

# ISKCON MANAGEMENT GUIDELINES

INTERNATIONAL SOCIETY FOR KRISHNA CONSCIOUSNESS  
FOUNDER/ ACHARYA: HIS DIVINE GRACE A. C. BHAKTIVEDANTA SWAMI PRABHUPADA

APPROVED BY ISKCON GOVERNING BODY COMMISSION, FEBRUARY, 1996

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# INTERNATIONAL SOCIETY FOR KRISHNA CONSCIOUSNESS

*Founder/Acharya: His Divine Grace A. C. Bhaktivedanta Swami Prabhupada*

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*GBC Resolution, 1996: The ISKCON Guidelines Manual, as prepared by ISKCON Foundation and revised by GBC Subcommittees, are approved as guidelines for ISKCON members for 1996. They are approved as GBC resolutions only where noted.*

## ISKCON EDUCATION GUIDELINES

### ♦ Bhakti Sastri - Guideline #110

**Purpose:** To help ISKCON leaders provide complete spiritual educational opportunities for members.

**Quotation from Srila Prabhupada:** " The preaching work is conducted as follows: (1) As soon as you get certificate of degree of "Bhakti Sastri" at once you become a bona fide preacher of this institution..."

(SP letter 1/1/1955)

#### **GUIDELINE:**

**110.** The temple president shall make the following information available to members and encourage them to pursue a Bhakti Sastri degree.

**110.1** ISKCON'S Bhakti Sastri degree program is coordinated by Bhakta Rupa Prabhu, who is the contact person for ISKCON'S Board of Examinations. He can be reached at the following address: c/o ISKCON, National Highway No. 5, IRC Village, Bhubaneswar, Orissa 751 015, INDIA. Bhakta Rupa can also be reached on COM.

- An information packet is available and will be sent out upon receipt of a request.

- Any ISKCON temple can become an Official Examination Center through a simple application process.

- 1) Official Examination Centers can use the exam supplied by the Board of Examination office, or they can create their own exams which must be approved by an official exam-approver.
- 2) Teaching methods are designed by the local program organizers
- 3) Exam tests basic concepts as well as *sloka* memorization. The Bhakti Sastri degree is based upon the *Bhagavad-gita*, *Sri Isopanisad*, *Nectar of Instruction*, and *Nectar of Devotion*.
- 4) Local devotees can be authorized to grade the exams and determine who has passed.

- The actual preparation of diplomas is done by the Board of Examination office.
- Approximately a dozen ISKCON centers world wide have successfully administered the Bhakti Sastri test.

**110.2** The Vrindavan Institute of Higher Education also provides services for developing a Bhakti Sastri course.

- They offer a Bhakti-Sastri-Preacher Training Program.
  - 1) It begins on July 15 and ends on November 30.
  - 2) It provides a thorough study of the Bhakti Sastri books (Gita, Sri Iso, NOI, and NOD).
  - 3) It offer extensive training for teaching other devotees Bhakti Sastri.
- VIHE has developed a confidential bank of questions for their own courses. Inquiries about this resource with regards to developing a local program can be directed to Braja Bihari dasa via COM, or by mail at Krishna Balarama Mandir.
- The VIHE is developing an extensive set of audio tapes as part of a kit meant to help temples develop a Bhakti Sastri program.
- The VIHE administers the Bhakti Sastri test for individuals every November 28.

## ♦ Gurukula - Guideline #121

*Purpose:* To help ISKCON members provide Krishna conscious daily education for children.

**Quotations from Srila Prabhupada:** I am especially pleased that your *gurukula* project is going forward nicely. I consider that this is one of our most important projects." (SP letter to Satsvarupa, 12/17/1971)

"It is extremely assuring to me to hear that gurukula is doing nicely. The importance of the school in Dallas cannot be overestimated, both for our ISKCON movement, and for the outsiders as well, indeed it is important for the whole world." (SP letter to Dayandanda, 4/11/74)

### **GUIDELINES:**

**121.1** Any member wishing to learn more about gurukula shall refer to "Srila Prabhupada on Gurukula" by Jagadisha Goswami and "Vaikuntha Children" by Urmila dasi.

**121.2** ISKCON leaders in temples without gurukulas who wish to provide Krishna conscious home schooling opportunities for local members shall also contact Urmila dasi for guidance.

**121.3** ISKCON members wishing to teach children Krishna consciously shall refer to Bhurijana Prabhu's book, *The Art of Teaching*.

*(note: most of the above publications are available through Krishna Culture in the USA at 1-800-829-2579.)*

**121.4** Any community considering establishing a school for young devotees shall contact Muralivadaka Prabhu, the current Director of the International Office of Education, for suggestions, guidelines, and information on new developments and facilities provide by

ISKCON, along with other educational innovations that may be useful for devotees. He can be reached at P.O. Box 819, Alachua, FL, USA 32615, Tel. (904) 462-5248.

## ♦ Child Protection - Guideline #122

**Purpose:** To insure that all children affiliated with ISKCON are protected from physical harm and abuse.

**Quotations from Srila Prabhupada:** "These children are given to us by Krishna, they are Vaishnavas and we must be very careful to protect them. These are not ordinary children, they are Vaikuntha children, and we are very fortunate we can give them chance to advance further in Krishna consciousness. That is a very great responsibility, do not neglect it or be confused. Your duty is very clear." (SP letter to Arundhati, 7/30/72)

### **GUIDELINE:**

**122.1** All ISKCON leaders shall familiarize themselves with the **GBC Guideline on Child Abuse #1990-119**, which is printed below.

1. The local governing authority of each ISKCON school or community is responsible to appoint two or three devotees to investigate and follow-up on all suspected or confirmed cases of child abuse.
2. Suspected or confirmed cases of child abuse must be reported to local government authorities for investigation and/or prosecution.
3. All suspected or confirmed incidents of child abuse must be reported immediately to the local GBC secretary, and within thirty days, to the ISKCON Board of Education. The ISKCON Board of Education shall review the investigation and give a finding as to the status of the alleged perpetrator as confirmed, suspect, or innocent/not-suspected.
4. The perpetrator or alleged perpetrator must be immediately segregated so that he has no possible contact with the victim or other children. This segregation may take the form of relocating the perpetrator to another part of the project, away from children; banishment from the project (and possibly from other ISKCON projects with children); or in sever cases, banishment from all ISKCON projects. . . .
5. Any confirmed child abuser may never again serve in association with children in any ISKCON project. The Board will also make available to all ISKCON education projects and temples the names of all accused, admitted, confirmed or convicted child abusers.
6. Abused children must get appropriate professional empathic listening so that the serious ill-effects of the abuse can be minimized.
7. All ISKCON educational projects must have preventative programs which train children how to avoid and report child abuse incidents.
8. The local GBC man (or men) are directly responsible to implement the measures outlined above. Should the
9. GBC Body find a GBC man or other ISKCON manager responsible for suppressing or covering-up complaints of child abuse, or supporting intimidation of those who might complain, the GBC man shall be open to censure or probation, and the ISKCON manager shall be open to appropriate disciplinary action.

**122.2** For additional information ISKCON leaders shall refer to a 25 page guidebook reprinted in Appendix G of "Vaikuntha Children" by Urmila dasi. It was originally published by the ISKCON Board of Education, and it is titled "Preventing Child Abuse in ISKCON."

