully integrated
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------

Assessment Model – Governance & Risk: Risk Management and Financial Management & Internal Control



Fundraising (Board)

Fundraising targets for Board members are not defined Board oversight of fundraising plan and activities is limited Board members' role in fundraising is limited to personal donations to the NSF Board members receive limited fundraising training and/or assistance.	fundraising are defined, but not formalized • Fundraising targets for Board members are often met, but are not clearly tracked or monitored • Board provides oversight of fundraising plan and activities on an ad hoc basis; there is a process in place to ensure Board oversight, but the process is not formalized or well-defined • Board members' role in fundraising involves raising money and making personal donations to the NSF • Board members receive some fundraising training and/or assistance.

 Board members roles & responsibilities in fundraising are clearly defined and documented - Fundraising targets for Board members are consistently met, tracked and monitored

The Board reviews and approves the fundraising plan
 The Board manifest the fundraising plan

 The Board monitors the fundraising plan to ensure progress against plan is on-track and objectives are met

 Board members are actively engaged in raising money and play a supporting role in promoting fundraising events

 Board members receive formal fundraising training and/or assistance on an annual basis Board members hold each other accountable for executing against the defined roles &

responsibilities in fundraising

Fundraising targets for Board members are

challenging and are consistently exceeded

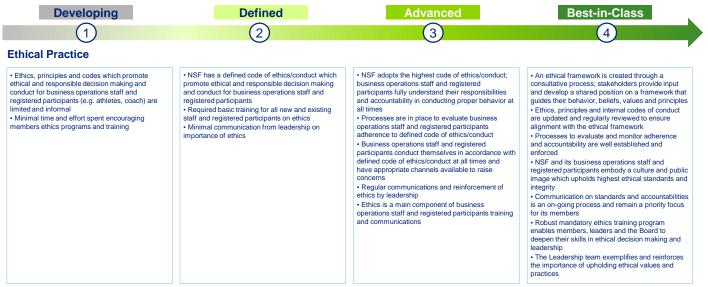
 The Board provides leadership direction and input to the fundraising plan

 The Board is accountable for ensuring fundraising targets are achieved and short and long-term funding needs are met

 Board members' involvement in fundraising extends beyond raising money; Board members play an integral role in ensuring fundraising success by identifying key donors/prospects, promoting the NSF and making a persuasive case for fundraising.

Board members receive on-going fundraising training and/or assistance.

Assessment Model – Governance & Risk: Ethical Practice



Assessment Model – Strategy & Planning: Mission, Vision & Values, Strategic Planning & Organizational Strategy



Strategic Planning & Organizational Strategy

Strategy developed by a select few based on	Strategy is developed with input from the Board	Strategy developed with input and consideration	Strategy developed with input and consideration
nternal influences Strategic planning is ad hoc without clearly	and broader leadership team The strategic planning process is somewhat 	from the Board, leadership team, employees and volunteers	from the Board, leadership team, employees, volunteers, staff and members
efined roles, responsibilities and timelines	formal, but the timing and support levels are inconsistent and roles and responsibilities aren't	 The strategic planning process is more formal, but static with specific timelines and staff support. 	The strategic planning process is a dynamic, ongoing process
The strategic plan has no focus on business evelopment	well defined.	The strategic plan has a focus on business	The NSFs have multi-year plan tied to a budget
Strategy established and only revisited at the next	The strategic plan has a limited focus on business	development along with associated business	comprising both a long term strategic vision and
development cycle (e.g., 2 – 4 years)	development	development priorities	detailed annual business or operational plan ratifie by the Board of Directors
Employees are not informed of the strategy	NSF regularly re-evaluates strategy to encompass change as it occurs	Roles and responsibilities are well defined, but decision-making and accountability are inconsistent	The strategic plan has a strong emphasis on
	The employees are informed about the strategy	in the strategic planning process	business development with actionable initiatives
	but do not readily identify with it	Decisions in strategic planning are made based	and well defined goals and objectives
		on a holistic approach and are supported by analyses that include stakeholder needs and other	 The plan includes measurable objectives (e.g. LTAD implementation, athlete programming, etc.)
		external factors	Roles and responsibilities are well defined;
		Employees identify with the strategy and	decision-making and accountability are enforced in
		understand their individual roles in contributing to it	the strategic planning process Decisions in strategic planning are made based
			on a holistic approach with multiple options for
			each decision which are supported by analyses
			that include stakeholder needs and other external factors
			Employees understand their role in the strategy
			and are motivated to actively drive it

Assessment Model – Strategy & Planning: Decision Support, Strategy Execution



Strategy Execution

 A formal process is not established for strategic initiatives. Organizational initiatives are disconnected from strategic planning Strategic initiatives are partly linked to performance metrics and their progress is loosely tracked. No standardized templates are used to enable business case development. The Board is not involved in monitoring of strategic initiatives 	 A formal portfolio management approach is used to review strategic initiatives and make go/no-go decisions Strategic initiatives are reviewed and approved on an on-going basis Decision-making is timely and on the appropriate level. Initiatives are concrete and linked to the overall strategy & performance metrics Progress reporting and objective achievement is loosely tracked on a standardized basis Various versions and formats of business case templates are used. The Board is consulted as part of strategic initiative review 	 Strategic principles are well articulated and weighted (i.e. a balanced score card) to understand shifts in priorities and the appropriate balance An integrated and dynamic process to harmonize strategic initiative funding and operational budgeting is in place. Initiatives are monitored, reported and evaluated on a standardized basis against the overall strategy & performance metrics Standard business case templates are available Business cases are required for approval of major initiatives / projects. The Board actively supports the set-up and planning of strategic initiatives

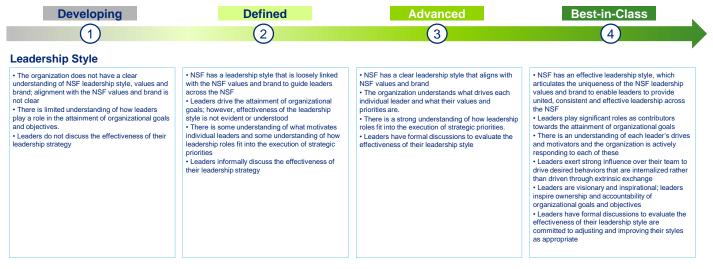
Assessment Model – Strategy & Planning: Financial Planning & Budgeting

