

BaaM Best Practices

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Since 1992, C12 has worked with thousands of businesses, from small private companies to multinational publicly traded ones. Along the way, C12 has accumulated best practices in both BaaM impact and risk mitigation strategies. If you were to get in trouble, would you be found to be above reproach? Review the list below and check the boxes of practices and attributes that are true of your company.

1. Personal Leadership

- ☐ I pursue personal intimacy with Christ, anchored by daily quiet time with the Owner.
- ☐ I exhibit a diligent life,²² rightly ordered and embracing the balance wheel imperatives.²³
- ☐ I model personal faithfulness, mindful of where hypocrisy hinders effective witness in the workplace.²⁴
- ☐ I am familiar with the legal rights and guardrails for integrating faith in the workplace.²⁵
- ☐ I cover our employees and business issues in prayer, individually and collectively.

2. Corporate Governance

- ☐ We have a defined mission, vision, and core values/principles anchored in the gospel and eternal perspective.
- ☐ Our corporate documents reflect the sincerely held personal beliefs of the ownership (if applicable).
- ☐ Our employee handbook includes an acknowledgment of faith, prudent documentation of ministry culture, religious and viewpoint diversity policies, and constructive HR protocols to ensure dignity and respect for all people in the workplace.
- ☐ Corporate documents are reviewed by counsel with expertise in religious liberty as well as labor/employment law.
- ☐ Management is trained and well-versed in what Business as a Ministry does and does not mean for the company.
- ☐ Contracts are reflective of biblical truth, with protocols like dispute resolution, fair terms, and controls.
- ☐ Company bylaws, corporate documents, employment agreements, and key contracts consistently reflect the corporate identity and any faith-driven vision for the company.
- ☐ Key stakeholders are evaluated and equally yoked.
- ☐ Exit and succession plans have been evaluated for legacy perpetuation and maximization.
- ☐ We have conducted a religious beliefs and values risk mitigation exercise.
- ☐ Legal counsel are trained in matters of religious liberty and faith-driven business practices.²⁶

²² See the C12 ministry segment “Diligence: A Key to Order” (September 2018).

²³ See the C12 ministry segment “Reflection and Resolve” (December 2021).

²⁴ See the C12 ministry segment “Am I a Pharisaical Leader?” (November 2016).

²⁵ See the C12 business segment “Religious Liberty: Our Legal Freedom to Lead” (December 2018) and the 2021 “Employers Guide to Faith in the Workplace,” by Alliance Defending Freedom (C12 App > Resources > Strategic Alliance Alliance Defending Freedom).

²⁶ Alliance Defending Freedom, a C12 resource organization, offers an Allied Attorney Network of well-versed counsel and a free Legal Academy for training general counsel. Find assistance, referrals, and the “Faith in the Workplace” guide on the C12 App (Resources > Strategic Alliance > Alliance Defending Freedom).

3. Enterprise Efforts²⁷

- ☐ The business has a strategic plan for ministry.²⁸
- ☐ Ministry opportunities and initiatives are mapped against the Caring Matrix.²⁹
- ☐ Ministry fruitfulness is recognized in and through the business.
- ☐ Employees are empowered as ministry champions, coordinators, and caring managers.
- ☐ Budgets, goals, and metrics are applied to the ministry plan.
- ☐ Workplace chaplaincy is provided by professional, third-party firms.³⁰
- ☐ Employee onboarding and ongoing training articulate and reinforce the missional culture code with a defined set of principles.
- ☐ Opportunities for prayer, Bible study, and personal development from a biblical perspective are available for staff (voluntary).
- ☐ The business's unique model and contexts are evaluated for ministry ideas and leveraged for impact and opportunity.³¹
- ☐ The company is committed to excellence and honoring God in the marketplace.
- ☐ Leaders refer to Scripture while evaluating decisions and issues.
- ☐ Leaders invite accountability to live according to biblical principles.

Based on the number of practices you have implemented, in which quadrant of the matrix would you position your Business as a Ministry?

Which of these practices do you want to be intentional about developing in 2022? Pick one from each of the three categories.

²⁷ See the C12 ministry segments "Keys for Unlocking Powerful Marketplace Ministry," (August 2015), "The Janitor, the CEO, and Our Workplace" (September 2013), "Recognizing Ministry Opportunities," (August 2013), and "Back to the Basics: Understanding Workplace Ministry" (February 2018).

²⁸ C12's Greater Purpose Workshop helps leaders develop a strategic plan for ministry in their businesses. Consult your C12 Chair about attending a local event.

²⁹ His Way At Work developed the Caring Matrix as a tool to facilitate care through the business. See the C12 ministry segment "Back to the Basics Part 2: Taking the Next Step in Workplace Ministry" (March 2018).

³⁰ C12 recommends either Marketplace Chaplains or Corporate Chaplains of America (C12 App > Resources > Strategic Alliance).

³¹ See the C12 ministry segments "Collaborating for Collective Impact " (October 2020) and "Distributed Ministry Leadership" (April 2020).