**122.3** ISKCON leaders should conduct a background check retracing ISKCON and secular careers of anyone teaching in an ISKCON school or in any way involved with ISKCON children.

### ♦ **Sunday School - Guideline #123**

**Purpose:** To enhance the Krishna consciousness development of the children who regularly attend the Sunday Feast program.

**Quotation from Srila Prabhupada:** "Yes, the proof of your teaching method shall be seen in the spiritual improvement and fresh enthusiasm exhibited by the children." (Letter to Stoka Krishna, 6/13/72)

#### **GUIDELINE:**

**123.1** The temple president and/or congregational development department head are encouraged to organize a Sunday school as it engages the congregation, brings parents to the temple on a regular basis, gives a start to the next generation, and helps the parents enjoy the Sunday lecture. The Sunday school program should be divided into age groups according to the amount of children and the facilities available.

- If only two groups are necessary, the division should be between the 8 and 9 year olds.

- In a large Sunday School program, the division may be as follows:

Gopal Class - 3—5 year olds / Madhava Class - 6—8 / Damodar Class - 9-11

Madan

Mohan Class 12-14

- No matter what divisions are utilized, the leader shall use appropriate material for the age and

maturity level of the individual students.

**123.2** The Sunday School leader shall structure their program in two month sessions, because this time frame:

- ♦ - Provides a concrete period in which to teach specific topics.
- ♦ - Provides regular opportunities for new registrations.
- ♦ - Facilitates more frequent award incentives for students.
- ♦ - Allows for 6 lessons, a quiz day, and a 'fun' day. Fun day provides a chance to return tests and hand out achievement awards, and offers a break between sessions

**123.3** The Sunday school leader shall charge tuition, because:

- ♦ - Parents and children more likely to take program seriously.
- ♦ - Attendance will increase and become more regular.

- ♦ - You will know how many students to expect each week.
- ♦ - Financial needs of the Sunday School can be covered.
- ♦ - Here's an example of a successful ISKCON Sunday School in Houston:
  1. Between \$10-20 for a two month session.
  2. Discounts can be made for 1 full year paid in advance (6 sessions), for the price of 5 sessions.
  3. Discounts for a family of 3 or more students.
- ♦ - Give rewards generously for any behavior you want to increase. Everyone should get an award for something.

**123.4** Parents shall be allowed to register students on specific registration dates, usually two weeks prior to a new session. Tuition can be paid at that time, along with the signing of necessary forms, including a sheet explaining Sunday School requirements.

**123.5** Sunday School shall be held during the adult lecture at the Sunday Feast. A sample schedule:

- 5:30—5:45 PM Kirtan in temple room
- 5:45—6:20 PM Philosophy class (in individual age groups)
- 6:25—7:00 PM Activity Elective Class (structured 'fun' activity)

**123.6** The Sunday school leader shall provide awards generously for:

1. attending 6 out of 8 classes in a session.
2. passing final exam, generally fairly easy.

**123.7** The Sunday school leader shall acquire curriculum, administrative and teachers guides and more training from Sudharma dasi at ISKCON Foundation, P.O. Box 1119, Alachua, FL 32615 USA Tel. (904) 462-2306. "The Art of Teaching" is also recommended.

## ♦ ISKCON Leadership - Guideline 130

**Purpose:** To guide ISKCON leaders in sound principles of spiritual leadership.

**Quotations from Srila Prabhupada:** These are all very nice boys and girls, that I can understand, so now you take charge of giving them all good guidance and help on the path back to Home, back to Godhead. Practically the leadership of this Krishna Consciousness Society is now in the hands of you my older disciples and I am very pleased that you are taking such huge responsibility very seriously. In this way remain very sober and cool-headed and always think of Krishna somehow or other, and there is no doubt this Movement will one day conquer all over the world. One thing is, that I want that the highest standards of devotional service be

maintained. Our routine work—rising early, cleansing, chanting, temple worship, sankirtana, study—these things must go on very nicely, and if they become improved more and more, and are not neglected or in any way decreased, then now become very convinced of our Krishna philosophy and very enthusiastically and soberly maintain temple routine standards, increase book distribution, satisfy the devotees, and in every way become the perfect KC example of angel. (Letter to Makhanlal 72-01-10).

Even those who are constantly engaged in sinful acts are all corrigible to the standard of perfect human beings if they take shelter of the devotees of the Lord. Jesus Christ and Hajrat Muhammad, two powerful devotees of the Lord, have done tremendous service on the behalf of the Lord on the surface of the globe. And from the version of Srila Sukadeva Gosvami, it appears that instead of running a godless civilization in the present context of the world situation, if the leadership of world affairs is entrusted to the devotees of the Lord, for which a worldwide organization under the name and style of the International Society for Krishna Consciousness has already been started, then by the grace of the Almighty Lord there can be a thorough change of heart in human beings all over the world, because the devotees of the Lord are able authorities to effect such a change by purifying the dust-worn minds of the people in general. (SB Purport 2.4.18).

Everyone should be expert. The leaders must be expert and the worker must be expert so that they may follow the instruction of the leader. If the leader says something and the workers, "Hmm, I shall consider it, later on," then how the leader will execute his leadership? Both of them should be cooperating and know that "We are all working for Krishna." Morning Walk, Vrindavan, 3/14/74.

Our leaders shall be careful not to kill the spirit of enthusiastic service, which is individual and spontaneous and voluntary. They should try always to generate some atmosphere of fresh challenge to the devotees, so that they will agree enthusiastically to rise and meet it. That is the art of management: to draw out spontaneous loving spirit of sacrificing some energy for Krishna. All of us should become expert managers and preachers. (*Srila Prabhupada Siksamrta*: pg. 2401, 72-12)

Similarly, we should try our best to our best capacity, and victory will come from Krishna. We should never sit idly and ask Krishna to do everything. \_ Our principle should be, therefore, that we should work for the mission

with great enthusiasm, with certainty for its success, and patiently follow the regulative principles and associate ourselves with pure devotees, and work being completely in Krishna consciousness, that will make us happy and successful. (*Srila Prabhupada Siksamrta*: pg. 2413, 68-02)

. . .the door of Krishna consciousness is open for everyone. But when one has to take charge of a center, he has to become completely above suspicion. (*Srila Prabhupada Siksamrta*: pg. 2435, 68-03)

. . .the leader in charge of a temple must learn to successfully deal with the other persons there. No one is working as a paid servant, so if the dealings are not friendly everyone will decide to leave. (2436, 68-11)  
. . .impressive not repressive, that is the system. (*Srila Prabhupada Siksamrta*: pg. 1009, 72-02)

## **GUIDELINES**

**131.** ISKCON leaders shall carefully study these and other instructions given by Srila Prabhupada about leadership.

**132.** ISKCON leaders shall develop these general qualifications:

1. ISKCON leaders shall be knowledgeable of ISKCON's guidelines and practices, and shall always execute assigned duties in accordance with them.
2. ISKCON leaders shall be ultimately accountable to the GBC body.
3. ISKCON leaders shall not engage in illicit (e.g. against the principles of Krishna consciousness) or illegal activities, or permit others in their charge to do so.
4. All ISKCON GBC, *sannyasis*, officers, and other senior responsible members of the Society shall assist one another in maintaining the spiritual standard of ISKCON, expanding the dynamic preaching of ISKCON, and preserving Srila Prabhupada's mood and instructions.

