

Table VI:2 – Types of Documentation and What to Look For

Item	Typical Contents	Notice for now (in addition to currency, scope, depth and authorship)
Strategic Plan	Mission, vision, values, external and internal analyses, goals, strategies, objectives, action plans, budget	<ul style="list-style-type: none"> ▪ How did they do planning? ▪ Do goals and actions result from analyses? ▪ How is implementation of the Plan monitored? ▪ How much of their Plan has been implemented?
Business plans	Product description, marketing plan, management plan, financials	<ul style="list-style-type: none"> ▪ Do business plans exist for each major type of product or service? ▪ Was market research used in forming conclusions? ▪ Are financials realistic?
Board policies and procedures	Bylaws, staffing, making decisions, attendance and conflict-of-interest	<ul style="list-style-type: none"> ▪ Are the guidelines suitable for recruiting, selecting, orienting, training and organizing Board members? ▪ Are members following those procedures?
Personnel policies	Policies regarding compensation and performance management	<ul style="list-style-type: none"> ▪ Are the policies approved by the Board? ▪ Are the policies up-to-date? ▪ Have all employees been trained on the policies?
Employee organization chart	Positions, titles and reporting relationships among positions	<ul style="list-style-type: none"> ▪ Who reports to whom? ▪ Is there a reasonable number of direct reports to each position?
Financial information	Budgets, income statements, balance sheets, cash flows and audit reports	<ul style="list-style-type: none"> ▪ What financial reports do they use? ▪ Which reports are reviewed, by whom, when? ▪ Have they been operating at a profit? How long? ▪ Do they have sufficient cash now?
Annual report	History of organization, major accomplishments, future plans	<ul style="list-style-type: none"> ▪ Are there any highlights from their history? ▪ What major accomplishments occurred over the past years? ▪ What are the major priorities for next year? ▪ What products and services do they have?
Advertising literature	Features and benefits of products and services	<ul style="list-style-type: none"> ▪ Are there clear descriptions of products, services? ▪ Are there clear descriptions of their benefits? ▪ Do the benefits match the needs of customers?
Public relations materials	Identity and image of organization	<ul style="list-style-type: none"> ▪ What is the overall image of the organization? ▪ What strengths do they convey?
Evaluations	Processes’ strengths, weaknesses and results	<ul style="list-style-type: none"> ▪ What do they evaluate? Board? Employees? Products and services? Other? ▪ Do evaluations seem to be effective?