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Planning & Forecasting			
 Financial planning is disconnected from the strategic planning process No structured finance operational planning is in place Prior year actuals are used to drive future year forecasts. Targets for the evaluation of the business plan are not formally defined 	 Financial planning is loosely linked with strategic planning and strategic objectives. Financial planning process is in place, but not formally structured or defined History and previous year budgets are used to determine budget/forecasts; little analysis on the forecasts is completed. Financial targets are the sole basis for the evaluation of the operational plan. 	 Financial planning is linked with the strategic plan based on prioritized objectives Financial planning process is structured and formally defined Financial forecasts adequately reflect revenue and expenses for the remainder of the current year Financial planning demonstrates the impact of operational plan components on cash flow and overall financial position and objectives NSF has the ability to test the financial sensitivity of various condition assumptions Financial targets along with some non-financial objectives are used to evaluate operational plans. 	 Financial planning is integrated across the NSF and stakeholders; the process is fully integrated with the strategic plan and objectives Financial planning process is structured and standardized Financial forecasts are accurate and readily adaptable to changing business / economic conditions Financial forecasts are regularly updated to accurately reflect revenue and expenses for the next 12 months NSF has the ability to accurately predict the impact of operational plan through scenario analysis; stress testing, working capital analysis and re-forecasting of financial statements A balanced mix of financial targets and non- financial objectives are used to evaluate operational plans.

Budgeting

Budgets do not include metrics/targets and are not tied to the organization's overall strategy. Budgets are submitted annually with little discussion or challenge. Budgeting process occurs annually with no formal re-forecasting process.	Budgets are detailed and contain budget forecasts and targets Strategic initiatives are considered but there is no clear link to the budget guidelines Budgets are produced annually and discussed with management (e.g. senior leaders) and the Board. A formal process does not exist to work with executives to modify and refine budget forecasts and targets Re-forecast of the annual budget is prepared at least once during the year	 Budgets are derived from detailed financial models that are tied to overall strategy and operational plan Budgets include detailed targets that are tied to strategic objectives The budget is discussed and refined with management and the Board Budgets are updated and monitored on a quarterly basis 	 Budgets make possible the achievement of strategic objectives, goals and targets Budget Illustrates the economics of the business by making the key business / value drivers explicit Targets incorporate specific external data and benchmark The budget is effectively challenged and then approved by the executive team and the Board Budgets are updated and monitored regularly on a monthly basis

Assessment Model – Leadership & Culture: Leadership



Leadership Alignment

 The leadership team has different interpretations of the strategic goals Some leaders are equipped to deliver on some aspects of the strategy. Leaders (e.g. members of the leadership team) show different levels of commitment to the organization 	Leadership team is aligned around some strategic goals The leaders have provided input into the strategy and support the vision Leaders demonstrate sporadic, inconsistent and isolated commitment to leadership	All leaders have an understanding of the NSF strategy and their roles in delivering against it Leaders provide consistent leadership in their areas	All members of the leadership team are personally committed to acting in pursuit of NSF's priority goals Leaders have a shared understanding of the organization's 'greater purpose', and have a common language about how they will work together in pursuit of the goals External stakeholders are also clear about the strategy and vision. Leaders provide united, consistent and effective leadership across the NSF Leadership pormotes a clear understanding and implementation of organizational values
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Leadership & Culture: Leadership



Assessment Model – Leadership & Culture: Leadership



Leadership Development Framework

 A leadership development framework does not exist The desired leadership capabilities are not defined A leadership development program does not exist Leadership capabilities and competencies are not assessed to identify gaps 	 The NSF leadership development framework is not well-defined; leadership capabilities required to execute the strategy are not clearly articulated or defined The leadership development framework is loosely linked with the NSF's strategy, mission and vision, performance management framework, recruitment, orientation, compensation and succession plan Current & future leadership capabilities are disjointed and not linked to the culture, strategy, goals and objectives Leadership capabilities are identified but are not defined with associated descriptions or behaviors An informal leadership development program is in place but not managed consistently across the organization Leadership capabilities and competencies are not formally assessed to understand gaps 	The NSF leadership development framework and standards articulates the current leadership capability and future leadership potential factors required to execute the strategy The leadership development framework is aligned with the NSF's strategy, mission and vision, performance management framework, recruitment, orientation, compensation and succession plan Current & future leadership capabilities are aligned with the culture, strategy, goals and objectives Leadership capabilities are defined with associated descriptions and behaviors There is a process to ensure leadership development program is managed consistently across the organization to ensure capabilities & competencies developed are in alignment with organization-wide goals and objectives Leadership capabilities are competencies are assessed annually to understand gaps and plan mitigations	 The NSF leadership development framework and standards are key enablers of the leadership and organizational strategy The leadership development framework is integrated with NSF's strategy, mission and vision, performance management framework, recruitment, orientation, compensation and succession plan Current & future leadership capabilities are role- specific, future oriented and tailored to NSF's culture, vision values & strategy Capabilities are well-defined, described and communicated; performance expectations are clearly articulated and understood Leadership development programs are delivered by credible experts using a blended, multi-faceted learning approach and are adjusted "real-time" in accordance with NSF strategy and current needs. Effective methods are in place for assessing the current capability and competency of future potential of the NSF leaders
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Leadership & Culture: Culture