**133.** ISKCON leaders shall consider and apply these leadership principles:

- Seek excellence
  - always strive to satisfy Lord Krishna, Srila Prabhupada, and other ISKCON members
  - always strive for continual improvement
  - conduct well planned, well organized activities
  - always maintain a personal service attitude
  - present yourself and ISKCON professionally (correspondence, appearance, business dealings, etc.)
  - remain above suspicion by acting in an accountable, responsible, forthright manner.
  - see that not a penny is wasted, not a moment spoiled
  - report all contributions received to the temple treasury, even personal gifts.

- Manage by objectives
  - establish a clear, true vision; delegate the objectives, not the methods. (describe what should be accomplished, not how it should be done)
  - develop self-managed teams of devotees to tackle assigned objectives
  - be flexible to personal creativity and unanticipated obstacles
  - accomplish goals in the simplest, most Krishna conscious manner
- Encourage diversity and natural growth among devotees
  - engage people according to their propensities
  - recognize that there are unlimited ways to spread the Sankirtan movement
  - recognize devotees' right and need for autonomous, independent thinking
  - encourage and challenge commitment, don't assume or force it
  - request service on behalf of Srila Prabhupada, don't demand it
  - encourage devotees to take responsibility and develop themselves as leaders
- Be impressive, not repressive
  - inspire loving sacrifice for Krishna
  - capture the imagination by providing positive, not negative incentives
  - nurture love and trust among the devotees in your charge
  - have high expectations of staff, and demonstrate high standards
- Be proactive
  - identify goals and strategy, then act on a plan; don't be always reacting to crisis.
- Model simplicity by living in a modest, simple manner.

**Quotation from Srila Prabhupada:** "Everyone has got some propensity. The art of preaching is to engage that propensity in the service of Krishna. Whatever we have got, our mind, our intelligence, our possessions, our time, our energies, let them all be used in Krishna's service. So training people in this way, this will be the success of your preaching work. "

## ♦ ISKCON Women's Ministry Guideline #140

**Purpose:** To inform ISKCON leaders and endorse the **ISKCON Women Ministry's Guidelines** to insure that ISKCON's women members are provided adequate facility to fully engage in devotional service within ISKCON, to promote education and respect for the contributions and qualities women bring to Vaisnava society, and to uproot abuse within the family structure.

"By forming a North American's Women's Ministry The North American GBC and Temple Presidents recognize the need to address issues of abuse, engagement and mutual respect for women." May 29-30,1995

### **GUIDELINE:**

**141.** ISKCON strongly condemns domestic violence. Any attempt to justify abuse on the basis of Srila Prabhupada's teachings is misconstrued and firmly rejected.

**142.** ISKCON leaders should see that fathers of minor children are not allowed to reside in ISKCON temples unless they are providing financially for their children.

**143.** ISKCON leaders shall see to the care of single women living in temple ashrams. One idea is to see that a grhastha couple or senior Vaishnavi in the local community sees to their care and protection .

**144.** ISKCON members living in a temple ashrama who indulge in illicit sex are subject to be removed from ISKCON temples by the ISKCON leaders.

## ♦ Empathic Listening - Guideline 150

**Purpose:** To enable ISKCON leaders to effectively help the ISKCON members under their care to solve their problems and advance spiritually.

### **GUIDELINE:**

**150.** ISKCON leaders shall study and apply the following fundamental principles of empathic listening:

1. Be genuine. To help, you must truly care about this person. Don't hide behind your role as an ISKCON leader. Be human and spontaneous. Avoid defensiveness. Use the following techniques without being controlled by them.
2. Be ready to listen. Empathic listening is essentially a practice of sravanam, not kirtanam.
3. Use good body language. Face the person squarely. Keep limbs uncrossed and open. Lean slightly forward. Maintain attentive but unthreatening eye contact. Sit somewhere free of physical barriers, such as a desk. Relax.
4. Listen with empathy. Our first goal is to understand. Paraphrase and repeat the important points you are hearing to be sure you're getting them. Restrain the urge to blurt out your opinion. (By acknowledging another person's opinion you aren't necessarily accepting that opinion.) Restate the opinion to prove you understand by saying, "You feel \_\_\_\_\_ because \_\_\_\_\_."

### **Example:**

"I've had it. He's the worst temple president ever. He said if I want to stay I have to do the marathon, even though he knows my physical condition. This movement stinks. I'm leaving."  
[How would you respond? Sometimes it's appropriate to preach, warn, advise after empathic listening, when the member has more faith that we understand and are sincere about helping. When there is complete surrender, then there can be direct preaching, because the disciple already has faith that guru understands the heart.  
Without complete surrender, empathic listening techniques can be handy.]

### **Typical premature responses that obstruct the empathic listening process:**

**Ordering** - "Just go back and offer obeisances.";

**Warning** - "You better not be offensive, or else you know what."

**Preaching** - "Yes, but Srila Prabhupada said that the movement is nondifferent from him, so you have to stay."

**Advising** - "Why don't you speak with the temple president."

**Logical arguments** - "That's not rational. Just because you don't get along with one person, it doesn't mean the whole movement is bad."

**Criticizing** - "Well what about you? When was the last time you chanted 16 rounds?"

**Praising** - "Yeah, but you're such a strong devotee, I'm sure you'll make it through this difficulty."

**Name-calling** - "Sounds like you're an aparadhi."

**Interpreting** - "I think you have some deep seated problems stemming from before you joined the movement.";

**Reassuring** - "Ah, it'll be OK with time."

**Probing** - "Why did you come to this temple in the first place?"

**Diverting** - "Yeah, but what about the prasadam at yesterday's Sunday feast?"

**Effective empathic response:**

"Sounds like you're really discouraged with the movement, especially because of the way you've been treated recently by the temple president."

Good empathic responses foster trust. To hear well and communicate an accurate understanding of what was heard requires one to be in mode of goodness. From goodness comes knowledge, enabling the counselor to elevate the member. In the beginning, empathy is more important than trying to solve the member's problem. Sometimes members can solve their own problems just by having someone listen sensitively. The counselor serves as a mirror for client to see themselves. Ultimately, the empathic listening process is goal-oriented, but we shouldn't passionately jump to that stage prematurely.

Even if we can give very good advice that may be followed, we haven't necessarily helped the member learn how to solve his own problems. We want the member to leave with increased problem-solving skills

5. Learn to be concrete. Keep the sessions focused and the discussion specific. Concreteness also means that we

don't let the member ramble here and there. The counselor should avoid vagueness and help the member to do the same. For instance:

"Sometimes I'm spaced-out."

Ask for specifics.

"Well, this morning, and then again in the afternoon, I got involved in some discussions with some of the other

devotees. We just chatted about unimportant topics. Then my mother called. As a result, I forgot to perform my duty of cleaning the temple room before the Sunday feast."

The counselor should also help the client concretize feelings. This could be done with simple questions, such as "What did he say that made you feel so angry?", "Could you tell me what happens when you go on sankirtan?"

