

Target Area: GRANTS MANAGEMENT

1.X.X	BASIC	COMPETENT	PROFICIENT
	Identifies an area in which the office can strategically create improvement plans to build their internal capacity	The ability to complete tasks that meet the requirements of the SORH grant in a way that is universally accepted by peers as the norm	When the expectations of completing tasks exceed the norm they are considered proficient, allowing for innovation and pace-setting strategies for the office

Rationale: The NOSORH Proficiencies workgroup envisions that every SORH has competency to meet all grants management requirements for SORH funding. The key elements of the Grants Management capacity are: effective budget monitoring and expending of funds, work plan management to ensure a planned approach to achieve the objectives of the SORH grant, reporting and analysis to inform decision making regarding any need for changes to the original work plan, and effective contracting practices to ensure full performance of all SORH partner contractors.

1. Budget			
1. Monitoring of funds	SORH does not regularly review funds, and has a history of 3+ years of carryover requests	Funds are reviewed regularly to identify possibilities of discrepancies or potential carryover requests	SORH has a staff member assigned to monitoring of funds on a regular basis, with a process to identify when action should be taken for necessary changes
2. Adjusting spending as needed	Budget requests are not made to FORHP to carryover funds that are unobligated	Budgets are reviewed regularly, and grantees adjust spending during the budget year to minimize unspent funds; if changes exceed 24%, the grantee request change to the FORHP project officers	Proactively adjusts categorical spending and reallocates resources within the budget when aware of changes in staffing or needs of the state
3. Organizational fiscal policies and procedures	SORH has no training or resources on internal fiscal policies and procedures	SORH knows the organizational policies and procedures for fiscal operations	SORH has assigned contact or staff person for navigating all organizational fiscal policies and procedures
4. Disbursement of obligated funds	SORH consistently has a large unobligated balance that requires a carryforward request	SORH infrequently has UOB due to unforeseen circumstances beyond their control	SORH does not have an unobligated balance and requires no carryover requests

2. Workplan

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1. Defining measures	Individuals in the office are asked to report on measures but without a clear definition or guideline on how to collect measures	Individuals responsible for reporting on measures have a definition and guideline on how to collect their measure(s)	SORH Office and reporting contractors have a unified definition of all reportable measures and guidelines on how to collect those measures
2. Having a measurable work plan	The work plan has no/little strategy for capturing measures	The work plan has a data collection strategy that will be implemented to collect, analyze, and track data to measure performance and determine impact of outcomes.	The work plan provides outputs and outcomes that are specific and measurable

3. Reporting

1. Appropriate data is available	Office has access to the SORH grant data, required to support less than 100% of the work plan measures	Office has access to the SORH grant data, required to support 100% of the work plan measures	Office has access to the SORH grant data, and a plan for review and analysis to inform any necessary work plan or budget revisions
2. SORH reporting on FORHP-required PIMS measures	SORH does not have and use a clear written procedure defining the collection and reporting of PIMS measures	SORH follows the NOSORH measures guide for the required PIMS measures, and reports the measures in accordance with federal requirements and FORHP guidance	SORH expands the NOSORH recommended measures to develop an internal documentation related to the collection and reporting of measures

4. Contracting/RFPs

1. Defining responsibilities	Contracts identify a general scope of work with no outline of fiscal responsibilities, milestones, or collection of data	Contracts identify a schedule of specific deliverables, required reporting (including collection of data) and end of period reporting requirements	A mechanism and timeline for easily tracking the schedule of deliverables, payment dates and all reporting requirements are in place for every SORH sub-contract to ensure contractor performance
2. Development of requests for proposals (RFPs)	Office relies solely on outside expertise to develop all RFPs	Office can compile a draft RFP, with assistance from	Office can develop a full RFP for distribution, according to

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		organizational experts, for critiquing by others within organizational structure	organizational policies and procedures
3. Monitoring of contracts	Office does not have a process for monitoring contractor responsibilities or assigned staff person for monitoring	Office requires submission of contractor reports, which are tied to a payment schedule, by the end of the reporting period	Assigned staff review contractor progress according to the established timeline and address any deficiencies to ensure the highest level of contractor performance