

Chart of Functional Review Types

	Self Review	Peer Review	Operational Review
Purpose:	<ul style="list-style-type: none"> * Good organization practice * Preparation for other types of reviews and strategic planning purposes * Report to board 	<ul style="list-style-type: none"> * Test assumptions of organization staff and/or board * Seek industry expertise and guidance on areas of concern 	<ul style="list-style-type: none"> * Good partnering practice <p><i>NOTE: Not a universal solution to every partnership challenge</i></p>
Strengths:	<ul style="list-style-type: none"> * Internal inventory of management policies and procedures * Training tool * Cost effective * Time efficient 	<ul style="list-style-type: none"> * Receive outside perspective(s) on challenging issues * Receive recommendations from external source familiar with organization and public land partnership operations * Gain knowledge from interaction with experienced reviewer(s) 	<ul style="list-style-type: none"> * Outside expert perspectives * Facilitated feedback * Summary report
Weaknesses:	<ul style="list-style-type: none"> * Lacks outside perspective 	<ul style="list-style-type: none"> * Selecting peer reviewers who share similar perspectives as person selecting them may inhibit a fresh perspective * Costs depend on reviewer(s) expenses or agreement 	<ul style="list-style-type: none"> * Time consuming * Expensive * Can lead to undermining of partnership if all partners are not jointly involved in the planning process and if one or more of the partners does not see the review as tool to enhance the partnership
Frequency:	<ul style="list-style-type: none"> * Every 3 - 5 years 	<ul style="list-style-type: none"> * As needed basis 	<ul style="list-style-type: none"> * Every 5 - 7 years (reviews of areas/operations which play a role in the partnership)
Request Driven By:	<ul style="list-style-type: none"> * Organization 	<ul style="list-style-type: none"> * Organization 	<ul style="list-style-type: none"> * Mutual agreement of organization and agency partner(s) (Ideally request should be made jointly, however, either party may request a review)
Conducted By:	<ul style="list-style-type: none"> * Staff 	<ul style="list-style-type: none"> * 1 or more peer reviewer(s) or consultant(s) with expertise in area(s) needing review * Organization (prep-work / gather reference materials) 	<ul style="list-style-type: none"> * Review team, typically of 3 reviewers * Organization (prep-work / reference materials) * Agency (prep-work / reference materials)
Timeframe:	<ul style="list-style-type: none"> *Set by the organization (Typically 1 - 3 weeks) 	<ul style="list-style-type: none"> Depends on preparation of reference materials and the schedules of stakeholders, peer/consultant reviewer(s) 	<ul style="list-style-type: none"> Average of 3 months, but depends on the complexity of the organization partnership, the diversity of operations, and the availability of review team
Reviewer Qualifications:	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> * Expertise in functional area(s) of organization operation * Clear understanding of working in partnership with public land agency(s) * Knowledge of current practices and issues * Confidential, professional, fair * Effective communication skills (Refer to Appendix III) 	<ul style="list-style-type: none"> * Similar qualifications to a peer reviewer (refer to Appendix III) * Review team should reflect skills needed to address the issues identified in the request * Designated leader * Minimum of 2 reviewers from organization community * Minimum of 1 reviewer from partnering agency

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Involves:	<ul style="list-style-type: none"> * Organization staff * Board members * Other stakeholders as deemed appropriate to the functional areas being reviewed 	<ul style="list-style-type: none"> * Peer reviewer(s) * Organization staff * Board members * Other stakeholders as deemed appropriate to the functional areas being reviewed 	<ul style="list-style-type: none"> * Review team * Organization staff * Board members * Agency representatives * Other stakeholders as deemed appropriate to the functional areas being reviewed
Identifies:	<ul style="list-style-type: none"> * What systems are in place, missing, or need improvement * Strengths and weaknesses * Shortcomings before they become major problems 	<ul style="list-style-type: none"> * What systems are in place, missing, or need improvement * Strengths and weaknesses of functional areas being reviewed * Shortcomings before they become major problems * Whether or not assumptions were correct * Additional resources, tools, and solutions * Perception of similarities/differences among stakeholders 	<ul style="list-style-type: none"> * What systems are in place, missing, or need improvement * Strengths and weaknesses of organization and partnership * Shortcomings before they become major problems * Whether or not assumptions were correct * Additional resources, tools, and solutions * Perception of similarities/differences among stakeholders
Report:	<ul style="list-style-type: none"> * Compilation of essential internal documents and polices. * Survey findings * Summary of strengths, weaknesses, areas for improvement * Results remain internal (unless board decides otherwise) * Debriefing with organization board 	<ul style="list-style-type: none"> * Preliminary report submitted to peer reviewer(s) by organization (info in report depends on functional areas being reviewed) * Debriefing with peer reviewer(s) and organization leadership * Confidential written report of key observations and recommendations 	<ul style="list-style-type: none"> * Separate preliminary reports submitted to the review team by organization and partner(s) (see Appendix III for more detail on preliminary reports) * Debriefing with review team, organization leadership and partner(s) * Review team provides their confidential written report of key observations and recommendations with organization and agency partner(s) at the same time
Use of Findings:	<ul style="list-style-type: none"> * Can help to guide future operational improvements, board discussions and strategic planning * Use review as support information for future peer/operational reviews 	<ul style="list-style-type: none"> * Can help to guide future operational improvements, board discussions, and strategic planning * Use review as support information for a future operational review 	<ul style="list-style-type: none"> * Can help to guide future operational/partnership improvements, board discussions, and strategic planning * Identify how to move forward in improving partnership outcomes