6. Ask open-ended questions, questions that cannot be answered "yes" or "no". For example:
  - "When did you begin to feel that way?"
  - "How do you feel when that happens?"
  - "What happens just before you become angry?",
  - "How do you feel when she says that?"
  - "Why" questions are less effective, because sometimes the member does not yet know why.
7. Ask the member to 'reframe' his problem. Ask them to first state the problem beginning with "I can't . . . ," and then to rephrase the problem beginning with "I'm not willing to .. .". This helps the member see the problem in a more responsible, Krishna conscious way. They will immediately feel more positive. For example:
  - "I just can't seem to finish 16 rounds."
  - Reframed:
  - "I'm not willing to stay awake and chant between mangal arati and guru puja."
8. Focus on strengths. Ask the member about a previous time when they had similar difficulties, and what worked to help them in that situation.
9. Confront with care. When confronting, be careful not to intimidate or to make the member feel attacked. Confront in only in a mood of caring ,after you've built up an empathic relationship. For example:
  - Improper - "Why don't you start being honest? You're not fooling anyone. You can do a lot more that you pretend. Naturally you won't have friends with all the games that you play. You cause your own depression."
  - Proper: "From what you're saying, it sounds like you make quite a bit of effort to let people know that you're incapable to perform certain tasks that, from my observation, you're clearly capable to perform. Now your friends have stopped seeking your participation so much, and you're feeling pretty empty in your relationships. This is depressing for you. Does this sound right?"

These **Guidelines** deal with empathic listening only. Each temple is advised to arrange for one leader to receive formal counseling training. There are a number of good books available in the library, as well as much valuable information in "The Art of Teaching". Training seminars are also available through many ISKCON Continental conventions. Also, Florida Vedic College offers a course in Vaishnava empathic listening. In the USA call (305) 345-3456 or (352) 331-0937.

## ♦ **Grhastha Guideline #160**

***Purpose:*** To help ISKCON members be prepared to successfully execute the significant responsibilities of the grhastha ashrama.

### **GUIDELINES:**

1. Before any other step towards marriage is taken, those considering entering grhastha ashram should carefully study relevant instructions on the matter from Srila Prabhupada's books.
  2. Every devotee intending to enter grhastha ashram should seek guidance from local, senior grhasthas concerning the issues involved;- the spiritual foundational principles, responsibilities of husband and wife, resolving disagreements, financial support, compatibility of spouse, proper attitudes towards facing the challenges presented by grhastha life, life-long commitment, etc. Devotee couples experiencing problems during marriage should also seek guidance from suitable, experienced devotee couples.
  3. Devotees should seek blessings from their spiritual masters for their change in ashram.
  4. Maximum care should be taken in selecting an appropriate marriage partner with full consideration of the compatibility of each partner's individual natures, aspirations, tastes, backgrounds and other relevant issues.
  5. Betrothed couples should have a minimal engagement period of one year.
  6. As far as possible, ISKCON Temple Presidents shall accommodate brahmacaris and/or brahmacarinis whose transition to grhastha life requires them to undertake employment outside of the temple. For up to one year during their engagement or after their marriage, as the case may be, Temple Presidents shall allow such devotees room and board in the ashram in exchange for part time service and/or a modest rent while they prepare themselves economically to live outside of the ashram.
  7. Guidance may be taken from the procedures which are based on those in effect at Bhaktivedanta Manor, London.
- 
- A. When approached by a devotee aspiring to marry, the Temple President refers the devotee to form an advisory council of three senior grhasthas (of the same gender) of his or her choice. The council should help the devotee determine:
    - i) Is the devotee ready to marry? (i.e. fully mature, able to fulfill the incumbent responsibilities, possessing a suitable attitude, etc.).
    - ii) The brahminical council advises the devotee concerning selection of a suitable partner.
  - B. The chairperson of the brahminical council then reports the council's conclusions to the Temple President. If the devotee has received the blessings of his/her brahminical

council to proceed further then the Temple President will approach that devotee's desired partner to see if they are ready to consider, in principle, a change of ashram. If the person is agreeable the Temple President will invite them to go through the same procedure.

- C. No further step is taken unless and until both brahminical councils have given their blessings and both individuals are happy to proceed further. Otherwise, the proposer may be asked to wait (if the partner is right but not the time) or select an alternative choice of marriage partner (in which case steps A and B are followed again). However, if both councils and both individuals are agreeable then the Temple President will introduce the individuals. They are permitted to meet once in a supervised/public area to talk to each other to see if they wish to take things further - with the clear understanding that no commitment is being entered into at this point.
- D. After that initial meeting they inform the Temple President whether they wish to pursue the relationship further. If so, for a period of one month they are permitted to meet once a week (no time restriction) to get to know each other better. At the end of that time, they meet with the Temple President to inform him whether they wish to become formally engaged or not. The couple which decide to enter into engagement are informed that engagement is a serious commitment which should result in marriage (and not be entered into or broken off whimsically). However, they are counseled not to marry until they are sure that they will never separate and that, ultimately they are each free to break the engagement if they so decide . The Temple President also explains while living in the ashram how the engaged couple should behave with due consideration for the brahmachari/brahmacharini residents (which may include that they are accommodated separately from the regular brahmachari/brahmacharinis - though not living together).
- E. The engagement lasts a minimum of one year after which time the couple are married legally and, later, when it is seen that the marriage is stable, married by fire sacrifice. During the engagement the couple are not allowed to leave the temple premises together except in the company of other devotees (and with permission from the Temple President).

# ISKCON PHILOSOPHICAL & SPIRITUAL GUIDELINES

## ♦ Sadhana Guideline #200

**Purpose:** To help ISKCON leaders achieve and maintain an excellent personal standard of sadhana bhakti.

### *Quotations from Srila Prabhupada*

"Kindly observe the regulative principles, chanting sixteen rounds regularly and see that all your other assistants

are doing the same. If someone is lacking, try to induce him peacefully." (Upendra 8/18/70)

"Now become always attentive to all the aspects of your temple's activities, especially to the regulative spiritual

life and preaching work. If this standard of devotional practices is maintained at the highest level, everything

else you do will become automatically successful. And that will please me very much."

(Kurukrestha 11/72)

### **GUIDELINES:**

**201.** All ISKCON Leaders shall practically accept as one's life and soul the mission, *Purpose*, special projects,

and will of Srila Prabhupada, and accept the GBC, which is his representative. (GBC '81)

**202.** All ISKCON Leaders shall visibly chant sixteen rounds a day, follow the four regulative principles, and

religiously attend the daily morning program. In addition to this minimum standard, the following spiritual

qualities are desirable in ISKCON Leaders:

**2.1** Acts as an "acarya" by teaching by personal example the path of Krishna Consciousness in its purity.

**2.2** Firmly established in the guru parampara.

**2.3** Stable in ashram.

**2.4** Steady in service.

**2.5** Has strong Krishna-conscious conviction.

**2.6** Well-versed in the philosophy and able to convince others.

**2.7** Free from the tendency to exploit others or in other ways misuse a position of responsibility.

**203.** The temple president and GBC Zonal Secretary shall see that ISKCON temples maintain a strict regulated

sadhana for the devotees to follow. Temple leaders shall be exemplary in personally maintaining devotional

practices. The general requirements for resident devotees shall include:

**3.1** Sixteen rounds of Hare Krishna Mantra on japa beads

**3.2** Four regulative principles (no eating meat, fish or eggs; no gambling; no intoxication; no illicit sex).

**3.3** A diet consisting exclusively of Krishna prasadam.

**3.4** The following morning program:

1. Cleansing oneself upon arising.
2. Mangal artika, normally at 4:15 or 4:30am, sung to the 'morning melody'.
3. Tulasi puja
4. A two hour japa period (normally after Tulasi puja).
5. Deity greeting (normally at 7 or 7:15 am.)
6. Srila Prabhupada's guru puja.
7. *Srimad Bhagavatam* class, begun by singing Jaya Radha Madhava, followed by a question and answer period.
8. Morning prasadam after class.

