



Father Friendly Check-Up™

Name _____

Organization _____

Date _____

Background

The staff of National Fatherhood Initiative (NFI) welcomes you to the *Father Friendly Check-Up™*. This tool will help you assess the degree to which your organization's operations encourage father involvement in the services and programs it offers.

NFI developed this tool in 2000 to respond to the need of organizations for an assessment of their capacity to engage their staff in the delivery of services and programs for fathers, of their organization to increase father involvement in the families they service, and for low and no-cost strategies to help them do so. NFI has refined it many times since then. Consequently, this version is the culmination of more than 15 years of use and responds to feedback from the thousands of staff who have used it in organizations across the country that are as diverse as Head Starts and Early Head Starts; Parents as Teachers and Circle of Parents programs; child welfare agencies; community action agencies; pregnancy care and birthing centers; schools; public health departments; and family support programs on military installations. They have used it to effectively engage their fellow staff in delivering fatherhood services and programs and to increase father involvement in the lives of children.

Of particular significance to the refinement of the check-up is what NFI learned from using it during

the five-year (2006-2011) National Responsible Fatherhood Capacity-Building Initiative (NRF-CBI) funded by the U.S. Department of Health and Human Services/Administration for Children and Families/Office of Family Assistance. During the NRF-CBI, NFI worked intensively with each of nearly 125 organizations from across the country for one year (20-25 organizations per year) to build their capacity to serve fathers. The check-up is the primary tool with which NFI assessed progress toward improving the organizations' capacity by comparing their capacity before and after their participation in the initiative. NFI received feedback on the value and usefulness of the check-up and on how to improve it from staff in these organizations and stakeholders (e.g. US DHHS staff and organizations' board members). NFI has continued to receive feedback from organizations that have used the check-up, and we have refined it accordingly.

Why Use This Tool

To Build a Foundation for a Fatherhood Service or Program. You might have downloaded the *Father Friendly Check-Up™* because you need a place from which to start to engage your staff in delivering a new service or program for fathers. Or perhaps your organization has served fathers for many years and you want to take a fresh look at its ability to do an even better job. Whatever your

reason, this assessment will undoubtedly help you as it has staff in thousands of organizations. It will help you examine the structure of your organization and whether it has the foundation on which to build a successful service or program. Without that foundation, your organization risks failure in its ability to effectively serve fathers. After you complete the assessment, you will have a good idea of how to build a solid, long-lasting foundation for a new or existing service or program.

The foundation of the check-up consists of four parts or “assessment categories”:

- **Leadership Development**
The attitudes, beliefs, and values held by the organization’s employees—the culture of the organization—and their impact on the delivery of services and programs.
- **Organizational Development**
The “nuts and bolts” of an organization that carries out its mission through organizational capacity as reflected in areas such as: 1) policies and procedures, 2) processes, and 3) physical environment.
- **Program Development**
The services and programs an organization offers, how it engages staff in offering them, and how it promotes and markets them.
- **Community Engagement**
The ability of an organization to engage its community in the delivery of services and programs.

You will assess your organization in each of these categories. The check-up will encourage you to examine not only your organization but your own attitudes, values, and beliefs about this important life-changing and organization-changing work.

A Passion for Improving Child Well-Being.

You have a passion for improving child well-being and know that father involvement is critical for it.

Fathers and mothers bring unique skills to parenting and, collectively, enhance the development of their children. With young children, for instance, fathers tend to engage their children in physical and stimulating play, whereas mothers tend to spend more time in routine care giving activities. Fathers promote their children’s intellectual development and social character through physical play, whereas mothers do so through verbal expressions and teaching activities. And fathers contribute to infant and toddler development, attachment security, emotional regulation, and social competence. By helping dads become more involved, responsible, and committed, you know that they will be more likely to get involved in their children’s lives (e.g. education) for years to come. You also know that an involved, responsible, and committed dad helps mom juggle the needs of her children and family with work-related responsibilities.

Who Should Complete the Father Friendly Check-Up™?

It’s possible that you might be in the best position to assess your organization on its father friendliness. Nevertheless, a primary advantage of the check-up is its ability to assess the organization from the perspective of as many staff as possible, which means that staff at different levels of responsibility and with different roles should complete the assessment. These staff could include people in a high position of leadership (e.g. executive director or president), service and program management (e.g. director of a fatherhood or family program), day-to-day delivery of services (e.g. case manager or “front-line” staff), and support (e.g. executive assistant or receptionist). You should even consider asking a board member or community partner to complete it.

