



Management / Operations Measures (PQI) Tip Sheet

COA's 8th Edition Standards are founded on the idea that building organisational capacity improves organisational performance and program effectiveness, which in turn result in better outcomes for service recipients. As a result, COA's Performance and Quality Improvement (CA-PQI) standards include the expectation that accredited organisations include management and operations measures in their PQI plans (See CA-PQI 2.02c, 3.03, and 4a).

There are many aspects of an organisation's management and operations that it can choose to measure. COA expects organisations to choose two or three areas that the organisation has identified in its long-term strategic planning process or through routine monitoring, or that may be related to remediation of problems identified by licensing and regulatory authorities or by funders.

It may also make sense to focus on areas that will support the organisation's efforts to achieve accreditation. The following are a few possible management / operations measures that the organisation might choose to measure for improving organisational capacity. Some of these are directly supported by the growing literature on capacity building and all are directly relevant to achieving COA accreditation.

Hint: Each of the suggested measures include references to data sources or other areas that the organisation *will already be addressing as part of the accreditation process.*

- a. Financial Viability
Monthly reports of financial performance (CA-Fin 5.04a and b)
Cost analysis of services (CA-Fin 5.05; 5.06)
- b. Workforce Stability
Workforce gap analysis (CA-HR 2a)
Staff satisfaction surveys (CA-HR 4.03; 4.04)
Staff retention data (CA-HR 4.03; 4.04)
Analysis of employment patterns (CA-HR 5.04)
Workload Reviews (Service Sections)
- c. Board Diversity/Recruitment (CA-GOV 2.02; 2.03)
- d. Safety and Security
Accidents, Incidences and Grievances (CA-RPM 2.02)
Facility Safety (CA-ASE 4; 6.01; 6.02)
Risk (CA-RPM 2.01)
- e. Effective Fund-raising
Ethical Fundraising Practices (CA-ETH 3)
Stable Income (CA-FIN 4)
Resource Development (CA-GOV 6.05)

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