Developing	Defined	Advanced	Best-in-Class
1	(2)	3	4
Organizational Culture			
 The organizational culture has evolved informally, progress towards establishing a cohesive and effective culture is not evident Staff do not have a common understanding of the desired values and behaviors required to support the desired values and behaviors required to support the desired culture Morale at the organization is not healthy Leaders are not skilled and equipped with an understanding of how to influence a culture of an organization Some leaders role model the behaviors aligned to the desired culture, but little effort has been made to understand or influence the current culture Conflicts are dealt with on an ad-hoc basis; lessons learned are not applied to future situations 	 NFS leaders are starting to make progress towards establishing a cohesive and effective culture Understanding of values and behaviors required to support the desired culture exists in silos Morale at the organization is some what healthy; staff do not consistently display positive emotions, motivation and favorable perceptions of the NSF and their colleagues Leaders understand how to influence a culture of the organization, but does not have an effective approach Leaders have defined the desired culture amongst themselves and understand how to role model the behaviors both individually and as a team Conflicts are focused on using common interests to resolve differences in order to move forward 	 NFS leaders established a culture that strives towards an engaging, highly effective environment; employees are engaged towards establishing the desired culture Staff are aligned on a common set of values and behaviors to support the organizational culture Morale at the organization is healthy; staff demonstrate positive emotions, motivation and favorable perceptions of the NSF and their colleagues Leaders are skilled in understanding which levers to use to influence the culture and the external brand. The organization culture is seen by the leaders as a way of driving forward business strategy and business development Conflicts help improve a current situation; lessons learned can be incorporated in future situations through shared agreements 	NFS leaders established a highly engaging, effective and cohesive culture that enables a high level of employee engagement, commitment and satisfaction The NSF culture supports the NSF values and strategy and are shaped by collective actions of individuals, teams and the organization NSF culture is building a cadre of employees wh have consistently positive emotions, strong motivation and favorable perceptions of the NSF their work and their colleagues The leadership culture and external brand are aligned and reflect the desired organization culture • Connection between culture and performance expectations is clear, NSF leadership openly addresses culture in driving performance • Conflicts are constructively used as a source of different ideas and perspective
nnovation and Continuous Imp	rovement		
 Sharing of information among business areas is not common or actively encouraged Best practices, knowledge and process information are identified but not shared across the organization or teams The organization has a cautious risk-taking culture that may impede acting on innovative ideas 	Internal knowledge and idea sharing is encouraged but not common practice; innovation is inwardly directed Best practices are identified and shared across the organization and team The organization has a conservative risk-taking culture that recognizes the importance of taking risks and tentatively pursuing innovative ideas There is a culture that believe change is necessary to remain competitive and actively support business initiatives Sharing and contribution of knowledge with other NSFs is limited	The organization encourages the open exchange of ideas internally and may seek input from external sources (internal and external benchmarks are collected and used to improve performance) Transfer of Knowledge (TOK) initiatives are in place to support internal knowledge sharing Knowledge management systems and content exist There is a culture that sees change as a strategic imperative; change is met with healthy skepticism; employees actively share ideas Some sharing and contribution of knowledge occurs externally with other NSFs	The organization expects, recognizes and rewards creative and thoughtful risk taking in pursuit of innovative ideas Continuous improvement is an integral part of th NSF has formal programs and defined structure to support internal knowledge sharing and collaboration with external sources (e.g. benchmarking performance) Sharing and contribution of knowledge is built int staff performance metrics Knowledge management systems and content are continuously updated Evolution and continual change are embedded in

the culture

 Sharing and contribution of knowledge is external to other NSFs

Assessment Model – People: Organization Structure, People Management

Developing	Defined	Advanced	Best-in-Class
(1)	2	3	4
Organization Structure	-	-	
Organizational structure is not documented Reporting lines are unclear, with inconsistent goals and objectives The organization operates in silos, which impedes interactions between roles / areas	Organizational structure is documented, however some reporting lines are unclear or may be out of date Organizational structure has informal horizontal linkages which supports transactional interactions between roles / areas Unit goals and objectives are partly aligned with those of other units in the NSF There is some cross-functional effectiveness between employees	Formal organizational structure with clear key reporting lines is shared across the organization Structure has formal horizontal linkages which supports cooperative interactions across roles / areas There is cross-functional effectiveness across all major business units	Formal organizational structure is clearly defined (reporting, accountability, and decision making delegations), agile, and responsive to the organization's changing needs Structure supports change and encourages formal and informal interdependent interactions across roles / areas All independent functions are aligned and deliver business value The organizational structure allows for a bottom- up response to change; information, ideas and decision making flow in multiple directions – up, down, horizontally
Job Descriptions			
Job descriptions are documented for key positions, however are non standardized Job descriptions contain general information about the job Most employees are not aware of their formal job responsibilities	 Most employees have written job descriptions, however some are out dated and inconsistent across positions No formal job descriptions exist for key volunteer positions Job descriptions contain general information about the job and required technical, soft, and special skills Most employees are aware of their formal job responsibilities 	 All employees have documented and up-to-date job descriptions which are standardized across positions Most key volunteer positions have formal job descriptions in place All job descriptions are reviewed and revised regularly in alignment with organizational needs Job descriptions contain all information required (including technical, soft, special skills, job specifics) 	 All roles and responsibilities are incorporated into job descriptions (and updated appropriately) and information on such items is clearly communicated and easily found within NSF Job descriptions for all key volunteers are in place and clearly communicated Job descriptions meet all formalized objectives and targets, including business-aligned performance objectives All employees and external stakeholders are aware of employees' role and responsibilities
Recruitment, Retention & Succe	ession		
The NSF has ad hoc people programs including hiring and retention, however is limited in the capability and capacity to deliver them The NSF retains some of its talent, some of the time	The NSF has structured recruitment and retention policy programs and is able to deliver these to meet business needs The NSF can retain selected talent The NSF is able to attract some of the talent that	The NSF has a formal recruitment and retention policy and programs that are effective in meeting business needs The NSF can retain most of its talent, most of the time	The NSF has a full suite of recruitment & retention policy and programs, including succession planning The NSF is able to retain its talent all of the time and proactively manages turnover

. The NSF sometimes finds it difficult to attract the talent needed to achieve our business goals No succession plans

- is needed, some of the time, to achieve business goals
- Informal succession process in place, only done as needed
- . The NSF is able to attract most of the talent that is needed, most of the time, to achieve our business doals
- A process exists for identifying high-potential leaders
- . The NSF has identified critical positions and created formal succession plans
- . The NSF is always able to attract the talent that is needed, when it is needed, and in the quantities required to achieve all business goals
- Formal succession plans are reviewed annually with ongoing updates based on resource changes

