

## 7-8 LEADERSHIP & MANAGEMENT

Question	Yes	No	Comments
1 Are the organisation's management committee and staff team good at listening to and respecting each other?			
2 Are the management committee and staff team good at making decisions and implementing them?			
3 Do people in the organisation have a sense that they are appropriately involved in decision-making?			
4 When decisions are made is it clear when, how and by whom they are to be implemented?			
5 Are there effective systems to check whether decisions have been implemented and are working well?			
6 Are the organisation's management committee members, employees, volunteers, and members clear about how decisions are made, and who has the right to make decisions and/or take action?			
7 Is the policy and practice book (or other mechanism) up to date? Do management committee and staff use it?			
8 Do the management committee and staff regularly take time to discuss potential changes and what might be needed to be done to respond to them?			
9 Are procedures and systems clear enough (and widely understood) that essential work will continue even in times of great change or crisis?			
10 Are good procedures and systems in place for internal communication: staff meetings, supervision sessions, time for informal discussion?			

Question	Yes	No	Comments
11 In a crisis, are key people able to stay calm and make decisions, no matter how difficult, and implement them?			
12 Does the organisation as a whole, each team or staff member, have agreed priorities and an agreed work plan for the year?			
13 Are managers and the management committee willing to take responsibility for saying no to new work, if additional resources are not available for it to be properly carried out?			
14 Does the physical environment help reduce time wasting activity?			
15 Is the amount of work required of each member of staff realistic?			
16 If staff feel under pressure, are their concerns taken seriously by their manager and the management committee?			
17 Are committee members, workers and volunteers clear about who is responsible for managing workers, who is accountable to whom, and who is responsible for managing work problems?			
18 Are individual managers fair and broadly consistent in how they deal with their staff?			
19 Does the organisation have appropriate policies and procedures in place for dealing with human resource matters such as recruitment & selection, induction, supervision, appraisal, support, training, disciplinary matters an ? Do managers know what these are and comply with them?			