

## Section 2: Management and Leadership (Continued)

11. When changes in organizational structure (i.e. committees) are required, does management create a parallel structure (i.e. a new committee) to work along side the present structure before it is dissolved?		
12. Are all management positions of the church evaluated on at least an annual basis?		
Additional Questions/Explanations:		
<b>B. Strategic Ministry Planning</b>		
1. Has a purpose (mission/vision) statement been developed?		
2. Are doctrinal (beliefs) statements adequately documented?		
3. Has a ministry and/or community environment survey been performed?		
4. Has the present ministry organizational structure been reviewed and evaluated?		
5. Have ministry strengths and weaknesses been assessed?		
6. Have ministry distinctives and core values been determined?		
7. Have ministry objectives, targets and goals been established?		
8. Are these objectives, targets and goals measurable?		
9. Have ministry strategies been developed?		
10. Have action plans been prepared and assigned?		
11. Have results of action plans been appraised?		
12. Are all ministry Department Heads required to communicate upward their individual ministry mission/objectives/goals?		
13. Are all ministry Department Heads required to define measurable results for the objectives and goals of their ministry department?		

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14. Are these measurements monitored, accumulated and reported to the governing board on a regular basis?		
15. Are management's strategies and implementation policies consistent with the board's authorization?		
16. Are all members of the management team required to sign a written acknowledgement of understanding and adherence to the ministry's philosophies?		
17. Has the board considered the establishment of a Strategic Ministry Planning Advisory Committee?		
18. Does the board conduct an annual strategic ministry planning retreat?		
Additional Questions/Explanations:		
<b>C. Policies and Procedures</b>		
1. Is the church operating under a Policies and Procedures Manual which addresses such areas as: management and leadership, personnel, financial, facilities, general administration and ministry matters (areas will be addressed later in this checklist)?		
2. Is this manual adequately documented, current in content, and appropriately distributed to responsible individuals, councils and committees?		
3. Do procedures exist for the establishment of policies which will enhance a basis of accountability and internal controls?		
4. Are procedures in place which would deter opportunities for management override?		
5. Has the church set forth guidelines prohibiting the following activities which could jeopardize the church's tax exemption status: a. Inurement and private benefit? b. Political activity? c. Attempting to influence legislation?		