**3.5 Evening program (as often as possible)**

1. Cleansing oneself before entering the temple.
2. Tulasi puja at a standard time, for example 6:45 PM.
3. Full artika and kirtan for the Deities at 7:00 PM.
4. *Bhagavad-gita* class after kirtan.
5. Hot milk and light prasadam before retiring.

**204.** The temple leaders shall engage resident devotees in regulated devotional service.

**205.** All ISKCON devotees shall regularly study Srila Prabhupada's books and preach their realizations based upon Srila Prabhupada's teachings.

## ♦ Ethical Management Guideline #210

**Purpose:** To guide ISKCON members and leaders on their responsibilities for appropriate devotional behavior.

**GUIDELINE:**

**210.** ISKCON members and leaders shall take to heart Srila Prabhupada's instructions on ethical considerations for all ISKCON members:

***Quotations from Srila Prabhupada***

Now become always attentive to all the aspects of your temple's activities, especially to the regulative spiritual life and preaching work. If this standard of devotional practices is maintained at the highest level, everything else you do will become automatically successful." (Kurusrestha 11/23/72)

Of course we work very, very hard just to get someone to come to the platform of devotee of Krishna, so we shall not be too much hasty to drive anyone out. Therefore we may forgive once, twice, but more than that we must take other steps." (Dhananjaya 12/31/72)

You should rectify, but not reject. Members are coming to join us to be rectified, not to be rejected. So, try to rectify the incorrigible, and if not possible, then change [his engagement]. What can we do? (Jagadisa 10/18/73)

If somebody is cunning, we must also become cunning. To a cunning person we must not be a simpleton. Krishna consciousness devotees are expected to be very intelligent. (Hamsadutta 6/8/69)

Your first question was should the devotee always speak the truth to everyone in all circumstances? The answer is yes, one should always speak the truth, but qualified devotee will be able to speak the truth always very palatable to everyone so that it will sound pleasing even to his enemy, that is the art of speaking the truth. It is certainly so that we must speak the truth to all people, but how you say it that is another thing" (Yajnesvara 1/2/72)

Our occupation must be honest. Everyone should adore our members as honest. If we do something which is deteriorating to the popular sentiments of the public in favor of our movement, that is not good. Somehow or other we should not become unpopular in the public eye. These dishonest methods must be stopped. It is hampering our reputation all over the world. (Rupanuga 1/9/75)

Without God consciousness, nobody can be ethical. (Mr. Raja Sajid Husain 6/4/76)

Moral principle is recommended in all scriptures as prerequisite for spiritual culture. If the conduct of the pure devotee crosses the lines of ordinary morality it is because he acts on the plane of 'absolute morality' which is not known to the conditioned soul and cannot therefore be imitated. So generally we should be careful to observe good moral conduct. (Pradyumna 1/22/68)

I always want that my students should be very ideal in character and not discredit our Society. (Madhavi Lata 12/28/68)

Our business is to become Krishna consciousness. Caesar's wife must be above suspicion. This is our program. (Trivikrama Maharaja 11/9/75)

**GUIDELINE:**

**210.1** ISKCON members, especially ISKCON leaders, shall conduct themselves in accordance with the four principles of religion: Truthfulness, cleanliness, austerity, and mercy.

**♦ ISKCON Personnel Philosophy and Ethics - Guideline #211**

**Purpose:** To provide a general framework for the conduct of ISKCON devotees, including leaders, staff, members, and guests.

### **ISKCON PERSONNEL PHILOSOPHY:**

1. ISKCON centers exist primarily to encourage and teach Krishna consciousness and to facilitate devotional service. ISKCON is an inclusive and yet selective organization. Everyone is invited to learn about and practice Krishna consciousness, but participation and membership are earned privileges. In order to effectively execute its mission, ISKCON expects its personnel and participants to pursue excellence in their behavior and their work.
2. Devotees are employed for the *Purpose* of reclaiming and preparing lost souls, and therefore should be full of compassion for the spiritual welfare of everyone.
3. ISKCON's activities are shaped to strengthen and support an individual's spiritual advancement.
4. Devotees are the steward or guardian of the resources of Srila Prabhupada's ISKCON mission.
5. ISKCON strives for excellence in terms of quality service and quality care for its personnel.
6. Authority in ISKCON is a privilege earned by character, competence and commitment.

### **ISKCON PERSONNEL ETHICS:**

1. Devotees shall respect the legal and civil rights of anyone.
2. Devotees shall offer everyone the same opportunity to serve Krishna regardless of race, sex, creed, national origin, or disability.
3. Devotees shall not engage in any act or conduct which is criminal in nature and/or which would bring discredit to ISKCON and Srila Prabhupada.
4. Devotees shall report to the proper ISKCON without hesitation and in a timely manner, any corrupt or unethical behavior which could affect ISKCON.
5. Devotees should cooperate with each other in order to promote mutual respect and to improve the quality of service.
6. ISKCON authorities shall recognize that ISKCON members are ISKCON's most important asset. ISKCON leaders shall treat ISKCON members with fairness and respect.

### **♦ ISKCON Deity Worship - Guideline #220**

**Purpose:** To insure an excellent standard of Deity worship in all ISKCON temples.

#### ***Quotations from Srila Prabhupada;***

"The Krishna consciousness movement is giving the population of the entire world a chance to take advantage of Krishna consciousness through the ISKCON centers, where one may perform Deity worship and chant the Hare Krishna maha-mantra and in this way obtain results with effectiveness increased a thousand times. This constitutes the best welfare activity for human society." (SB 7.14.30-33, purport).

"A brahmana's name is *suci*, or one who is clean. In the toilet room wash with water and wash your hands with soap. Then wash feet, face and mouth. Your cloth must be washed daily, especially any cloth used to sleep in. In the kitchen also, things should be kept spotless and cooking should only be done by brahmanas; others may

assist. That is the same procedure followed with Deity worship. So these are some of the points to note in

Brahminical life. Keep yourself clean outside by bathing, etc. and clean inside by chanting Hare Krishna Mantra.

Go on in this way and your rapid advancement in Krishna Consciousness will be certain. P.S.

This letter for

cleanliness may be explained to other Brahmanas." Letter to: Laksmi Narayana , 71-07-08.

#### **GUIDELINES:**

**221.** The book "The Method of Deity Worship for the International Society for Krishna Consciousness" is the

GBC-GBC-approved standard for Deity worship in all ISKCON temples.

**222.** The temple president shall provide the Head Pujari with a copy of the "Method" book and assist in the

production of a clear written set of Deity worship instructions based on this book (see samples, next page).

**223.** The President and Head Pujari shall see that the Deity worship goes on without interruption or decrease.

**SAMPLE DEITY SERVICE PROCEDURES** (Sample Page, as adapted for a small ISKCON temple

from the "Method for Deity Worship in the International Society for Krishna Consciousness)

3:30 AM - Unlock temple

Early-Morning Services (jagarana-seva)

Entering Deity Room (pravesa)

Required Paraphernalia

- Make sure the following items are present on the wake up tray:

- 1) a small bell;

- 2) a panca-patra containing samanya-arghya water with cloves and nutmeg

- 3) water throw out pot, visarjaniya-patra

- 4) cotton (used as towels) for wiping hands, mouth, and feet of each

Deity

- 5) tulasi leaves

Before Entering the Deity Room

- Outside the Deity room, sit on an asana and perform acamana.

