



**SOCIAL IMPACT
COMMONS**

Structuring for Scale Part 2

Staffing for Growth & Delivery



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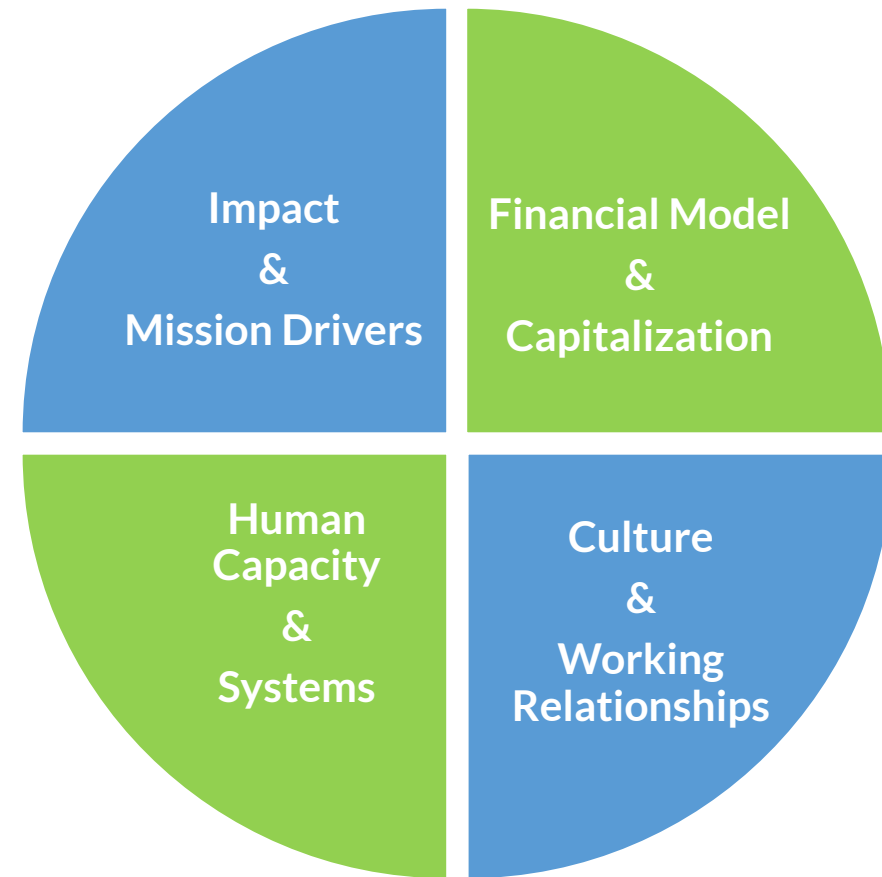
Right Sizing Rubric

A tool for fiscal sponsors and their projects to think about scaling to “right size”, which could influence decisions to:

- Scale up *and* down.
- Spin in *and* out.

The four *dimensions* of this rubric are *relational*: a decision made in one dimension will affect decisions in another.

Dimensions leading growth decisions will vary in weighting across organizations over *time*.



Decision Considerations

There are many permutations of structure and business unit design. Choice of structure and business unit design may be driven by one or more of the following:

- Expectations and customer service: Are we high touch or low touch?
- Organizational values and culture: How does culture influence team design?
- Resource/cost management: How can we optimize staff relative to services?
- Impact assessment and case making: What is/are the case(s) we need to make?
- Risk management: How can clear structure mitigate risk?
- External staff value perception: Do we need this to be more transparent?



Approaches Organizing Support Teams

Program Focus or Sub-cohorts:

- Field/Mission
- Cultural Identity
- Funder Driven
- Geography

By Project lifecycle:

- Time-limited Project
- Start-up
- Established Program
- Grant-driven Relationship

By Project Size and Complexity:

- Small
- Medium
- Large

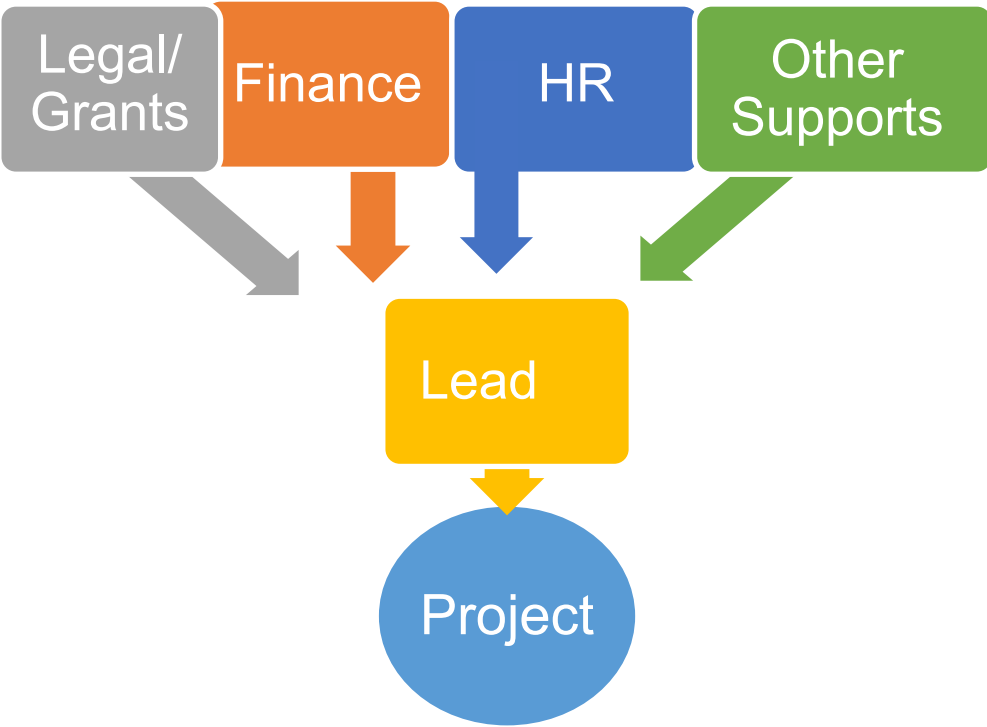
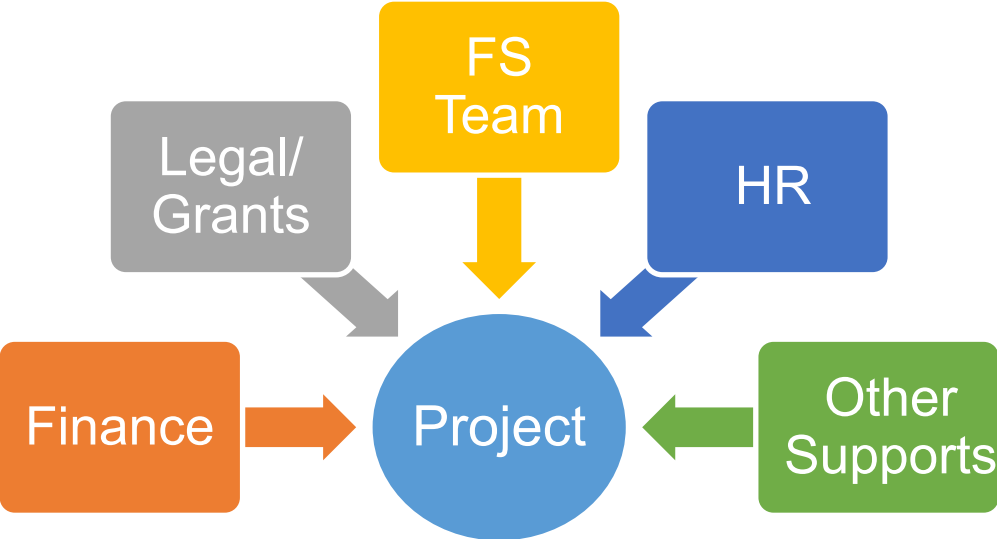
By Support Area/Type:

- Accounting
- HR
- Etc.