Assessment Model – People: People Management, Training & Development

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Compensation	-	-	-
No formalized compensation structure and limited involvement in compensation and incentive decisions	The NSF has heavy involvement in compensation and incentive decisions across the organization, but no formalized compensation structure	The NSF has a compensation structure that fairly evaluates and compensates the value of each position, and is reviewed on a regular basis	The organization has a highly competitive compensation structure that is aligned to market standards and reviewed at least annually
Diversity			
Limited visible commitment to diversity in the recruiting process Aggregate diversity numbers are tracked	 Fostering a diverse culture is an important part of recruiting Diversity tracking is comprehensive and the results are disseminated throughout the NSF Diversity training is offered 	Diversity initiatives receive visible leadership support There are support networks and resources for minority groups	NSF is recognized as a leader in growing a diverse workforce Diversity best practices are regularly identified throughout the organization and emulated by other NSFs A diversity strategy is developed and monitored - Leadership team is committed and measured on diversity management
Learning and Development Stra	tegy		
There is no formal learning and development strategy There are no formal training to support staff and teams Learning opportunities are primarily legacy training events with a focus on process, content, and/or technology There is no formal process (i.e., training needs assessments) to identify individual learning & development needs	There is an ad-hoc learning and development strategy Minimal training is provided to some employees Training is determined by roles/positions rather than individual consideration Learning opportunities are provided when new process/policy/ technologies are introduced Identification of learning & development needs is sporadic or on a corrective basis	The learning and development strategy is aligned to the organizational strategy and is flexible to meet the unique needs of individuals Formal training is available to all employees with a focus on process, content, and/or technology and some "soft skills" Training & development needs for volunteers are taken into consideration Learning opportunities focus on professional growth and "soft skills" as well as process, content, and or technology Individual learning & development needs are identified and opportunities are tailored accordingly	A flexible learning and development strategy is linked to organizational strategy and is continuously revised to fit future needs Continuous provision of formal training and a formal coaching program is provided to employees on managing employees and supporting others through change(s) Formal training and development is available for volunteers Learning occurs regularly, informally and formally and focuses on "soft skills" as well as process, content, and/or technology Employees identify their own needs to create

• External learning is encouraged and supported

individual learning plans

Assessment Model – People: HR Policies & Processes, Performance Management



NSF does not do any human resources planning	 NSF does some human resources planning 	 NSF has a human resources plan in place and 	 The organization has written HR management
HR management policies are limited in existence	 The NSF has written HR management policies 	does a regular audit of its staffing needs	policies in all areas of HR and are considered best
and not documented consistently	that comply, at minimum, with employment, health	 NSF has written HR management policies that 	of class
 HR management policies are not reviewed or 	and safety and other applicable legislation	cover all key areas of HR and meet all legislative	 HR management policies are reviewed and
revised in alignment with minimum legislative	 HR policies are reviewed irregularly and revised 	requirements	revised regularly in alignment with leading practices
requirements	only to meet changes in legislation	 HR management policies are reviewed annually 	and HR trends (e.g. work-from-home policy)
No coordinated approach to enabling delivery of	· Basic supports are in place to enable delivery of	and revised, if necessary	 The NSF takes a proactive approach to
HR processes through policy, governance,	HR processes, but there is a lack in consistency	 The NSF has a approach to HR processes, 	continuously improve HR processes through the
reporting and supporting technology	and advanced capabilities	however, adjustment are not consistent with NSF's	adoption of leading practices
		HR organizational changes	

Performance Management

 Performance management is loosely linked with business strategy

No standard performance criteria are available
 Employees do not have a personal performance
plan with defined objectives and goals
 No formal staff performance measurement
 evaluations or communication about performance
 management process and evaluation criteria

There are informal performance evaluations
Feedback is given on a case to case basis and is tracked by direct supervisor

Employees are encouraged to create a personal

performance plan with defined objectives and goals • There is some communication about the performance management process and evaluation

criteria • Performance evaluation is completed in paper

form

 There is a formal performance measurement process with standardized evaluations which identify and track high performers and underperformers.

 All employees have a personal performance plan with defined objectives and goals

Individual goals link to corporate goals, but are not formally cascaded

 Performance management is based on job description requirements and some key business competencies. A clear criterion for advancement exists

 There is regular and consistent communication about the performance management process and evaluation criteria

 Performance is assessed via an online system
 NSF managers and employees feel accountable for their performance A performance management strategy is developed yearly, and it is fully integrated with all HR Programs and tied to individual and corporate performance

 All employees have a personal plan or performance objectives that identify their tasks / activities and the expected results

 Work plans and performance objectives are evaluated at least annually

 The process is centrally managed, supported by technology, and includes employee selfassessment. Employees link individual goals with business objectives, development needs, and learning objectives

 Mechanisms are in place for information on performance requirements of competencies and performance tracking

 Talented individuals are identified and proactively guided through developmental roles and programs
 NSF staff feel accountable for their contribution to the business objectives

Assessment Model – People: Volunteer Management



Volunteer Assignments & Recognition

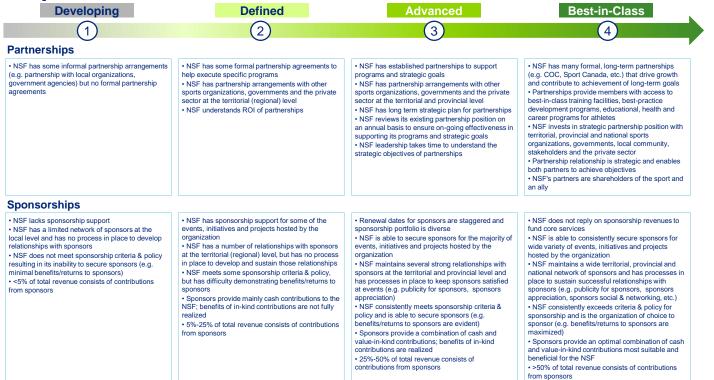
Limited use of volunteers in business operations and sporting events.	Volunteers are utilized primarily for sporting events; limited use of volunteers in other areas of the business operations. Contributions of volunteers are often not recognized	Volunteer assignments relate to the mission or purpose of the NSF and involve volunteers in meaningful ways that reflect their abilities, needs, and backgrounds The contributions of volunteers are acknowledged and recognized	Volunteer assignments are regularly evaluated in alignment to the mission of the NSF, and assignments are matched to fit volunteers abilities, needs, and backgrounds Processes and procedures exist to ensure contributions of volunteers are acknowledged and recognized
--------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Revenue Generation & Engagement: Fundraising & Event Management

