**CERTIFICATION STANDARD**

***Definitions***

*For ease of the reference the following definitions are used:*

***Organisation*** *- is normally the whole organisation but can mean a stand alone unit within a larger organisation*

***Leadership*** *- the leadership of the organisation which may consist of a single nominal leader or shared leadership, or a mixture of both*

***Leader*** *- the nominal, single leader*

***Staff*** *- the people in the organisation excluding the nominal leader*

***People*** *- everyone in the organisation including the leader*

***Client-base*** *- those served by the organisation with products, services, advice or materials, whether they are also named customers, clients, patients, travellers, other organisations or whatever.*

The standard covers 12 areas:

1. Leadership
2. Service and Support
3. Culture (Values and Behaviours)
4. People and Performance
5. People and their Development
6. Teams
7. Community
8. Decisions
9. Embedding Servant-Leadership
10. Attitude to Money
11. Client Base
12. External Relations
13. Stewardship
14. Meetings and Information

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| Factor | Indicators | Applicants need to show ... |
| Leadership | * Leadership is present and clear
* Leadership is achieved via influence and guidance rather than power and control
* Leaders exemplify Servant-Leadership
* Leaders actively supports all teams
* Leaders supports individual colleagues in their best interests
 | * That there is clear leadership (The leadership roles may be vested in a single person or shared)
* That the staff feel that they are well led
* That the staff feel they are enabled to act as servant-leaders when they have a part in shared leadership
* That leadership serves the team
* That the members of the team feel that they are being served
* That the team feels that the leadership understands and supports them in their work, their development and their aspirations
* The team feel that the leadership is sympathetic to their problems outside work and helps them where they can
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| Service and Support | * The organisation serve its big idea (ultimate purpose)
* The organisation serves its people
* The organisation serves its client base
* The organisation serves the wider community
 | * That all the people in the organisation understand the purpose of the organisation and never lose sight of it
* That the leadership supports the staff
* that the staff offer a high level of mutual support to each other and to the leadership
* That the organisation really understands their client-base and gives it their full support
* That the organisation supports wider society and offers staff the freedom to volunteer to the benefit of the local community
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| Culture (Values and Behaviours) | * The organisation has clear values that staff can buy into
* The organisation lives by these values
* The organisation acts with integrity, doing what is right not just what is expedient
* The organisation has expectations of behaviour consistent with Servant-Leadership
 | * That the organisation has a statement of values
* That the staff are aware of the statement of values and its content
* That all the people operate within the statement of values
* That the organisation is aware of moral compromises and seeks to avoid them
* The organisation has a staff handbook or similar documentation setting out expected behaviours
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| People and performance | * The organisation makes efforts to utilise the best talents of everyone
* Individuals have roles and genuine responsibilities
* Individuals have as much autonomy as possible
* People take on what needs doing without waiting for instructions
* People are fully present at work and get satisfaction and meaning from it
* The organisation has a fair and humane way of excluding those can't accept the values despite efforts to help them
 | * That staff are included in decision making meetings and are encouraged to bring their independent minds to these meeting
* That each individual has a role they can understand and clear responsibilities
* The individuals are give the necessary freedoms and resources to fulfil their responsibilities
* That each individual is allowed some say in what they and the organisation does, and when they should do it, in the service of the organisation
* That individuals are encouraged to do what is needed without waiting for approval
* That people enjoy their work and describe the organisation as a great place to work
* That behaviour boundaries are understood and that the organisation will not tolerate default from agreed principle
* That there a is an attitude which encourages reporting of worries about the organisations performance ("whistleblowing") and that staff are not penalised for raising concerns
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| People and their development | * The organisation creates real jobs
* Everyone is given clear opportunities to grow and develop as people
* Everyone is given the opportunity to build a meaningful career within the organisation
* Everyone is encouraged to take further training, or welcome mentoring or supervision
* New recruits are properly trained in the precepts and practices of Servant-Leadership
 | * That the staff are on contracts which respect their employment rights
* That her is a career progression within the organisation
* That the staff can see and understand their potential career progression
* That there are individual training budgets or other mechanisms which allow staff to develop their skills
* That staff report that hey are encouraged to develop their skills and careers
* That there is an induction plan for all new staff
* That new staff confirm that they have been given adequate induction
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| Teams | * The organisation promotes working in teams
* Team members support and encourage each other