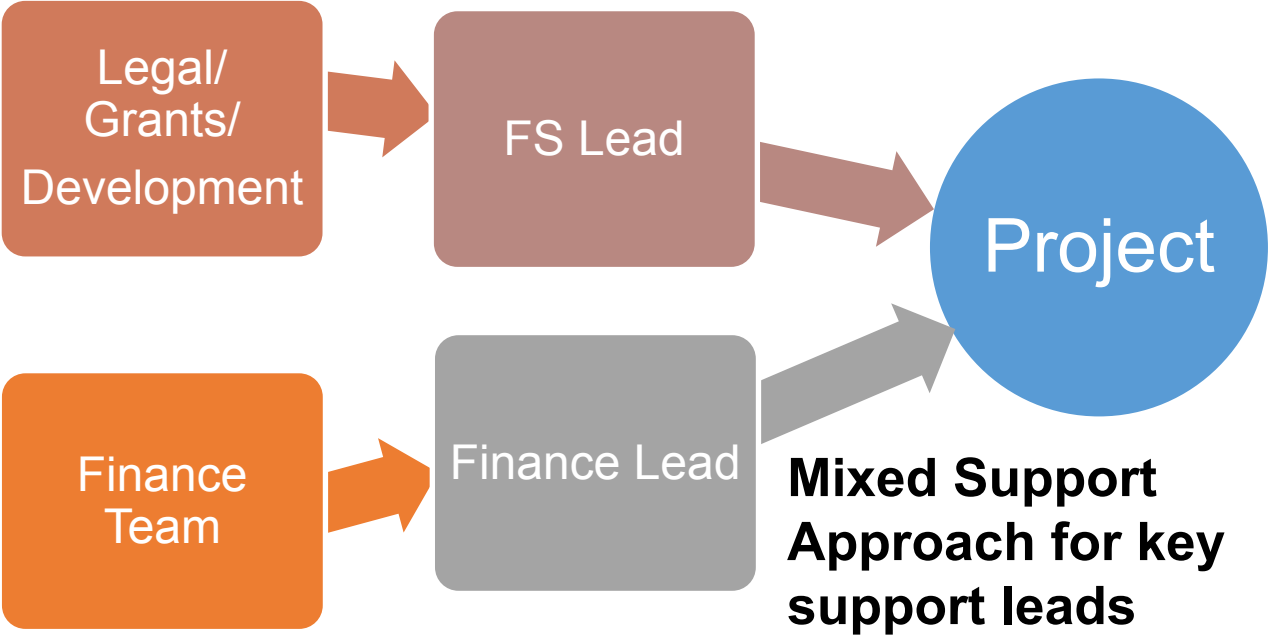
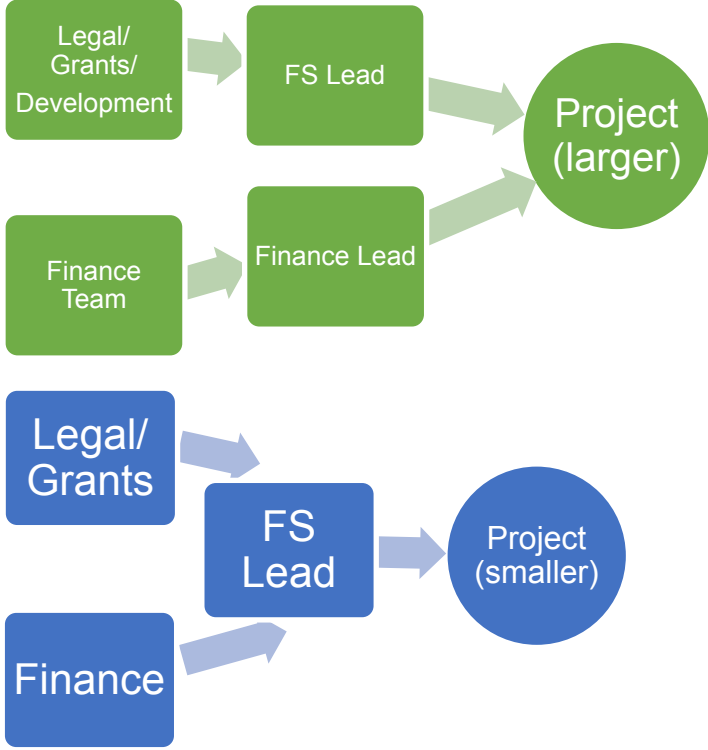
Some Sponsorship Team Designs

Distributed -----to----- Centralized



Other Approaches

Mixed Support Approach for different types of projects



Inputs into Informed Design

Whether your fiscal sponsorship program is occasional, one of other programs, or the sole function of your organization, there are several contributors to informed design:

- Clearly defined (deliverable) services with prescribed level of effort assumptions.
- Known cost-to-deliver and FTE-to-project estimated figures (portfolio analysis).
- Defined capitalization and staff transition strategy (upstaffing, reconfiguration, etc.).
- For staff shared with other programs/functions, assumed % allocation to FS program.



Allocating Individual Team Member Effort

All fiscal sponsors, regardless of scale and model, confront complexities in allocating individual team member time, either between sponsorship and non-sponsorship work, or because of limited staff capacity and the need for individuals to wear multiple hats:

- Where are there natural complementary skill/knowledge sets (i.e., finance and HR)?
- How are we staffing and training for cross-functionality to build in redundancy/resiliency?
- How much “fractionalizing” is too much for one staffer? When should we outsource?
- Are we being clear and diligent about our time allocation assumptions for each worker?





"We shouldn't have any trouble in keeping a balanced portfolio!"

Commons Management as a Resource Structure

Requires balance, passion,
consistent focus and intention!



Asta Petkeviciute, Chief Financial Steward
asta@socialimpactcommons.org
617 448 9559

Josh Sattely, Chief Legal Steward
josh@socialimpactcommons.org

Thaddeus Squire, Chief Commons Steward
thaddeus@socialimpactcommons.org
215 760 1634

<http://socialimpactcommons.org>

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