- Offer obeisances to your spiritual master, saying his pranama prayers and requesting his blessings to

perform the day's activities:

nama om visnu padaya Krishna presthaya bhu-tale srimate [spiritual master's name] iti namine

- While ringing a bell just outside the Deity room, chant the following verse, meditating on the Lord awakening and begging Him to bestow His mercy:

*so 'sav adabhra-karuno bhagavan vivrddha-  
prema-smitena nayanamburuham vijrmbhan*

*utthaya visva-vijayaya ca no visadam  
 madhvya girapanayatata prurusah puranah  
 deva prapannarti-hara prasadam kuru kesava  
 avalokana-danena bhuyo mam parayacyuta  
 jaya jaya krpamaya jagatera natha  
 sarva jagatere koro subha-drsti-pata*

- Then clap hands 3 times, turn on lights, and enter the Deity room.

3:45 AM

Waking the Spiritual Master and the Deities

- While ringing a small bell with your left hand, approach Srila Prabhupada's bed, touch his lotus feet

with your right hand, and chant:

uttisthottistha sri-guro tyaja nidram krpa-maya

- Next move your spiritual master's shoes from the bed to the simhasana (altar) while meditating that he is rising from bed to receive your services.

- Follow same procedure for waking Bhaktisiddhanta

- Approach Lord Caitanya's bed, touch His lotus feet, and chant:

uttisthottistha gauranga jahi nidram mahaprabho

subha-drsti-pradanena trailokya-mangalam kuru

- Approach Lord Nityananda's bed, touch His lotus feet, and chant:

uttistha jahnavesvara yoga-nidram tyaja prabho

namno hatte divya-namam su-sraddharhtam vitarasi

- Place shoes on altar

- Offer acamana to Prabhupada three times to mouth chanting the appropriate mula-mantra, then throw

out in *visarjaniya-patra*.

*idam acamaniam aim guruve namah*

for Prabhupada's direct

disciples

*idam acamaniam om parama-gurave namah*

for

Prabhupada's grand disciples

and for

Bhaktisiddhanta

- Wipe Srila Prabhupada's hands, face and feet with cotton (towel).

## ♦ ISKCON Kitchens - Guideline #230

**Purpose:** To help ISKCON leaders maintain high standards of cleanliness and Krishna consciousness in the kitchen.

### **Quotation from Srila Prabhupada:**

Prabhupada: Utensils for cooking *Purpose* must be very, very clean. The.... If the black portion remains, in India they will not touch.

Pusta Krishna: Even on the bottom and the outside?

Prabhupada: They'll not touch: "Oh, it is still dirty." But our going on. What can be done? Where there is no

cleanliness, little rubbed with soap, that is sufficient. What can be done? But that is not cleanliness. If there is a black spot on the..., it has to.... It will immediately be cleaned. My mother used to see every utensil, whether there is any spot. The maidservant had to surrender. Examine. Then it is no spot. Then it is finished. Otherwise she has to do again. Everything should be neat and clean. The kitchen should be very neat and clean, washed twice daily, opened nicely and smeared with water and gobar. And if you see the kitchen, immediately you'll feel comfortable. It is very cleanly prepared, then offered to the Deity. Then you take. Automatically your mind becomes cleansed.

**GUIDELINES:**

**231.** The temple president shall seek a qualified twice initiated member to serve the kitchen department head (head cook). The head cook shall meet all qualifications listed in Guideline #436. The head cook, and temple president shall vigilantly maintain the following standards:

**232.** The cooks shall cover hair to avoid any hair falling into a preparation. The cooks shall make sure their clothing is clean, devotional clothing. Specifically:

- (a) clothing must not have been worn in bathroom
- (b) clothing must not be worn while eating or sleeping
- (c) clothing should not be worn outside temple grounds.

**233.** The cooks shall freshly shower and wear tilaka and neckbeads. The cooks shall wash hands when first entering kitchen. Cooks shall wash hands again when touching face, mouth, hair, or other things considered unclean.

**234.** The cooks shall not allow the use of the following items in Deity preparations—meat, fish, eggs, onions, mushrooms, garlic, red lentils, burned rice, white eggplant, saps from trees (if not boiled first), goat-milk products, and milk with salt. Also:

1. The cook shall make sure all vegetables and fruits are washed before using for cooking.
2. The cook shall make sure anything that falls on the floor that is still usable is washed again.
3. The cook shall cover all preparations as soon as they are cooked.
4. The kitchen staff shall make sure ghee or oil used for frying is covered when not in use.
5. The head cook shall make sure all ingredients are properly stored in closed containers.

**235.** The head cook shall make sure kitchen staff regularly cleans kitchen, including inside stoves, ovens, and refrigerators. The kitchen cleaners shall scrub pots after they are used. The head cook shall make sure no one eats or drinks in the kitchen, and make sure the kitchen sink is only used for Deity cooking and cleaning kitchen paraphernalia. The head cook shall make sure kitchen garbage is removed at least once a day. The head cook shall make sure prasadam is not stored in the kitchen or bhoga cooler. The head cook shall make sure kitchen pots and utensils are not used for serving prasadam.

**236.** Since the kitchen is considered an extension of the altar, the head cook shall be considered only initiated brahmanas as qualified to cook for installed Deities. The cooks shall allow themselves enough time to prepare their offering in good consciousness. The kitchen staff shall restrict conversation to Krishna-katha. The head cook shall make sure music played in the kitchen is restricted to traditional bhajana and kirtana recordings. The cooks should relish the mood of serving the Lord and His devotees.

**237.** The head cook shall develop a weekly menu which has variety and balance and considers various preaching program prasadam requirements. Using the menu, the head cook shall prepare a regular shopping list, using a master list form of all ingredients and taking inventory of each before ordering. *[Note: The head cook will find further authorized ISKCON kitchen standards in the Pancaratra-Pradipa, Volume 1, on pages 63-72.]*

# ISKCON PERSONAL & TEMPLE MANAGEMENT GUIDELINES

## ♦ Time Management - Guideline #400

**Purpose:** To help ISKCON leaders use every moment for Krishna's service.

### **Quotations from Srila Prabhupada:**

"Lord Caitanya, describing the symptoms of a person who has developed from faith to the state of bhava, states that such a person is never agitated even if there is cause for agitation. Nor does such a person waste his time even for a moment; he is always anxious to do something for Krishna. Even if he has no engagement, he will find some work to do for Krishna's satisfaction." (*Teachings of Lord Caitanya*, Ch. 13).

I am very much concerned that the devotees should be given all good instruction and knowledge of Krishna Consciousness, that is the duty of the GBC man. GBC should not be so much concerned for preaching to nondevotees, better to utilize time and train the devotees, especially the responsible officers, and they can go out for preaching to nondevotees and making new devotees. But if they do not have any knowledge, how can they go out and preach? So you GBC men are my selected few for insuring that what I am doing will be carried on very nicely for the pleasure of Lord Caitanya Mahaprabhu. So now you must all my senior disciples and leaders become very, very much aware of your grave responsibility to the human society for delivering them from the clutches of catastrophe, and be always cool-headed and utilize every moment in the best manner possible. (letter to Madhudvisa, 72-16-16))

The *madhyama-adhikari* knows that Krishna is God: *krsnas tu bhagavan svayam*. He wants to develop his love for Krishna. He also wants to see that not a moment is wasted without engagement in Krishna consciousness. He is always careful not to spoil life's valuable time. That is the first qualification of a *madhyama-adhikari*. We have a very short period to live, and we never know when we are going to die. There is no certainty. Foolish people think that they will go on living forever, but that is simply foolishness. Life is transient; therefore the devotee wants to utilize every moment for the advancement of Krishna consciousness. (TLK, Ch. 15).