Compare the assessments for a complete picture of how staff views your organization’s father friendliness. You might be surprised at the results. At the very least, you will raise awareness among

staff of the importance of engaging fathers and of father involvement in child well-being simply by having them complete the assessment. Many staff have told us that they didn't realize how much they needed to do (or do more of) to effectively engage fathers until they completed the check-up.

Completing the Father Friendly Check-Up™

The check-up provides an opportunity to conduct an in-depth examination of your organization and score its level of father friendliness. Your responses will form a foundation on which to build a strategic plan to increase father engagement among your staff and father involvement in the families you serve.

You will complete a series of four checklists, one for each assessment category. The checklists consist of statements that might or might not be true about your organization. Quite simply, you will assess whether the statements are true of your organization along a five-point Likert Scale from “strongly agree” to “strongly disagree” with “neutral” in the middle. (Try to avoid a lot of “neutral” responses.) Complete the checklists by placing a checkmark in the box that best reflects the degree to which you agree or disagree with each statement.

Use your gut reaction to assess your organization on each statement. You might discover that you disagree with a number of statements within each category. If that's the case, don't worry. A lot of “disagree” or “strongly disagree” responses is not an indictment of your organization as being unfriendly toward fathers. You might find that your organization includes fathers to a high degree in certain categories but not in others. Use this assessment to identify areas for improvement, no matter what you discover.

Because there is variety among the organizations that use the check-up (e.g. differences in size, location, setting, and families served), it might take a minute or two for you to decide whether and how

a statement applies to your organization. That's just fine, so take your time. Be honest and critical. If you decide that a statement doesn't apply to your organization, don't answer it. (See the instruction in the next section on how to alter the scoring system should you choose not to answer a statement.)

Scoring the Father Friendly Check-Up™

After you complete each checklist, you will find scoring instructions for that category that help you convert your responses to each statement into a numerical score and a total score for that category. After you score each category, write the score in the box provided and then transfer it to the Assessment Category Analysis Worksheet that appears at the end of the check-up where you can compile the results of the check-up. This worksheet includes the maximum score for each category. We recommend that you convert the score to a proportion of the total score (e.g. a score of 70 in the Leadership Development category = 67% of the maximum score of 105). If you decide not to answer a statement because it doesn't apply to your organization, deduct the maximum number of points for that statement (5) from the total maximum score for the category and then calculate the proportion of the total score. Converting the score in each category to a proportion of the total score will identify the areas that are most in need of improvement (i.e. the lower the proportion, the greater the need).

Interpreting the Scores and Taking the Next Step

Other than using the proportion of the total scores in the categories to target areas for improvement, we suggest that you identify the statements to which you disagreed and develop strategies to turn them into statements that you will agree with one day. Don't bite off more than you can chew. Pick a few strategies to focus on that can become “quick wins” to get the ball rolling.

After you complete the check-up, create a strategic plan with strategies to improve your organization's father friendliness. Be sure to assign a "who, what, and when" to each strategy and monitor your organization's progress. After you implement the plan, complete the assessment again in 6 months or 1 year to see how much improvement your organization makes. The period of time you should take between assessments and the value in comparing assessments longitudinally will depend, of course, on the number of strategies you implement and the length of time it will take to implement those strategies. You can compare assessments as many times and over as long a period as you want.

Questions and Comments

If you have questions about how to complete the assessment, e-mail us at info@fatherhood.org, and we'll help you get started. If you have comments about the check-up, ways to improve it, or would like to share the impact of the check-up on your organization, we'd love to hear from you at info@fatherhood.org.

All of us at NFI wish you good luck and much success in serving fathers and improving child well-being!

Leadership Development

Indicate the degree to which you agree with each statement, as it relates to your organization. Check the box next to each statement that most *closely* fits your response.