Developing	Defined	Advanced	Best-in-Class
(1)	2	3	4
undraising	C	C	Ŭ
Fundraising events are not formally managed Limited NSF support resources exist Fundraising strategy does not exist Fundraising approaches and policies are not lefined and consistently deployed Presence is limited to local communities Alumni associations are not leveraged for undraising	Fundraising events are formally managed, but is not integrated with NSF marketing strategy Fundraising strategy exists, but is not formally defined Fundraising approaches are static; new approaches are not utilized Some fundraising policies exist, but are not formalized or reviewed by management Fundraising goals are often met, but are not clearly tracked or monitored Fundraising events are hosted at the regional level • All of events is understood and used for planning • Alumni associations are some what leveraged for fundraising	The NSF has a formal fundraising function The fundraising strategy is in alignment with the marketing strategy New fundraising approaches are actively pursued (e.g. on-line auction) Fundraising policies and standards are formalized and adheres to fundraising practice ethics (e.g. policy on donor requests, donor lists, donor anonymity) Fundraising events are hosted at the provincial level ROI of events are analyzed and evaluated for effectiveness Alumni associations provide significant fundraising resources	The NSF has a formal fundraising function and is well integrated with NSF marketing strategy Reporting tools available to monitor the progress and success of the fundraising efforts - Fundraising approaches are frequently innovated and are performed in an ethical, fiscally responsible manner - Fundraising goals are consistently exceeded - Fundraising events staying true to the overall mission and identity of the NSF at the national level - Fundraising events are hosted at the national level - Cost-effectiveness and ROI of fundraising activities are reviewed prior to approval - Alumni associations play an integral role NSF's fundraising success; a formal alumni program is in place to maintain on-going engagement with alumn
ports Event Management			
Event planning occurs on an ad-hoc basis The NSF has no clear event planning objectives or outcomes for events and no defined audience There is no set budget for event planning / deployment; money is usually fundraised No tracking mechanisms are in place to track the success of events	Event planning approach exists, but is not standardized Administration / coordination of events is supported by volunteers Budget exists but is often not monitored Long term strategy for events includes assessment of which to continue, which to sunset, and which to initiate Event attendance, budget, monetary transactions and quanitative metrics are not tracked and evaluated Post-event assessments are not completed Events are marketed and promoted, but effectiveness of marketing & promotion is not measurable	Event planning approach is formal, standardized and consistent The NSF sets clear event objectives and outcomes and defines it's target audience Administration / coordination of events is supported by resources (although not formally assigned) There is a set budget for each event Event attendance, budget, monetary transactions and quantitative metrics are tracked and evaluated following the event Post-event assessments are completed following every event and lessons learned are incorporated in the planning of future events Events are well marketed and promoted and is effective at increasing memberships, sales, and athletes recognition.	The NSF has a comprehensive event management program Event objectives and outcomes are fully integrated with organizational goals, mission/vision and strategy A designated team is responsible for coordinating events Cost-effectiveness and ROI of each event are reviewed prior to budget approval All financial transactions are monitored and evaluated regularly; when appropriate, remediation are deployed immediately Metrics include both quantitative metrics (such as financial ROI) and qualitative metrics (such as financial response) Clear linkage between event performance and achievement of the NSF's long term objectives (Le revenue, members, athletic performance) Interaction with the public at events is in both official languages Best practices and standards used for event

promotion and marketing are effective for increasing athletes presence, membership, sales and recognition for sponsors and partners.

Assessment Model – Revenue Generation & Engagement: Partnerships & Sponsorships



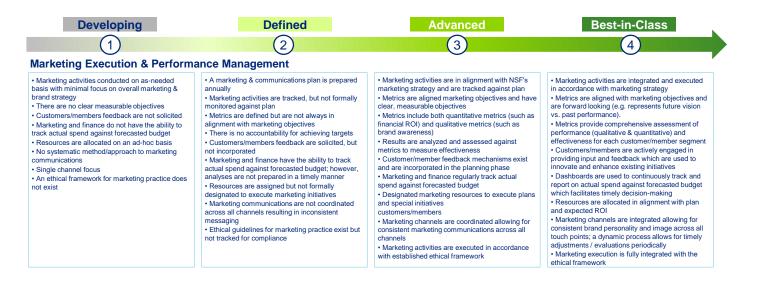
Assessment Model – Revenue Generation & Engagement: Business Development

