



Introducing the New Tiered Approach to the Standards for Excellence®

Choose the Strategy That Fits Your Organization's Needs and Resources:
*Complete One, Two or Three Tiers to Improve Operations and Empower Your
Board and Staff to More Effectively Achieve Your Mission*

The Standards for Excellence

PANO is proud to offer the Standards for Excellence, an ethics and accountability program for the nonprofit sector. The Standards for Excellence program offers tools and resources to empower Community Benefit Organizations to meet the highest standards of nonprofit governance, management and operations, including expert training and structured implementation and certification programs.

**WANT TO PUT THE
STANDARDS INTO
PRACTICE IN YOUR
ORGANIZATION?**

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Tiered Approach Quick Facts:

- Provides organizations of all types, sizes and resources with structured, manageable options for putting the Standards for Excellence into practice
- Allows completion of one or more tiers to improve operations and empower boards and staff to more effectively achieve their mission
- Provides funders with a blueprint for well managed and responsibly governed nonprofit organizations
- Provides the option to complete Tier Three to earn certification and display the Seal of Excellence
- Allows organizations to complete the level or levels that meet their needs and resources—progression to Tier Three/Certification not required
- Offers affordable fee structure—sliding scale based on annual budget (PANO member discounts apply)

- ⇒ **Eight guiding principles and 55 performance standards**
- ⇒ **Core values of honesty, integrity, fairness, respect, trust, compassion and responsibility**
- ⇒ **Model for best practices**
- ⇒ **A code for self-regulation of the nonprofit sector**

Tier Three: Certification
Excellence in Nonprofit
Governance and Management

Tier Two: Enhanced
Building on the Essentials of
Nonprofit Governance and
Management

Tier One: Essentials
Adherence to Basic Legal,
Regulatory and Governance
Practices

Tier One—Essentials

Benefits	What's Included - Examples	Application Process	Review	Term	Fees
<p>Ease your way into the Standards for Excellence program. Lower Cost.</p> <p>Responsive to limited time and resources.</p> <p>Formally recognizes achievement of Essentials Tier and your organization's progression towards full Standards for Excellence code implementation.</p> <p>Informal recommendations from program staff for future improvement and application to next tier.</p>	<p>Basic data collection strategies in place for all programs.</p> <p>Board approved financial policy governing internal controls.</p> <p>All employees have position descriptions, if applicable.</p> <p>Template solicitation and acknowledgement documents, including all required disclosure documents.</p> <p>Conflict of interest policy approved by board.</p>	<p>Recommended training: Intro Session + Pass to Excellence, Clinic Series, Guiding Principles Webinar Series or One-on-One training.</p> <p>Submission of the Tier One self-study application package and checklist and application fee.</p>	<p>Program staff will complete the formal review of the application.</p>	<p>Organizations can remain at this tier for a term of three years at which point they can re-submit certain documentation and remain at this tier for additional terms (fee applies). There is no limit to the amount of time an organization may remain in the first tier of the program.</p>	<p>Fees are established on a sliding scale based on organizational budget. Please see fee schedule.</p>

Tier Two—Enhanced

Benefits	What's Included - Examples	Application Process	Review	Term	Fees
<p>Discounts for quickly moving through the tiers.</p> <p>Ability to state completion of the Standards for Excellence Enhanced Tier.</p> <p>Additional informal recommendations from program staff for future improvement and application to next tier.</p>	<p>Comprehensive program evaluation in place for one program or at least 40% of total organization effort, whichever is greater.</p> <p>Board approved financial policies governing internal controls and purchasing.</p> <p>Orientation process for all staff, volunteers, and board members.</p> <p>Annual Report, on website and/or in print, with all required information.</p> <p>Completion annually of conflict of interest statements by all staff, board members, and volunteers with significant authority.</p>	<p>Recommended training: Intro Session + Pass to Excellence, Clinic Series, Guiding Principles Webinar Series or One-on-One training.</p> <p>Prior completion of Tier One.</p> <p>Submission of the Tier Two self-study application package and checklist and application fee.</p>	<p>Program staff will complete the formal review process, with final approval by PANO's Standards Committee.</p>	<p>Organizations can remain at this tier for a term of three years at which point they can re-submit documentation and remain at this tier for additional terms (fee applies). There is no limit to the amount of time an organization may remain in this tier of the program.</p>	<p>Fees are established on a sliding scale based on organizational budget. 20% discount if submitted within 1 year of Tier One approval. Please see fee schedule.</p>

Tier Three/Certification

Benefits	What's Included	Application Process	Review	Term	Fees
<p>Earn Certification and display the Seal of Excellence.</p> <p>State that their organization is <i>"Certified Under PANO's Standards for Excellence," "Awarded PANO's Standards for Excellence Seal," "Approved Under PANO's Standards for Excellence" or "is a Standards for Excellence® Accredited Organization."</i></p>	<p>All 55 Standards for Excellence are included in the third tier.</p>	<p>Required training— Choose one of the following: Pass to Excellence, Clinic Series, Guiding Principles Webinar Series or One-on-One training.</p> <p>Can apply directly for Tier Three/ Certification.</p> <p>Submission of the self-study application package and checklist and application fee.</p>	<p>Program staff will perform initial review of the application.</p> <p>Anonymous peer reviewers will perform the second evaluation of the application.</p> <p>The Standards Committee must approve the staff and peer reviewers' recommendation for certification.</p>	<p>The Standards for Excellence seal will be awarded for three years. After the first three-year period, the organization must apply for re-certification. Once the first re-certification is awarded, the organization must re-apply every five years.</p>	<p>Fees are established on a sliding scale based on organizational budget. 20% discount if submitted within 1 year of Tier Two approval. Please see fee schedule.</p>