The executive- and management-level staff of my organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Has developed a formal process to increase fatherhood leaders in our organization (e.g. trainings and incentives).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has developed a formal process to increase fatherhood leaders in our community (e.g. meets with key leaders in different sectors to support father involvement).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Actively engages the non-staff stakeholders in our organization (e.g. board members and funders) on the importance of serving fathers and of fathers to child well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experiments and remains flexible in creating, promoting, delivering, and evaluating client-directed efforts (e.g. services).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gets buy-in from and involves clients in efforts that affect them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages the healthy development of the father-child relationship among clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages the healthy development of the father-mother relationship among clients, whether or not the father and mother are together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helps fathers on our staff to balance work and family life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides adequate funding and other resources (e.g. staff) to effectively serve fathers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is committed to building the capacity of staff to effectively engage fathers (e.g. by seeking and providing live or online workshops and other training, and written materials on how to engage dads).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Provides staff with tools (e.g. print materials) that help staff discuss with clients or provide information to clients that covers the negative impact of father absence and the positive impact of involved fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Believes our organization's programs are as much for fathers as for mothers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Displays a positive attitude about fathers and men when interacting with clients.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has developed a vision or mission statement that specifically mentions serving fathers as clients in their role as a dad.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has conducted an audit/assessment of policies and procedures to determine the level of father friendliness and changes the organization might need to make to ensure policies and procedures are father friendly.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has identified outcome measures to determine whether the organization is father friendly and implemented a process to measure and evaluate those outcomes.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Tells clients and staff that fathers are just as important as mothers in raising healthy children.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Helps clients and staff understand father involvement from a holistic perspective (i.e. physical, intellectual, emotional, and spiritual involvement).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Expects staff to invite and engage fathers as clients.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Helps staff connect fathers with individuals and community-based organizations that can provide fathers with the resources needed to become involved, responsible, committed dads.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides staff with tools (e.g. print materials and programs) to work with mothers to involve fathers in the lives of children.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has examined their own attitudes and beliefs about supporting fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Takes risks (e.g. “go against the grain”) in client-directed efforts.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has acquired a resource(s) or been trained on potential sources of funding for programs and other father-engagement efforts.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has engaged current funders to determine those funders’ interest in funding father-specific efforts.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Seeks new funding for father-involvement activities provided by private sources (e.g. family foundations and individual donors).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Seeks new funding for father-involvement activities provided by public sources (i.e. federal, state, or local government agencies).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

Leadership Development Scoring Worksheet

To create your Leadership Development Score, return to your assessment and beneath each response write the number that corresponds with your answer.

SCORING KEY:

- Strongly agree = 5
- Agree = 4
- Neutral = 3
- Disagree = 2
- Strongly Disagree= 1

After you’ve assigned a numeric score to each response, add all of your responses and record the total score in the box provided. This is your Leadership Development Score.

Total Score for Leadership Development =

Organizational Development

Indicate the degree to which you agree with each statement, as it relates to your organization. Check the box next to each statement that most *closely* fits your response.

The policies and procedures of my organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Are fair and balanced toward men/women and fathers/mothers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourage fathers to shape existing and emerging programs, services, or products, and company policies and procedures.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourage fathers/men to balance work and family life.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourage non-custodial parents' participation in my organization's activities. (Most non-custodial parents are dads.)	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
If a father/man is identified as responsible for a child served, my organization will send (e.g. mail or email) to him communications regarding that child even if the address of the father/man is different from that of the child.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Include a clear expectation that fathers should and will participate in the activities and programs of my organization.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Include forms for clients (e.g. intake forms, applications, and questionnaires) that are gender neutral (i.e. that ask about both parents or mom and dad separately, and not mom only).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Require staff to do their best to gather information from a mother about the father of her child.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Include referrals to resources that help dads with personal development, parenting, and family life in general.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Include at least one contact person responsible for responding to fathers' requests for assistance and to community requests regarding my organization's policies and procedures regarding fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Include the capacity to effectively work with fathers when reviewing staff performance.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Assesses situations when the mother does not want the father involved and helps both the mother and the father resolve differences with the best interest of the child in mind.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Include on-going ways to raise and diversify funding specifically for our work with fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

The environment/atmosphere (e.g. waiting areas) of my organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Communicates that, "Fathers are welcome here."	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes a "special place" for fathers (e.g. an area with reading materials directed to men, or a meeting room for men's/father's support groups) or a "special time" for fathers to interact with one another .	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes reading materials (i.e. books, magazines, and other literature) directed toward fathers/men.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes a means of displaying literature (e.g. brochures) for fathers (e.g. kiosk or brochure rack) dedicated to fathers/men.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes a diaper deck in the men's restroom.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Includes space for fathers and children to interact together when waiting for service or assistance or when children of father employees visit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibits positive portrayals of fathers/men and children in photos, posters, bulletin boards, and display materials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses a gender-neutral color scheme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If a TV or videos play in waiting areas, some of the programs or videos appeal to men.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If a library is available to clients, it includes parenting and other information directed toward fathers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff listing with photos of male and female staff that clients can easily see when they enter or move through our facility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The staff in my organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Welcome fathers and men who enter my organization's premises and who request and use my organization's programs, services, or products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are open to constructive criticism regarding personal biases, including biases against men/fathers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are comfortable with differences in parenting styles typical of fathers and mothers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Avoid using language that is divisive and that stereotypes men/fathers and women/mothers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Make every attempt to interact with mothers and fathers equally when they come in together to participate in a program, receive services, or purchase a product.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek fathers' input in decision-making situations involving important aspects of their child's day-to-day life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Invite fathers/men to participate in all activities, not just in activities that reflect traditional roles played by fathers/men.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage mothers to cooperate with fathers in raising children and vice versa, unless abuse of a child or spouse by the other parent has been substantiated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained on how to effectively engage fathers in any fatherhood effort or in the focus of my organization (e.g. home visiting or corrections).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained to spot and effectively respond to the biases that fathers can have that hinder their involvement in their children's lives (e.g. confirmation bias).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained in gender differences in communication styles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained on the best practices of father involvement used by organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained to recognize and appreciate fathers' typical parenting styles, and how they differ from mothers' styles. This includes why responsible, committed fathering is important to children's well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained in cultural and familial barriers to father involvement in the lives of children.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained to examine their own attitudes, beliefs, biases, and behavior toward accepting and including fathers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have been trained in balancing work and family life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(If your organization offers a fatherhood program) Have been trained on how to effectively facilitate fatherhood programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organizational Development Scoring Worksheet