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Business Development	-	-	-
The NSF does not have a go-to-market business development strategy NSFs does not have a defined value proposition NSF does not have a defined value proposition NSF does not formally manage the execution of its partnership & sponsorship contracts 	 The NSF has a go-to-market business development strategy, but it is not formally defined NSF has a value proposition, but it has not been proven effective for enticing corporate interest for sponsorship and partnership NSF informally manages the execution of its partnership & sponsorship contracts, although progress is not formally tracked NSF communicates regularly with Local Organizing Committees (LOCs) on matters related to the marketing and promotion of NSF's national event properties or international events in Canada NSF takes some initiatives to manage and maintain relationships with sponsors, partners and customers NSF takes initiatives to actively find new sponsors and partners to help raise money and bring value- added benefits to the NSF; however, initiatives have not been proven effective 	 The NSF has an effective go-to-market business development strategy NSF's value proposition entices a high level of corporate interest for sponsorship and partnership NSF delivers and meets expectations in all aspects of business development execution of partnership & sponsorship contracts NSF work together with Local Organizing Committees (LOCs) on matters related to the marketing and promotion of NSF's national event properties or international events in Canada NSF actively maintains and manages long-term relationships with sponsors, partners and customers; initiatives for building, managing and leveraging long-term relationships are mainly effective NSF regularly engages in finding new sponsors and partners to help raise money and bring value- added benefits to the NSF; its approach has been proven effective most of the time 	The NSF has a proven record in its go-to-market business development strategy NSF's value proposition strongly entices corporate interest for sponsorship and partnership; NSF is the organization of choice for sponsors and partners NSF consistently delivers and exceeds expectations in all aspects of business development execution of partnership & sponsorship contracts NSF integrates seamlessly with Local Organizing Committees (LOCs) on matters related to the marketing and promotion of NSF's national event properties or international events in Canada NSF invests in long-term relationships with sponsors, partners and customers; initiatives for building, managing and leveraging long-term relationships have proven effective NSF actively engages in finding new sponsors and partners to help raise money and bring value- added benefits to the NSF; NSF is consistently successful at finding new sponsors and partners

Assessment Model – Revenue Generation & Engagement: Marketing

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Marketing Strategy			
Limited alignment between marketing & brand strategy and organizational goals, mission/vision and strategy A marketing & brand strategy has not been developed or communicated NSF performs limited marketplace research and has a limited understanding of customer demographics and needs Customers/members are not segmented or differentiated Brand strategy is not defined Linkage between marketing strategy, plan and ethical framework is non-existent	 Marketing & brand strategy is loosely linked with organizational goals, mission/vision and strategy Marketing strategy is developed based on business objectives with limited stakeholder input Marketing strategy is not developed at the national level Marketing strategy is not reviewed for effectiveness NSF performs some marketplace research and has some understanding of customer demographics and needs; however, marketing & customer engagements tactics are not tailored to customers Basic segmentation of customers based on observed characteristics Marketing strategy and tactics exist, but are not linked to segmentation NSF has some understanding of its external environment and customer/member needs Brand image is defined, but is not consistently communicated Marketing & brand strategy is loosely linked with the ethical framework 	 Marketing strategy is in alignment with organizational goals, mission/vision and strategy A national marketing strategy is developed with inputs from customers/members; implementation across regional and provincial levels is not enforced Marketing strategy is reviewed and updated annually to ensure its effectiveness NSF performs marketplace research and has a good understanding of customer demographics and needs; marketing & customer engagements tactics are tailored to customers Customers are segmented based on observable behavioral and qualitative data Segmentation is used to develop various marketing programs; strategy & tactics are somewhat customized NSF has a clear understanding of its external environment and customer/member needs Branding is well understod and consistently communicated to all customers/members Marketing & brand strategy is developed in line with the ethical framework 	 Marketing strategy is fully integrated with organizational goals, mission/vision and strategy and is integrated into day-to-day procedures A national marketing strategy is developed based on input from key stakeholders; implementation is enforced consistently across regional and provincial levels The marketing strategy is regularly reviewed to ensure its effectiveness at increasing memberships, revenues and recognition for its members, athletes and stakeholders NSF invests in marketplace research and has a strong understanding of customer demographics and needs; marketing & customer engagements tactics are effective and tailored to customers Customers/members are segmented with distinct attributes and behaviors using qualitative and quantitative techniques NSF has a dynamic view of revenue drivers, new growth oportunities and shifts in customer/member sand stakeholder (partners, sponsors) touch points Marketing strategy and tactocholder (partners, sponsors) touch points Marketing a branding strategy is fully integrated with the ethical framework

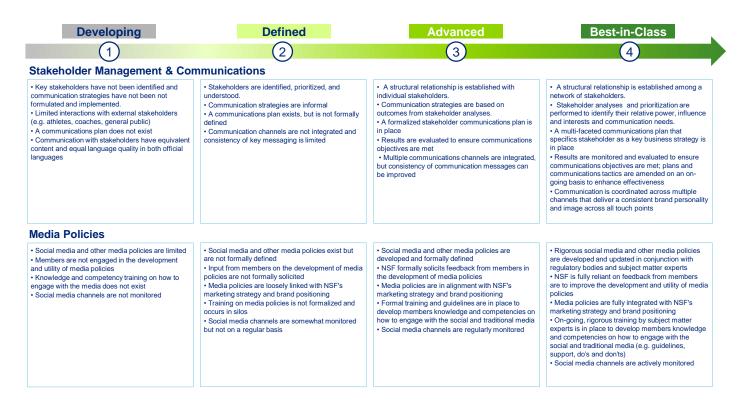
Assessment Model – Revenue Generation & Engagement: Marketing



Assessment Model – Revenue Generation & Engagement: Marketing

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Online Marketing	C	C	C I
 Basic website features (i.e. navigation menu, home page) are available in both official languages Some web-based promotion for specific programs or events Limited and ad-hoc use of social media A social media communications strategy is not formally defined 	 Some website features are available in both official languages Some online engagement with stakeholders about specific programs or events Social media strategy is defined, but not formally validated against marketing strategy and implemented across the organization Usage of social media by athletes and members is inconsistent and not in alignment with NSF's marketing strategy and brand positioning 	 Most website features are available in both official languages Regular on-line engagement with stakeholders in response to web-based promotions NSF actively scans marketplace for online marketing trends and technology Social media static content and communications have equivalent content and equal language quality in both official languages Social media strategy is regularly evaluated and reviewed for alignment with marketing strategy and overall organizational goals Usage of social media by athletes and members is leveraged for increasing public engagement and raising awareness Usage of social media by athletes and members is in alignment with NSF's marketing strategy and brand positioning 	All website features are available in both official languages Web-promotion is planned in advance in close collaboration with stakeholders and is continuously updated to meet current needs Integrated web analytics include an automated measurement system (business intelligence software) allowing quick decision-making and flexibility NSF implements leading-edge on-line marketing trends and technology Social media static content and communications are available in both official languages and are of equivalent quality, and the terms of reference related to the use of official languages is posted on social media Social media strategy is frequently monitored and updated to ensure alignment with NSF's marketing strategy and strategic objectives Usage of social media by athletes and members is a key driver of the on-line marketing strategy for increasing revenue and positive engagement from the public and the broader audience Usage of social media by athletes and members is fully integrated with NSF's marketing strategy and brand positioning