**GUIDELINES:**



<p>Project: _____</p> <p>Progress Summary: _____</p> <p>_____</p> <p>_____</p> <p>_____</p>									
<p>Project: _____</p> <p>Progress Summary: _____</p> <p>_____</p> <p>_____</p> <p>_____</p>									
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<p>Project: _____</p> <p>Progress Summary: _____</p> <p>_____</p> <p>_____</p> <p>_____</p>									
<p>Week of _____ - _____, _____</p> <p style="text-align: center;"><i>month                      days                      year</i></p>	<b>DAILY TOTALS:</b>								
<b>Daily Sadhana (Kirtana, Japa, Class) - Peach day completed</b>									
<p><b>My Plans for the Coming week (with estimated hours per project):</b> _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>									

## ♦ ISKCON Temple Departmental Leadership - Guideline #416

**Purpose:** To establish standard general procedures for the leadership of ISKCON temple departments.

### **GUIDELINES:**

**416.1** ISKCON temple presidents shall actively seek qualified members to head each department of temple activity.

**416.2** ISKCON temple department heads shall be qualified with:

1. A good understanding of Krishna conscious philosophy and an active program for studying Srila Prabhupada's books.
2. A service attitude.
3. Expertise or willingness to learn the area of his or her responsibility.
4. Honesty, trustworthiness, respect for other members, and an ability to inspire and work with people.

**416.3** ISKCON temple department heads shall strive to:

1. Develop a self-managed team for the department
2. Train assistant(s) so work and quality continue without interruption
3. Formulate and carry out departmental guidelines (consistent with temple and **ISKCON Guidelines**)
4. Establish a communication link with the appropriate GBC ministry
5. Develop an annual action plan and budget for their department (Forms 433.1 and 433.3)
6. Cooperate with other departments to accomplish the overall temple goals
7. Develop satisfying work and schedules with staff using Form 431.1.
8. Serve as a liaison between the department team and president
9. Ensure quality of service and behavior of staff
10. Provide opportunities for staff to expand responsibilities, initiate activities, attend to personal matters, and voice suggestions or grievances.

## ♦ ISKCON Secretarial Services Guideline #417

**Purpose:** To define general roles and responsibilities for an ISKCON temple Secretary.

### **GUIDELINES:**

**417.1** The temple president shall seek a qualified member to serve as temple secretary. The secretary shall be considered a department head and shall meet the requisite qualifications described in section 416. The secretary shall:

- ensure that the temple's important documents and records are safe, accurate, and organized.
- organize effective information management for temple administration
- organize and ensure effective internal communications systems for the temple
- coordinate and attend Management team meetings
- circulate the agenda, take minutes, and circulate the resolutions of Management team

- meetings (and Board of Directors meetings if asked).
- develop and maintain personnel files
  - assume administrative responsibilities when the temple president is absent
  - ensure quality of correspondence and phone reception
  - support temple departmental secretarial needs as far as possible

**417.2** In addition to the basic department head qualifications, the temple secretary shall:

- possess secretarial skills for office management, phone reception, and computer operation (or typing)
- possess information management skills and be able to create systems for efficiently obtaining and distributing useful information

**417.3** The temple secretary shall work with the Management team and Board of Directors to arrange a reception area with these amenities:

- comfortable seating area
- adequate and appropriate storage for shoes and coats
- maha prasadam for all guests
- book display
- gift display
- appreciation plaques
- information on ISKCON, Srila Prabhupada, Deity schedule, and membership (can be a wall display or brochure)
- sign in book - guest book
- message board
- clean and stocked bathrooms
- signs describing locations of bathroom, gift shop, offices
- full time receptionist or at least a good answering machine

# ISKCON Weekly Service Schedule FORM 431.1

*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada*

Devotee: \_\_\_\_\_ Temple: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
4 - 8							
8 - 9							
9 - 10							
10 - 11							
11 - 12							
12 - 1							
1 - 2							

<b>2 - 3</b>							
<b>3 - 4</b>							
<b>4 - 5</b>							
<b>5 - 6</b>							
<b>6 - 7</b>							
<b>7 - 8</b>							
<b>8 - 9</b>							

## ♦ ISKCON Meeting Guidelines #418

*Purpose:* Since ISKCON members require many meetings to serve Srila Prabhupada cooperatively, ISKCON meetings should be conducted in a simple, predictable, and standard manner.

### **GUIDELINES:**

**418.1** Devotees conducting an ISKCON meeting shall use this procedure:

**1.1** The meeting organizer shall deliver a written tentative agenda to all participants in advance of the meeting. Having received participant feedback, he/she shall prepare a revised agenda to all participants at the beginning of the meeting.

**1.2** The meeting organizer shall name each proposed topic and a proposed amount of time for its discussion, keeping the total planned meeting time to 90 minutes or less.

**1.3** The devotee who prepares the agenda will chair the meeting.

**418.2** During ISKCON meetings, the chair shall:

- 1 Appoint a timekeeper who shall inform the chairman when a topic's allotted time has expired.
- 2 Call for discussion and resolution of each topic on the agenda.
- 3 Carefully balance the available time to allow all interested participants to address the topic.
- 4 See that the proposed resolution for each topic is written down and read aloud before it is finally voted upon.
- 5 Record each resolution and the name of all participants, or see that they are recorded.
- 6 Distribute copies of the meetings' resolutions to all participants, or see that they are distributed.

## ♦ ISKCON Ashram Residents and Guests - Guideline #421

**Purpose:** To define the responsibilities of ISKCON members who reside on property owned or leased by ISKCON, and the responsibilities of ISKCON leaders to such members.

### **GUIDELINES:**

- 1) Prospective ISKCON ashram residents shall complete an ISKCON Ashram Resident Application (Form 421.1).
- 2) ISKCON ashram residents shall be in two categories: dependent and independent residents: Dependent residents shall perform at least 40 hours of essential temple service each week and depend on ISKCON for food, shelter, clothing and other necessities. Independent residents shall perform essential temple service at least 10 hours per week, work outside the temple, and contribute at least 10% of their income to the temple.
- 3) All resident members shall regularly attend full morning program, follow four regulative principles, and chant japa daily (16 rounds minimum). They shall perform service as requested by the temple president or their assigned department head. They shall learn and abide by **ISKCON Guidelines** while living in the ashram.
- 4) ISKCON temple leaders shall provide all residents space and facilities to rest, to store and secure belongings, to maintain the body, and to study. They shall also provide sufficient quantity and good quality prasadam
- 5) ISKCON temple leaders shall provide dependent residents the following:
  - an allowance to purchase/maintain 3 sets of devotional clothing, other necessary clothing, and towels, toiletries and medicine.
  - private health insurance or clear access to public health care.
  - a clear, reasonable work load allowing time for personal spiritual practices and to maintain good health.
  - if at all possible, a one-month pilgrimage to India every two years.
- 6) Guests (except registered ISKCON Life Members) staying overnight at ISKCON ashrams must be 18 years of age or older and shall complete an ISKCON Ashram Residency application (Form 421.1). All guests shall attend the full morning program, follow the four regulative principles, and chant japa daily for the duration of their stay. They shall perform service as requested by the temple president or their assigned

department head. They shall learn and abide by *ISKCON Guidelines* while living in the ashram.

