

### **APPENDIX 3: Partial list of available management tools**

Here a certain number of management tools used in the profession are identified. These may serve the objectives of the current research, i.e. improvement of the organizational health of organizations, and improvement of the work of program officers in their desire to contribute to the organizational health of organizations and in supporting them in their endeavors.

Using the same modules of management practices previously listed, the tools listed that serve for the development of the practice of managers and officers have been described in the following table according to:

- Type of tool:** Self-evaluation, seminar or discussion forum, mentoring, type of plan (strategic, human resources, business plan, etc.), guide, training workshop and financial support
- Participants:** Managers of organizations, board members or Canada Council officers
- Impacts and benefits:** Benefits of the introduction of this type of tool for the management of the organization
- References:** Works dealing with the use of this tool or its adaptation.

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Description of tool	For	Objectives (Impact and benefits)	References
<b>Organizational resources and governance policy</b>			
<p><u>Self-assessment tool (Check-list)</u> questions on management systems of non-profit organization: indications on elements contained in management systems of a healthy organization and the challenges relating to its efficiency. May serve as a strategic planning tool.</p>	<p>Organization managers</p>	<ul style="list-style-type: none"> <li>• To become aware of existing managements systems and understand their effectiveness</li> <li>• To become aware of the strengths and weaknesses of ones organization</li> <li>• To identify aspects where the situation could be improved</li> </ul>	<ul style="list-style-type: none"> <li>• Morrie Warshawski and Laurel Jones, <i>Lessons Learned: A Planning Toolsite including Organizational Self-Assessment Checklist</i>, National Endowment for the Arts, 2004</li> <li>• Ernie Ginsler, <i>The Non-Profit Organization Self-Evaluation Checklist</i>, Ginsler &amp; Associates. 2000</li> <li>• Cleveland Foundation Civic Study Commission on the Performing Arts, <i>Assessment questions for Performing Arts Organizations and Example of Best Practices</i>, 1996.</li> <li>• Louise Poulin, <i>Questionnaire for Innovative Management Practices in Culturally Diverse Arts Organizations and Aboriginal Arts Organizations</i>, Canada Council for the Arts &amp; Department of Canadian Heritage, 2004</li> <li>• The Philadelphia Cultural Leadership Program, <i>The Index of Organizational Health</i>, July 2002</li> <li>• Alberta Performing Arts Large Organisations, <i>Due Diligence Questionnaire</i>, September 2003</li> </ul>
<p><u>Self-assessment tool</u> on the governance principles of a non-profit organization</p>	<p>Organization's board members</p>	<p>To acquire a regular analysis process on the organization based on the following principles:</p> <ul style="list-style-type: none"> <li>• Ensure financing of the organization</li> <li>• Ensure effective planning</li> <li>• Monitoring activities</li> <li>• Support director in his duties and responsibilities</li> <li>• Ensure and manage resources adequately</li> <li>• Ensure image of the organization</li> <li>• Evaluate board performance</li> </ul>	<ul style="list-style-type: none"> <li>• Ernie Ginsler, <i>The Effective Board Member's Orientation Manual</i>, Ginsler &amp; Associates Inc.2000</li> <li>• Lisa Roberts, <i>The Strategic Board, The Step-By-Step Guide to High-Impact Governance</i>, Mark Light, John Wiley &amp; Sons Inc., 2001</li> <li>• Performance Management Inc. of Stamford, <i>Not-for-Profit Board Governance Evaluation</i>, Connecticut, April 2001</li> <li>• American Association of Museums (AAM) Museum Assessment Program: <i>Public Dimension Assessments</i> (<a href="http://www.aam-us.org/map.htm">www.aam-us.org/map.htm</a>)</li> <li>• Morrie Warshawski and Laurel Jones, <i>Lessons Learned: A Planning Toolsite including Organizational Self-Assessment Checklist</i>, National Endowment for the Arts, <a href="http://www.arts.gov/resources/Lessons/index.html">www.arts.gov/resources/Lessons/index.html</a>, 2004</li> </ul>
<p><u>Strategic plan model</u> developed over more than one year</p>	<p>Organization's managers</p>	<p>Promote long-term vision including:</p> <ul style="list-style-type: none"> <li>• Guidelines for organizational development</li> <li>• Human resources required</li> <li>• Analysis of strengths and weaknesses</li> <li>• Development strategies</li> <li>• Annual and multiyear objectives</li> <li>• Schedule of activities</li> <li>• Financial plan</li> <li>• Strategic plan update</li> <li>• Control of activities carried out in conjunction with plan</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Leadership and Management Development for the Arts</i>, Banff Centre for Management</li> </ul>