* Teams have as much autonomy as possible
* Teams are represented in the management circle
* Teams work with other teams in the organisation with respect, cooperation and honest feedback
 | * That team working is encouraged
* That mutual support between team members if encouraged
* That staff demonstrate an attitude of mutual support
* That teams have an mechanism of influencing the decisions made at higher levels in the organisation
* That team members report that their views are given fair consideration
* That teams are encourage to cooperate and not compete
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| Community | * The organisation sees itself as a vibrant community and consistently builds and supports its community
 | * That published material, such as the staff handbook, includes statements about community and building community
* That events are held with the purpose of building community
* That staff members report that they feel part of a supportive community
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| Decisions | * The organisation makes decisions based on integrity
* The leadership shares decision making with the teams
* The organisation has a decision making protocol to facilitate shared decision making
* The organisation agrees decisions by consensus or consent rather than by vote
 | * That a decision making protocol is in place
* That decision making protocols refer to decisions made with integrity
* That staff report that they feel sure of the integrity of decisions in general
* That the making of many decisions is shared with the nominal leadership
* That the decision making protocol expects consensus or consent and discourages voting except in extreme case
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| Embedding Servant-Leadership | * The organisation trains new staff in Servant-Leadership
* The organisation asks new staff to commit to the principles and values of Servant-Leadership
* The organisation runs continuous training, reinforcement and refreshment, for existing staff
 | * That there is an induction process for new recruits which specifically describes and explains Servant-Leadership and the expected behaviours which arise from it
* That new recruits are asked to commit to the principles od Servant-Leadership
* That there is continuous refreshment training in Servant-Leadership for existing staff
* The existing staff report that they feel they understand and are adequately trained in Servant-Leadership
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| Attitude to Money | * The organisation has reserves at a prudent level in order to maintain stewardship
* The organisation make adequate profit/surplus but making additional profit does not overrule other aims
* Money is not treated as an incentive
 | * That the organisation has a prudent level of financial reserves
* That the attitude to profit take into account the real need for profit making, but also the avoidance of maximisation of profit as a driver for decision making
* That financial incentive schemes are not used
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| Client Base | * The organisation serves the client-base in their clients best interests
* The organisation treats the client-base in a user-centred manner with fairness and respect
* The organisation never knowingly exploits or misleads the client base
 | * The organisation sets out expected attitudes and behaviour standards in relation to clients - these rules include good practices, as well as restricted practices, such as bribery, which re forbidden or discouraged
* The staff report that the leadership exemplifies these behaviours in relation to clients
* That clients are seen as partners
* That clients are seen to receive the support they need - that help lines are adequately manned, and that helpers are empowered to actually help
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| External Relations | * The organisation cooperates with other organisations is support of its purpose
* The organisation works, as far as is possible, with suppliers who are themselves servant-leadership organisations
* The organisation promotes Servant-Leadership
 | * That the organisation sees suppliers as partners and works in cooperation with them
* That the organisation checks if suppliers ae supporters of Servant-Leadership, and uses such suppliers where possible and prudent
* The organisation promotes Servant-Leadership in its own literature, web sites et
* That the organisation be prepare to provide speakers, case studies or testimonials in such a way that Servant-Leadership is promoted
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| Stewardship | * The organisation is there for the long run
* The organisation makes decision with a sustainable future in mind
* The organisation seeks to create more servant-leaders rather than followers
 | * That the organisation has long term sustainable plans
* That the firm gives responsibility as well as training to staff members so that they become effective Servant -Leaders
* That senior recruitment is from internal candidates
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| Meeting and Information | * The organisation uses meetings to make shared decisions an build a sense of community
* The organisation clearly defines the types of decisions which can be made outside meetings
* The organisation adopts a policy of sharing information and actively shares all possible information with the staff
 | * That behaviour standards expect everyone to attend meetings, to put forward their views with confidence, to accept criticism calmly, and to offer and to fair challenge to the views of others
* That attitudes of compromise and dialogue are encouraged in meetings
* That staff members feel they are able to effectively contribute to meetings
* That staff members don't feel constrained to agree with the proposals of senior staff without adequate discussion
* That all the information needed for informed discussion is made available to team members
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