Assessment Model – Revenue Generation & Engagement: Stakeholder Management & Communications



Assessment Model – Revenue Generation & Engagement: Members Management

Defined	Advanced	Best-in-Class
2	3	4
C	<u> </u>	C
Membership information is gathered and consolidated NSF utilizes tools to collect membership data; however, existing tools and technology do not have additional functionalities (e.g. reporting, events registration) to provide meaningful analysis and enhance operational performance. NSF has privacy policies in place (e.g. Personal Information Protection Act (PIPA)) NSF is in compliance with existing privacy policies in place Compliants are not tracked A member contact/email list is monitored	Membership analysis is used to drive decision- making regarding membership initiatives Membership tools & technology are utilized beyond collection of membership data; additional functionalities (e.g. reporting, events registration) provide meaningful analysis and enhance operational performance with ease-of-use. NSF protects the confidentiality of information about its member and assumes a protective role regarding the disclosure of confidential information Complaints are tracked A member contact/email list is regularly updated	Membership information management is treated like an organizational asset and feeds business planning and informs NSF strategy NSF has a best-in-class, dynamic CRM tool & system with comprehensive revenue generation, marketing and reporting functionalities (e.g. reporting, events registration, payment, communications, etc.) NSF monitors compliance with existing privacy policies in place NSF has policies and procedures in place to monitor consent for the collection, use and disclosure of personal information NSF has capacity to track and manage cases
Non-PSO members lack a strong sense of organizational connections The NSF engages with non-PSO members only to notify members about important information in both official languages Non-PSO members have sporadic opportunities to provide input and feedback NSF's organizational strategy & initiatives takes into account non-PSO members input and consideration Communications with alumni occur, but are not managed through a formal alumni program Non-PSO members contribute revenue to the NSF through payment of annual membership fees	Newsletters or other forms of communications are sent out to non-PSO members on a regular basis to maintain strong connections NSF engages with non-PSO members on a regular basis in both official languages Non-PSO members have an avenue to provide feedback and suggestions, where appropriate; however, feedback and input are not formally solicited NSF's organizational strategy & initiatives incorporate members input and consideration A formal alumni program and database exist to engage with alumni on a regular basis Non-PSO members contribute revenue to the	Interactive tools (e.g. blogs, surveys, forums, messages, emails) are utilized to maintain strong organizational connections and real-time interactions The NSF engages its non-PSO members (e.g. athletes and national team) on a regular basis in both official languages to solicit input into matters affecting them, particularly in the area of national team programming Input from athletes which helps improve NSF's quality and effectiveness are implemented NSF's organizational strategy and initiatives are fully integrated and reliant on members input and consideration
	Second State Provided Formation (Comparing States) American States) American States (Comparing States) American States) Second States) Secon	 Amembership information is gathered and consolidated NSF utilizes tools to collect membership data; however, existing tools and technology do not have additional functionalities (e.g. reporting, events registration) provide meaningful analysis and enhance operational performance. NSF has privacy policies in place (e.g. Personal Information Protection Act (PIPA)) NSF is in compliance with existing privacy policies in place. Complaints are not tracked A member contact/email list is monitored Non-PSO members lack a strong sense of organizational connections. NSF's organizational strategy & initiatives takes into account non-PSO members input and consideration. NSF's organizational strategy & initiatives takes into account non-PSO members input and consideration. Non-PSO members have sporadic opportunites to provide input and feedback. NSF's organizational strategy & initiatives takes into account non-PSO members input and consideration. Non-PSO members have sporadic copportunites in proceeding with alumni occur, but are not manged through a formal alumni program. Non-PSO members contribute revenue to the totage with alumni on account non-PSO members input and consideration. Non-PSO members input and consideration. Non-PSO members input and consideration. Non-PSO members input and soccur to the atom in program and database exist to engage with non a regular basis.

 A formal, effective alumni program and database exist to engage and position current and future alumni as supporters of NSF's achievements and ambitions

 Non-PSO membership fees provide a regular and stable source of revenue for the NSF; revenue collection from members is timely and effective

Assessment Model – Revenue Generation & Engagement: Members Management

Developing	Defined	Advanced	Best-in-Class
(1)	2	3	4
PSO Member Engagement	C	C	
NSF communicates with Provincial Sport Organizations (PSOs) members, but not on a regular or consistent basis The NSF & PSOs connect on an annual basis to update each other on progress and important matters PSOs provide limited input into strategic & operational plans, policies and programs of NSF PSOs strategic plans and programs are not aligned with that of the NSFs NSF makes limited efforts to enhance the organizational capacity of the PSOs. NSF has limited involvement in promoting PSO and NSF programs and initiatives to member clubs and individual members	NSF maintains consistent communication with Provincial Sport Organizations (PSOs) members, but communication is not always clear or The NSF & PSOs connect on a quarterly basis to update each other on progress and important matters PSOs provide some input into plans, policies and programs of NSF, but are not fully engaged in the development of NSF strategic plans. PSOs strategic plans and programs are somewhat aligned with that of the NSFs NSF makes some efforts to enhance the organizational capacity of the PSOs. NSF is somewhat involved in promoting PSO and NSF programs and initiatives to member clubs and individual members	 NSF maintains regular, consistent and clear communication with Provincial Sport Organizations (PSOs) members The NSF & PSOs meet face-to-face on a quarterly basis to exchange information, best practices and to relay information from the Board or committees of NSF PSOs provide organized input into plans, policies and programs of NSF, and in particular, engage fully in the development of NSF strategic plans. PSOs strategic plans and programs are generally aligned with that of the NSFs. NSF undertakes projects and initiatives to enhance the organizational capacity of the PSOs. Positively promote PSO and NSF programs and initiatives to member clubs and individual members. 	NSF maintains effective, regular and on-going communication between and among Provincial Sport Organizations (PSOs) members The NSF & PSOs meet face-to-face and connect regularly to exchange information and best practices, to relay information from the Board or committees of NSF and to collaborate on inter- provincial matters. PSOs are integrated in the development of operational plans, policies, programs and strategic plans PSOs strategic plans and programs are fully aligned with that of the NSFs. NSF play a significant role in enhancing the organizational capacity of the PSOs. NSF plays a significant role in endorsing PSO and NSO programs and initiatives to member clubs and individual non-PSO members.

