

Complete an Organizational Resilience Table



In the full document, *A Framework for Action*, details are presented about drivers of resilience (economic, social and governance). As stated, these three drivers are macro-components that can impact how an organization functions. Within each of the drivers, three focus areas were identified in consultation with experts from across the NGO sector. These focus areas were chosen due to their commonality across organizations from the NGO sector and their significance in regard to impact on an organization’s service provision ability. However, in order for an accurate and useful organizational resilience table to be developed, additional organization-specific characteristics must be included. These characteristics are those existing within each organization; characteristics may be unique to one organization, but they may also include common characteristics found across the NGO sector.

01

STEP ONE: Develop an external list

Develop an exhaustive list of organizations within the local and regional community that provide or support service provision. Similar to a literature review in a research project, this list enables an organization to know where they ‘fit’ within the organizational fabric of the community. If possible, the mission or mandate of each organization should be included to better understand what services are being provided, by who and with what frequency/mechanism. Additionally, key representatives, their contact information and other pertinent details such the organization’s mailing address should be included so that during times of disruption, contact with the proper individuals is as seamless as possible.

Organization Name	Mailing Address	Contact Information				Partner Category				
		Name	Position	Email	Phone	Funder	Service Delivery	Leadership	Advocacy	Other

Keeping the list organized is paramount; it is recommended that the list is organized alphabetically, chronologically or by service type.



Double-click on the icon to the left for access to an Excel file with an editable organization list. Use the tabs along the bottom of the window to navigate between tables. **NOTE: For the best experience, select Enable Macros when prompted upon opening the file.**

02

STEP TWO: Restate your mission/vision statement

Once the list of relevant organizations from within the local and regional community is complete, an organization must be able to situate themselves within that ecosystem. The first step in this is clarifying or restating what the mission/vision statement of the organization is. While this may seem like an unnecessary step, it is often surprising the discrepancy that exists between members of an organization, the mission/vision statement and what occurs on a day-to-day basis. It is also possible that an official mission/vision statement does not exist. If this is the case, this is an opportunity to formally develop one.

It is important to note that if this exercise is being completed during a disruptive event, it is not recommended that a mission/vision statement be developed—this is only intended to occur during times of stability.

What is a mission/vision statement?

It's a statement that formally explains to everyone in the organization why it is there, what it is doing and where it is going. It is critical not only for internal staff, but also for individuals external to the organization to be able to quickly and concisely understand what services an organization provides.

03

STEP THREE: Develop internal organization-specific characteristics

The base table includes three drivers of resilience, each with five sub-themes. Develop a list of organization-specific attributes within each of the focus areas for each of the 'drivers of resilience'. More specifically, how would a disruptive event impact each of the attributes from the drivers of resilience for the organization?

For example, within the sub-theme of 'funding' within the 'economic drivers of resilience', what are four or five organization-specific characteristics that should be considered directly related to the organization? If needed, include additional sub-themes. List four or five organization-specific characteristics related to each new sub-theme.

For access to a fillable table and instructions for use, see the following page. Examples of a completed table can be found on pages four through six.

04

STEP FOUR: Add depth of impact

Now that the organizational resilience table is beginning to be populated, it is important to consider the degree to which a disruptive event could impact each of the drivers of resilience, their sub-themes, and each of their organization-specific characteristics.

By giving thought and consideration to the potential depth of impact, an organization is taking into consideration their vulnerability; disruption impacts an organization's operations in many ways and to be able to be proactive, an organization must identify their own vulnerabilities early to be able to plan for how they may respond during an event.



Depth of impact is another organization-specific attribute and can be measured on a low, medium, or high impact scale. When making a depth of impact decision, consider whether a disruption of one of the organization-specific characteristics would drastically impact the functioning of the organization and its ability to provide uninterrupted service. If a disruption of the characteristic would cause drastic impact, the impact would be high.

05

STEP FIVE: Add evaluation (risk or opportunity)

While disruptive events can present organizations with risks, such as a loss of a funding source, disruptive events can also present opportunities—for example, recognition of a service area that an organization may be best qualified to deliver.

During times of disruption, it is critical that organizations and organizational management are able to quickly evaluate where there are opportunities and where there are risks in order to respond in an effective and efficient manner. For each of the organizational characteristics developed, identifying whether it is a risk or an opportunity is an important step to being able to develop organizational resiliency.

THE RESULT: A chart that helps determine areas of focus

The organizational resilience table will help enable an organization to better identify areas that are critical to focus on. For example, if at the end of completing the table an organization indicates that within the ‘economic drivers of resilience’ and the ‘funding’ focus area ‘precarious funding’ is both ‘high impact’ and an ‘opportunity’ they need to concentrate their immediate efforts in this area.

It is recommended that areas that are identified as high impact are concentrated on first, followed by ‘medium impact’ and ‘low impact’.

See the following pages for a sample of a completed organizational resilience table.