To create your Organizational Development Score, return to your assessment and beneath each response write the number that corresponds with your answer:

SCORING KEY:

Strongly agree = 5

Agree = 4

Neutral = 3

Disagree = 2

Strongly Disagree = 1

After you've assigned a numeric score to each response, add all of your responses within each category (policies/procedures, environment/atmosphere, and staff), add them together, and record the total score in the box provided. This is your Organizational Development Score.

Total Score for Organizational Development =

Program Development

Indicate the degree to which you agree with each statement, as it relates to your organization. Check the box next to each statement that most *closely* fits your response.

My Organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Currently has a formal strategic or action plan in place to educate, equip, and engage fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes fathers in programs or services for a more general audience (e.g. parents).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Includes a program or service approach that begins with where the father is in his development as a man and father, not on where the staff thinks he should be.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Offers programs or services for fathers/men only.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Offers or supports special events that celebrate fatherhood and fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Delivers programs, services, or products at times convenient for fathers to attend and participate.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides programs, services, or products for dads that employ an asset approach over a deficit approach (i.e. a focus on strengths instead of weaknesses).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides programs, services, or products that have equal regard and respect for parenting approaches typical of fathers and mothers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides opportunities for (older) children to discuss and reflect upon their relationships with fathers/men.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides effective measurement tools and methodologies for evaluating efforts directed at fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Uses activities, materials, and individual and group exercises in its programs or services that appeal to fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a parenting or fatherhood curriculum and other resources (e.g. brochures) that reflect the diversity of the fathers served.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
At the very least, provides literature (e.g. brochures) for fathers that address each of the following topics: co-parenting, child discipline, and child development.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Brings in knowledgeable fathers and men to address sensitive issues that involve male concerns, such as family violence, paternity, custody, co-parenting, visitation, child support, and men's health.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a curriculum for fathers that includes co-parenting strategies.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a curriculum for fathers that includes how growing up with married parents benefits child development.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a curriculum for fathers that includes the benefits of marriage on men's well-being.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a curriculum for fathers that includes the development of skills that help prepare men for healthy marriage/relationships or that help fathers strengthen their marriage/relationships.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses a curriculum for fathers that includes grief work (not just anger management).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Educates fathers/men in ways that match men's typical learning styles (i.e. hands on, interactive, visually engaging, opportunities for discussion and debate, etc.).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
When working with fathers in groups or one-on-one, uses programs and resources that avoid discussions that get too personal too soon.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Hires male staff to deliver programs, services, or products.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Hires staff, of either gender, to deliver programs, services, or products who mirror the fathers served in culture, race, language, age, etc.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Periodically surveys fathers to determine their needs, concerns, and interests related to my organization's programs, services, or products.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Invites fathers to participate in the full range of program or service activities (e.g. classes, groups, parties, child care, field trips, outings, celebrations, and other events).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourages fathers to pursue win/win opportunities in problem solving and parenting approaches (e.g. mediation over litigation).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Monitors the level of father involvement in the lives of his children and family, and recognizes/honors his accomplishments.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Educates mothers about the importance of fathers to child well-being.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Conducts a program or workshop that helps mothers to improve the relationship with the father of their child.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Provides mothers with literature (e.g. brochures) that help them improve the relationship with the father of their child (e.g. how to effectively co-parent).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

Program Development Scoring Worksheet

To create your Program Development Score, return to your assessment and beneath each response write the number that corresponds with your answer:

SCORING KEY:

- Strongly agree = 5
- Agree = 4
- Neutral = 3
- Disagree = 2
- Strongly Disagree = 1

After you've assigned a numeric score to each response, add all of your responses and record the total score in the box provided. This is your Program Development Score.