Community and Connectedness

The NSF does not conduct sporting initiatives within its community NSF does not provide strong support to new athletes within its community NSF does not connect or collaborate with other pro-sport organizations	The NSF conducts sporting initiatives within its community on an ad-hoc basis NSF portrays an image of active and healthy lifestyle through sports NSF provides some support to new athletes within its local community Wellness and sport community programs are limited NSF seeks out other pro-sport organizations on an ad-hoc basis to help promote events and fundraising initiatives	The NSF supports the community in grassroots sporting initiatives to build community support, fan base and raise awareness at the provincial level • NSF promotes an active and healthy lifestyle through sports • NSF provides support to new athletes at a national level • NSF promotes national wellness and sports community programs • NSF collaborates with other pro-sport organizations across the country to help spread NSF's mission and vision to ravenous sports fans	The NSF conducts ongoing community involvement in grassroots sporting initiatives to build community support, fan base and raise awareness of the sport consistently across the national level • NSF is integral in promoting an active and healthy lifestyle through sports at the national level • NSF fosters the growth of burgeoning new athletes at a national level • NSF is well-known for its national wellness and sports community programs • Other pro-sport organizations across the country act as allies and partners to help promote NSF's mission and vision to ravenous sports fans
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

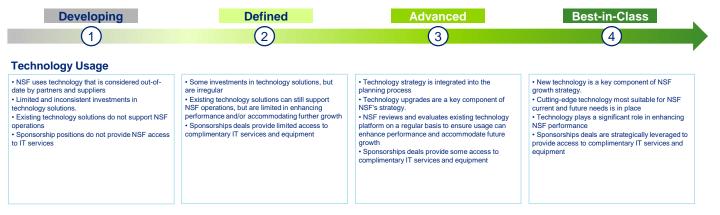
Assessment Model – Support Services: Finance & Accounting



Assessment Model – Support Services: Finance & Accounting

Developing	Defined	Advanced	Best-in-Class
1	2	3	4
Einance Controls, Process & Tec Controls: Controls (e.g. segregation of duties) to ensure ransactions are approved, authorized and valid axis, but not formally defined or applied consistently Reconcillation and analysis are not prepared in a imely manner; material errors are detected and adjusted during audits and board / management eviews Process: Limited documentation of key processes; low process standardization - Few or no formal policies have been documented or communicated Finance technology: Finance technology:	2 chnology Controls: • Controls (e.g. segregation of duties) to ensure transactions are approved, authorized and valid are well-defined, but not monitored • Reconciliation and analysis are prepared on an annual basis; material errors are detected and adjusted through journal entries, although not in a timely manner Process: • Documentation for key processes is maintained on an ad-hoc basis; low degree of standardization with a high degree of inconsistencies • Finance Policies are documented on an ad-hoc basis and are not well communicated across the organization Finance Technology	3 Controls: • Controls (e.g. segregation of duties) to ensure transactions are approved, authorized and valid are well-defined and monitored • Reconciliation and analysis are prepared on a quarterly basis; material errors are detected and adjusted through journal entries Process: • A number of key processes have been documented; high degree of standardization with minimal inconsistencies • Finance policies are generally well understood and formal documentation is maintained at an ad- hoc basis Finance Technology: • Finance technology meets current needs	Controls: Controls (e.g. segregation of duties) are evaluated for its effectiveness in ensuring prevention of errors and/or fraud (e.g. separation of access to payments, bank accounts and authorization from accounting) Reconciliation and analysis are prepared on a regular basis; material errors are detected and adjusted through journal entries in a timely manner Process: All processes are clearly documented, standardized and consistently applied Finance Policies have been defined, documented and understood; consistent and regular communication of policies Finance Technology:
Access to travel & expenses (T&E) is difficult and to readily available Reporting and coding of T&E expenses requires ignificant manual circumvention Minimal enabling technologies are used to upport the T&E process.	 Finance technology meet current needs at the minimum Access to travel & expenses (T&E) is available electronically via manual download Reporting and coding of T&E expenses requires manual circumvention, but the process is supported by some enabling technologies. 	Travel & expenses [T&E] are transmitted to accounting electronically but is not accessible with a web-based application for employees Enabling technologies and some manual intervention are used to support the T&E process	 Finance technology meets current & future needs; existing technology can accommodate expected growth Travel & expenses (T&E) are integrated with the Finance application and updated real time. The T&E process is supported by web-based technology including GL coding and approval processes using workflow.

Assessment Model – Support Services: Cost & Financial Management, Information Technology



Facilities & Infrastructure

Physical and technical infrastructure (e.g. training facilities) barely meets current needs Training facilities and infrastructure planning does not occur Athletes do not have readily available access to training facilities	Physical and technical infrastructure meets current needs Training facilities and infrastructure planning occurs informally; the NSF makes some investments in training facilities & infrastructure, but ROI (e.g. good value for money) has not been fully understood	Physical and technical infrastructure plans are put in place to accommodate growth across the organization Training facilities and infrastructure planning incorporates NSF current needs and occurs formally on an annual basis; NSF makes good investments in training facilities & infrastructure with positive ROI Athletes have readily available access to training facilities; however, access is not always available at the national-wide level	Physical and technical infrastructure supports NSF value creation to provide better service and greater value to its athletes NSF future needs have been identified and used as input into long-term facilities and infrastructure planning NSF makes significant and effective investments in training facilities & infrastructure; ROI and value for money is maximized Athletes have readily available access to training facilities at a nation-wide level
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Assessment Model – Support Services: Facilities & Infrastructure, Health & Safety