Pre-Made Tables Available



Double-click on the icon to the left for access to an Excel file with an editable organizational resilience table. Use the tabs along the bottom of the window to navigate between tables. **NOTE: For the best experience, select Enable Macros when prompted upon opening the file.**

User Tips:

- Double-click cells to fill in “Yes”. Double-click to remove it.
- When the resilience table is complete, click the **Update** button in the top right corner (cell 2I)—this will automatically transfer relevant information to the Framework for Action table. Use the Update button to refresh any changes.
- Use the TBD section for any new sub-themes and characteristics. Adding new rows to the existing table may effect the ability to automatically transfer data between tables and cause incorrect totals.

Sample Organizational Resilience Table

Focus Area	Organizational Characteristics	Depth of Impact			Evaluation	
		Low	Med	High	Risk	Opportunity
ECONOMIC DRIVERS Funding	Precarious sources (example)			Yes		Yes
	Amendment of policy and impacts on funding formula		Yes		Yes	
	New online fundraising activities			Yes		Yes
	Utilizing volunteerism for fundraising/ connections (looking at volunteerism differently)			Yes	Yes	
Employment	Synergies: what do we stop doing strategically so we can shift to what we need to be doing?			Yes		Yes
	Human capital			Yes	Yes	Yes
	Policy implications to the new way of working: training needs			Yes	Yes	Yes
Productivity	Community education			Yes		Yes
	Universal online digital platform			Yes	Yes	Yes
	Assessment of what is no longer productive in the current environment			Yes		Yes
	Virtual fatigue: staffing/volunteerism/ clientele	Yes				Yes
Growth	Utilization of technology and AI (address accessibility concerns)			Yes	Yes	Yes
	Transportation needs/opportunities	Yes				Yes
	Re-think where allocation of time is spent (i.e. travel time no longer possible)			Yes		Yes
	New services provide new opportunities for funding			Yes	Yes	
Communications	Ability to communicate, capacity			Yes		Yes
	Applying for grants and shifting language to align with new opportunities effectively			Yes	Yes	
TOTAL		2	1	14	8	13

Sample Organizational Resilience Table

Focus Area	Organizational Characteristics	Depth of Impact			Evaluation	
		Low	Med	High	Risk	Opportunity
SOCIAL DRIVERS Service Provision	Increased need for service (are the services relevant, well executed, reflective of the community)			Yes	Yes	Yes
	Importance of equity, diversity and inclusivity			Yes	Yes	
	Shifting delivery of services from in-person to mobile services/front porch visit			Yes		Yes
	Learning curve for staff, volunteers and clients on shifting services (adaptability)			Yes	Yes	Yes
Knowledge Mobilization	Ability to distribute knowledge regarding resources (211, Public Health)		Yes		Yes	
	Sharing knowledge externally on what we do when communication vehicles have changed			Yes	Yes	Yes
	Understanding the newly vulnerable		Yes		Yes	
Equity	Inequities – resource allocation (i.e. masks)			Yes		
	Wait lists, access to services in a timely manner (i.e. mental health services)					
Partnerships	Capacity (volunteer fatigue)			Yes		
	Ability to meet mandate – loss of membership			Yes	Yes	Yes
	Cross sectoral partnerships			Yes	Yes	Yes
	Merger/acquisition opportunities			Yes	Yes	Yes
	Competitors			Yes		Yes
	Who are your allies to look at transformational opportunities (i.e. shared mobile services food banks asking for food donations and having recycling picking it up on their rounds)			Yes	Yes	Yes
Capacity	Communities interest/assets in supporting the services			Yes	Yes	Yes
	Organizational capacity and expertise to deliver the services			Yes	Yes	Yes
TOTAL		0	2	14	12	11

Sample Organizational Resilience Table

Focus Area	Organizational Characteristics	Depth of Impact			Evaluation		
		Low	Med	High	Risk	Opportunity	
GOVERNANCE DRIVERS	Board	Representative of the community, appropriate time frames of terms		Yes		Yes	
		Required skill sets			Yes	Yes	
		Trained, well informed and engaged			Yes	Yes	
	Strategies	Assessable to staff			Yes	Yes	Yes
		Relevant in the new context and reviewed and updated					
		Leverage relationships to achieve mandate/mission			Yes	Yes	Yes
	Community	Capacity – visibility			Yes	Yes	Yes
	Human Capital	Appropriate staff compilation to achieve mandate			Yes	Yes	Yes
		Integration of staff knowledge and delivering on the organizational mandate			Yes		Yes
Engagement of volunteers in diverse roles				Yes	Yes	Yes	
Management [leadership]	Strength of leadership			Yes	Yes	Yes	
	Connectedness of key internal and external stakeholders (i.e. Boards and leadership staff must be working together)			Yes	Yes	Yes	
TOTAL		0	1	10	7	11	
GRAND TOTAL		2	4	38	27	35	