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Description of tool	For	Objectives (Impact and benefits)	References
<b>Organizational resources and governance policy (cont'd)</b>			
<p><u>Guide</u> describing procedures of selection, appointment, integration and training of board administrators and how these influence the organizational health. This guide would include a self-assessment process of the board along with a <u>Training workshop</u> on crisis management</p>	Council officers	<ul style="list-style-type: none"> <li>• To know the indicators determining the strengths and weaknesses of an organization</li> <li>• To recognize the advent of management crises</li> <li>• To allow the integration of this data into the analysis of the organizational management</li> <li>• To be able to guide and accompany organizations in their reflection</li> </ul>	To be developed in collaboration by the governance work team
<p><u>Seminar</u> on governance and boards dealing with the criteria for organizational health through the vision and leadership of the organization on the basis of the following criteria : board composition, governance policy : powers and responsibilities of the board, method of recruitment and renewal strategies of the board, procedures for integration and training of administrators, management of board meetings, self-evaluation process for the board, efficiency and management practices, accountability of each decision-making level, process of information sharing</p>	Member of board of the organization Managers of the organization Council officers	To know the indicators determining strengths and weaknesses of an organization	<ul style="list-style-type: none"> <li>• <i>Constitution d'une OBNL à vocation culturelle ou artistique</i>, Cultural management seminar, HEC, Montreal 2004 (<a href="http://www.managementculturel.com">www.managementculturel.com</a>)</li> </ul>
<p><u>Service of an outside expert</u> evaluating the organizational health of the organization</p>	Council officers	Receive a periodic evaluation of organizational health	

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<b>Administration</b>			
<u>Guide</u> on the criteria for a healthy and transparent administrative structure	Managers of the organization	To control the management tools required for transparent administration	
<u>Business plan model</u> combined with questions allowing for a self-evaluation.		<ul style="list-style-type: none"> <li>To know ones needs in human, physical and financial resources for the long-term development of the organization</li> <li>To provide the organization with a tool allowing it to rally investors in the organizations development or consolidation</li> </ul>	
<u>Management models</u> on innovative practices of small and medium organizations	Young organizations	To understand through diverse practices the context and constraints in which organizations evolve, as well as the challenges and issues they face in their organizational development.	<ul style="list-style-type: none"> <li><i>New Generations Program: Management Training</i> in collaboration with Doris Duke Charitable Foundation, The Andrew W. Mellon Foundation and Theatre Communications Group (<a href="http://www.tcg.org">www.tcg.org</a>).</li> </ul>
<u>Mentors</u> for significant periods, a measure of accompaniment of a manager by a senior manager on an aspect of the organization's management with which it is having particular problems	Organization managers in all disciplines	<ul style="list-style-type: none"> <li>To create for managers an opportunity to work with renewed attention on a specific aspect of the management of their organization.</li> <li>To learn from each other.</li> </ul>	<ul style="list-style-type: none"> <li>Association of Canadian Publishers (ACP): <i>Mentorship Program</i></li> <li><i>The Flying Squad</i> of the Canada Council for the Arts</li> <li>Association nationale des éditeurs de livres (ANEL): <i>Mentoring program</i></li> <li><i>Leading to the Future, Summer Leadership Seminar</i> The Arts Leadership Network (Opera.ca, Orchestras Canada and PACT)</li> <li><i>A face-to- face opportunities directed specifically toward professionals with a minimum of 3 years experience in the field,</i> University of Victoria Cultural Management Programs</li> </ul>
<u>Training workshops</u> on reading reports, the significance and importance of ratios	Council officers	<ul style="list-style-type: none"> <li>To provide officers with financial notions facilitating the analysis of these data</li> <li>To allow for the integration of financial data into the analysis of the organizational management of the organization</li> </ul>	<ul style="list-style-type: none"> <li><i>Notion de base de la gestion financière</i> (HEC Montreal)</li> </ul>