Total Score for Organizational Development =

Community Engagement

Indicate the degree to which you agree with each statement, as it relates to your organization. Check the box next to each statement that most *closely* fits your response.

My Organization:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Is well-known by the community at large as being a leader in promoting responsible fatherhood.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Successfully recruits fathers into our programs and services.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Is well-known by the media as a reliable resource for fathers or source of information about fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has conducted an audit/assessment of all offline and online marketing, outreach, and communication materials used by the organization for any purpose to ensure father friendliness.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Develops marketing plans to effectively engage fathers that are clear, focused, and feasible.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Develops marketing plans that include engaging mothers to encourage father involvement.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Develops marketing plans that consider the seven Ps of marketing a social service program: product, price, place, promotion, politics, partnership, and people.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Develops relationships with local child support enforcement and other government and social service agencies (e.g. child welfare) as a source of referrals.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Employs male staff in marketing, promotion, or outreach positions.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Employs staff in marketing, promotion, or outreach positions that are sensitive to the characteristics of different kinds of fathers (e.g. race, ethnicity, age, etc.).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Sends marketing, promotion, or outreach staff to locations where fathers usually can be found (e.g. auto body shops, gyms, basketball courts, bait shops, barber shops, churches, YMCAs, job banks, sporting events, bowling alleys, sports bars, and businesses).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Has staff that work with fathers represent our organization on community advisory committees and at public functions.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Makes its programs, services, or products easy for fathers/men to access and use.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses strategies to attract fathers/men that take advantage of father's/men's typical roles and ways of relating (e.g. fix-up projects, building/making something, men's councils, sporting events, etc.).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that reflect a commitment to serving fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that reflect the kinds of fathers we serve or seek to serve (e.g. in language, pictures, graphics, etc).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that present positive portrayals of fathers/men and children (sons and daughters).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that are developed with input from the kinds of fathers we serve or seek to serve.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that are placed in locations and other mediums (e.g. publications) that fathers/men access.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that avoid negative stereotypes of fathers/men based on culture, age, income, etc.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that avoid language and images that use a gender-war approach (e.g. female bashing) to promote programs, services, or products, or to motivate fathers/men to change behavior.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that include language that attracts and appeals to fathers/men.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Uses marketing materials (e.g. brochures, posters, videos, and PSAs) and messages that use direct language and concise messages.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Promotes responsible fatherhood in the community as a preventive measure in the fight to reduce the incidence of negative outcomes for children, such as poverty, out-of-wedlock pregnancy, alcohol and drug abuse, and suicide.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourages other organizations within our sector to work with fathers (e.g. if your organization is a non-profit, this means encouraging other non-profits).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Encourages organizations in other sectors to work with fathers (e.g. if your organization is a non-profit, this means encouraging organizations in other sectors, such as healthcare, business, and law enforcement).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Provides training or technical assistance to staff in other organizations on how to effectively engage fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Makes presentations, holds workshops, or presents papers at conferences on our work with fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Participates in a network or coalition of organizations and leaders that promotes responsible fatherhood throughout our community, county, or state.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Submits articles or article ideas on our work with fathers for publication in print media (e.g. offline and online journals, magazines, newsletters, and newspapers).	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Periodically issues press releases on our success in working with fathers.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —
Is willing to share best practices in working with fathers with other organizations.	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —	<input type="checkbox"/> —

Community Engagement Scoring Worksheet

To create your Community Engagement Score, return to your assessment and beneath each response write the number that corresponds with your answer:

SCORING KEY:

- Strongly agree = 5
- Agree = 4
- Neutral = 3
- Disagree = 2
- Strongly Disagree = 1

After you've assigned a numeric score to each response, add all of your responses and record the total score in the box provided. This is your Program Development Score.

Total Score for Community Engagement =

Assessment Category Analysis Worksheet

How to use this worksheet:

1. Refer to your Total Score Worksheets for each Assessment Category and transfer your score to the corresponding Assessment Category below.
2. Calculate the proportion of the total score in each category by dividing the score in each category by the maximum possible score.
3. Target those categories in which your score is lower compared to the other categories.

ASSESSMENT CATEGORY	TOTAL SCORE
LEADERSHIP DEVELOPMENT (27 items) Maximum Possible Score: 135	
ORGANIZATIONAL DEVELOPMENT (41 items) Maximum Possible Score: 205	
PROGRAM DEVELOPMENT (30 items) Maximum Possible Score: 150	
COMMUNITY ENGAGEMENT (32 items) Maximum Possible Score: 160	