KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
Strategic Management *The planning and monitoring function to ensure that programs and services comply with the organization's mandate and vision.*	1. ***Visioning*** *– foundation for developing effective and relevant programs and services to meet community needs.*	1.1 Organization's vision is used to develop programs and services.	**Written measurable** program objectives that support the mandate/vision.
	2. ***Policy Management*** *– framework for efficient operation of the organization*	2.1 Procedure statements for organization policies are prepared 2.2 Implementation of policy by staff, volunteers, committees, and board is monitored 2.3 Staff/volunteers/committees are informed of relevant policies	**Annual report[2]** identifying: • Policies • Policy use • Situations where policy was not followed and why. **Meeting minutes** documenting discussion/presentation of policies. **Committee handbooks** that include relevant policies.
	3. ***Environmental Scan*** *– process that ensures the organization remains current to emerging issues in the community.*	3.1 Both formal and informal environment scans are conducted to identify emerging issues that may affect the organization.	**Board minutes** – evidence of ED presenting results/impact of scan on organizational direction. **Summary report** noting changes to program activities address issues identified from scans or verification that existing program activities address changes in the community.

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[2] Annual report in this context refers to an annual report on the indicator made to the Board; not an annual report prepared for the public.

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
	4. *Leadership – leads the organization by providing direction, monitoring and feedback to staff and volunteers*	4.1 Control and follow-up mechanisms for the organization are established.	**Written benchmarks** for program's results/impact.
		4.2 Teams to develop and deliver programs/services are built and maintained	**Summary** of staff assignments.
		4.3 Relationships with stakeholders both inside and outside of the organization are built and maintained.	**Quarterly reports** on contacts, purpose and results of meetings with stakeholders.
		4.4 Annual communication plan that informs stakeholders of the directions of the organization.	**Written communication plan** with documented evidence of implementation.
	5. *Program Management – framework and rationale for how the organization meets its mandate and vision.*	5.1 Programs/services' goals directly support the organization's vision.	**Annual report** on the status of results/impact and benefits received from programs by the target audience(s).
			Annual report on rationale for continuing existing programs or anticipated revisions to existing programs.
			Program development activities that reflect of internal/external environmental scans.

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
		5.2 New programs and services are researched, planned and developed so that anticipated results contribute to organization's mandate	**Summary reports** on the research and program development activities to establish new programs/services.
		5.3 Existing programs and services are reviewed regularly to determine their contribution(s) to organization's mandate	**Annual review** of existing programs and services with focus on the impact/benefits received from programs by the target audience.
	6. *Communication – processes to ensure that target audiences, stakeholders and community is informed of the organization's programs/services and the benefits received.*	6.1 Organization's mandate and goals are communicated to targeted audiences.	**Annual communication plan** with documented evidence of implementation and results achieved .

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
Human Resource Management *Ensures that the human resource management activities of the organization support the strategic and financial direction of the organization.*	1. *Staffing – ensures that the organization has the right people doing the right job at the right time.*	1.1 HR needs of the organization, including succession planning strategies for key positions in the organization, are defined.	**Summary report** which reviews job descriptions to ensure that they are current and reflect the work of the organization. **Summary report** on revisions to job descriptions and links to new projects/services. **Projections** of future work requirements and how requirements can be addressed within the existing financial framework.
		1.2 Annual performance standards/ expectations are established.	**Summary report** describing work plans for each position defining how target audiences benefit from the work of the position.
		1.3 Performance is monitored and performance issues addressed	**Staff performance reviews** conducted according to established process **Summary report** of actions on how staff performance is contributing to organizational goals.
	2. *Employee/labour relations – create and maintain a healthy workplace*	2.1 Terms and conditions of workplace are defined and monitored.	**Board minutes** – evidence that ED communicates, at a minimum, the status report on working conditions (annual report/discussion).

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
	3. *Compensation – salaries and benefits reflect the scope of work of positions.*	3.1 Ensures compensation is within the context of legal/regulatory frameworks.	**Board minutes** – evidence that ED communicates compliance with legal/regulatory frameworks and any changes to compensation policies.
		3.2 Compensation policy is established and monitored.	**Annual report** on compensation status (how policy was followed).
	4. *Training/Development – ongoing program that supports staff to achieve organizational goals.*	4.1 Gaps in performance affecting organizational goals are identified and interventions to improve performance are developed and implemented.	Each staff position has an annual development plan linked to performance reviews (**summary report**)

Annual report on impact of development plan on improved performance and contribution to organization's goals.

Development plans incorporate succession plans (**summary report**) |
| | 5. *Workplace Health and Safety – the workplace is a safe working environment* | 5.1 Occupational health and safety legislation and regulations enforced. | **Annual report** on compliance. |

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
	6. Volunteer Management	6.1 Plan to recruit and use volunteers including a recognition program, volunteer job descriptions, expectations, training and policies.	**Annual report** that identifies the status of the volunteer plan.
	7. *Policy Management - framework for efficient use of human resources in the operation of the organization*	7.1 Implements human resource policies (for both staff and volunteers)	**Annual report** (see Strategic Management – Policy Management) that identifies how the policies support the human resource management outcomes.

KEY PERFORMANCE AREA	OUTCOME	POSSIBLE INDICATORS	POSSIBLE SOURCES OF EVIDENCE
Financial Management *Ensures monitoring and control of revenue and expenditures which supports organizational mandate/goals.*	1. ***Leadership*** *– leads the organization by providing direction, monitoring and feedback on the financial health of the organization*	1.1 Control and follow-up mechanisms are established to ensure expenditures reflect organizational priorities.	**Quarterly report** on how revenues and expenditures achieve organizational goals.
	2. ***Program management*** *– framework and rationale for how the organization meets its mandate and vision by allocating financial resources*	2.1 Program expenditures reflect organizational priorities.	**Annual report** documenting benefits received from the program by target audiences, with discussion on the financial cost of achieving the benefits.
	3. ***Fund Development*** *– sustainability of the current and future work of the organization*	3.1 Leads fund development approaches are planned and implemented	**Plan** outlining how organizational resources will be used to acquire funds and the anticipated results from fund development. **Annual report** discussing progress of plan.
	4. ***Policy Management*** *– framework for efficient use of the financial resources of the organization*	4.1 Implements policy 4.2 Maintains a risk management plan	**Annual report** (see Strategic Management – Policy Management)