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<b>Human resources management</b>			
<p><u>An information guide</u> on the various problems related to recruitment, development and retaining manpower as well as to the succession of employees within an organization.</p> <p><u>Seminar or discussion forums</u> involving the institutions concerned (academics, researchers, practitioners) and bringing managers of arts organizations together on the problem of cultural manpower</p>	Managers of organizations	<ul style="list-style-type: none"> <li>To understand the problem of the cultural workforce in a broader context</li> <li>To find collective solutions to real challenges</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Human Resources Council, <i>Face the Future, A Study Of Human Resource Issues in Canada's Cultural Sector</i>, Executive Summary, HRCC, May 2002.</li> <li>Janis A. Barlow &amp; Associates, <i>Professional Development for Performing Arts Managers in Canada: A Needs Assessment</i>, August 2000</li> <li>Jocelyn Harvey, <i>Creative Management in the Arts and Heritage: Sustaining and Renewing Professional Management for the 21st Century</i>, Canadian Conference of the Arts, July 2002.</li> <li><i>Equity Office Workshop of CCA</i>, Vancouver, Toronto, February 2003</li> </ul>
<p><u>Reference tool</u> based on a human resources plan giving indications on : Succession plan, renewal strategy for directors, hiring policy, volunteer management, job descriptions</p>	Managers of organizations	<ul style="list-style-type: none"> <li>To obtain a clear reading of the skills needed to achieve the artistic vision of the organization</li> <li>To know the needs of ones organization, essential activities that need to be carried out</li> <li>To ensure quality of life within work groups</li> </ul>	<ul style="list-style-type: none"> <li><i>Understanding Labour Relations in the Cultural Sector, a Distance Learning Program</i>, Centre for Cultural Management, Cultural Management Institute. 2000.</li> <li>Beryl Levinger and Evan Bloom, <i>Discussion-Oriented Organizational Self-Assessment (DOSA)</i>, 1997</li> <li>Louise Boucher, <i>Dictionnaire de compétences en gestion, production et diffusion des arts de la scène et guide d'utilisation</i>, Conseil québécois des ressources humaines en culture (CQRHC), 2000.</li> </ul>
<p><u>Financial support</u> for manpower and training</p>	Managers of organizations	<ul style="list-style-type: none"> <li>To ensure development of new human resources</li> <li>Quality of work through arrival of additional resources</li> </ul>	
<p><u>Training workshop</u> on human resources management</p>	Council officers	<ul style="list-style-type: none"> <li>To provide officers with notions in this sector facilitating analysis of this data</li> <li>To allow the integration of data into the analysis of organizational management</li> <li>To guide and accompany organizations in their reflection</li> </ul>	
<b>Physical resources management</b>			
<p><u>A guide</u> on feasibility studies related to a project of acquisition or transformation of equipment or a building that has indications on elements contained in a feasibility study as well as the related challenges, along with instructions on how to prepare.</p>	Managers of organizations who wish to carry out a feasibility study	<p>This guide allows the organization to:</p> <ul style="list-style-type: none"> <li>Learn its needs in human, physical and financial resources required for the project</li> <li>Know the impact of the project on the organization</li> <li>Acquire a tool allowing it to rally investors and donors</li> </ul>	<ul style="list-style-type: none"> <li>Louise Poulin, <i>Guide sur les études de faisabilité - Gérer nos espaces artistiques</i>, Canada Council for the Arts and Canadian Heritage, December 2002</li> </ul>
<p><u>Training workshop</u> on property management</p>	Council officers	<ul style="list-style-type: none"> <li>To acquire notions on property allowing for an analysis of this data and to integrate the data into the analysis of the organizational management</li> <li>To be able to guide and accompany organizations.</li> </ul>	