- 7) ISKCON leaders shall provide approved guests with adequate room and prasadam arrangements as well as attentive training in Krishna consciousness.
- 8) Registered ISKCON Life Members and their immediate family members may stay for up to three days in ISKCON ashrams free of charge. Life Members must show a current ISKCON membership card or passport or, alternatively, a letter of introduction from an ISKCON temple president or GBC. The temple president or temple secretary shall record Life Members' names, addresses, and membership numbers upon the members' arrival.
- 9) ISKCON temple presidents shall provide ashram space, prasadam, and Vaishnava hospitality to visiting Life Members. In the event that the temple cannot provide acceptable ashram space, the temple president shall attempt to accommodate the Life Members in alternative facilities, such as a grhastha's residence.
- 10) It is also recommended that prospective full time ashram residents are screened in advance by a mental health professional.

# ISKCON ASHRAM RESIDENCY APPLICATION FORM 421.1

*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada*

*Hare Krishna and welcome to the temple. So that we can get to know you better  
and assist you in your service, please answer the following questions:*

Name: \_\_\_\_\_ Initiated Name: \_\_\_\_\_  
\_\_\_\_\_

Your last or current address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date of birth: \_\_\_/\_\_\_/\_\_\_ Driver's license #: \_\_\_\_\_ State: \_\_\_

Expires: \_\_\_\_\_

Citizen of \_\_\_\_\_ Passport # \_\_\_\_\_ (If US citizen) Social

Security # \_\_\_\_\_ Marital Status: Single \_\_\_\_\_ Engaged \_\_\_\_\_ Divorced \_\_\_\_\_

Married \_\_\_\_\_ Number of Children \_\_\_\_\_

Name, address, and phone # of closest direct relative in case of emergency: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Parents' name and address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name, address, & phone # of current or last employer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Temples you have lived in or visited for more than 2 days: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name & address of a devotee as a reference: \_\_\_\_\_  
\_\_\_\_\_

Guru's name: \_\_\_\_\_ 1<sup>st</sup> initiation date: \_\_\_/\_\_\_/\_\_\_ 2<sup>nd</sup> initiation  
date: \_\_\_/\_\_\_/\_\_\_

What is your reason for residing in or visiting a temple? \_\_\_\_\_

If not a US citizen, what is your reason for residing in the US? \_\_\_\_\_

What is your visa status? \_\_\_\_\_

How long do you wish to stay? \_\_\_\_\_

Why did you leave your last temple situation? \_\_\_\_\_

Who was your supervisor there? \_\_\_\_\_

Have you ever been asked to leave a temple in ISKCON? If so, please describe: \_\_\_\_\_

Have you ever been convicted of any criminal charges? \_\_\_\_ If so, describe the date, place, and charges on a separate piece of paper. Are there any warrants out for your arrest? \_\_\_\_\_

**◆ MEDICAL HISTORY**

Are you generally healthy? \_\_\_\_\_

Do you have any serious illnesses? \_\_\_\_\_

Have you had or do you have any life-threatening illness (cancer, AIDS, emphysema, heart problems, asthma, epilepsy, etc.)? \_\_\_\_\_

Have you seen a doctor in the last year? \_\_\_\_\_

Have you had a physical check-up in the last two years? \_\_\_\_\_

List any medical problems and what you are doing about them? \_\_\_\_\_

Do you have any medication you take or should be taking? \_\_\_\_\_

Have you ever involuntarily or voluntarily received treatment for mental or emotional problems by a professional psychologist, psychiatrist, or mental health center? Yes \_\_\_ No \_\_\_ (If so, please describe on separate piece of paper.)

◆ **SPIRITUAL QUALIFICATIONS**

Why do you want to live in the ashram? \_\_\_\_\_

\_\_\_\_\_

Are you prepared to follow the four regulative principles? What problems might you encounter?\_

\_\_\_\_\_

If you've been doing so, how long have you been following the four regulative principles? \_\_\_\_\_

\_\_\_\_\_

Are you prepared to chant sixteen rounds daily? What problems might you encounter? \_\_\_\_\_

\_\_\_\_\_

Do you understand that all ashram residents are expected to rise early and come to all the morning and evening programs (unless excused by the temple administration)? Yes \_\_\_ No \_\_\_

Do you understand that all ashram residents are expected to follow the regulative principles?

Yes \_\_\_ No \_\_\_

Do you understand that everyone who lives in the ashram is expected to perform a minimum of service to qualify to live in the ashram? Yes \_\_\_ No \_\_\_

Is there any reason why you would not be able to do this? Yes \_\_\_ No \_\_\_

If so, please explain your work limitations. \_\_\_\_\_

\_\_\_\_\_

***I understand that any false information or failure to maintain the ashram standards may require the temple administration to withdraw my guest/ visitor privileges.***

\_\_\_\_\_  
*Applicant's signature*

*Thank you and Hare Krishna. . . .*

## ♦ ISKCON Staff Members Guideline #422

**Purpose:** To define the general behavioral expectations and performance standards of ISKCON's staff members and ISKCON leaders' responsibilities to them.

### **GUIDELINES:**

**422.** The temple president shall engage devotees according to their qualifications, propensities and capabilities

with a goal to provide a satisfying service which encourages a loving sacrifice to Krishna.

**2.1** The temple president or department head shall complete a Service Agreement (Form 422.1) with each resident member. The agreement is to be signed by the devotee, the department head, and the temple president.

**2.2** Each resident member shall have a written Weekly Service Schedule (Form 431.1) which is prepared and agreed upon by the resident member and his or her immediate supervisor, to be updated each January during the temple annual planning process.

**2.3** The temple president and department heads shall develop Service Descriptions for the temple's routine services (Form 422.2) and provide a copy for resident member assigned to the service.

**2.4** Each department head shall compile a Departmental Service Register (Form 422.3) including names of devotees to whom each is assigned, and review it with (and provide a copy for) the temple president.

**2.5** The temple president and department heads shall provide adequate training for each devotee assigned to a temple service and strive to maximize the devotee's potential through further training and personal development. They shall maintain an open and supportive climate among the temple staff, inviting suggestions and explaining grievance channels. Each January each devotee shall participate in the temple Evaluation & Planning process.

**2.6** The temple president shall meet with each resident member at least once, and as often as necessary, to formulate a long-term Service Development Plan (Form 422.4). This career development plan is a personal strategic plan which includes a personal mission statement.

**2.7** The temple administration shall maintain a confidential personnel record on each staff member containing an ISKCON Residency Application, and copies of his or her Service Agreement, Service Descriptions, Weekly Service Schedule, Service Evaluations, and a Service Development Plan.

**2.8** The temple president shall maintain a current Personnel Handbook which includes the temple's

current annual plan, mission statement (when available), description of temple organization structure, departmental profiles and temple guidelines. Each resident devotee shall read the Personnel Handbook upon taking up residency and review it as necessary.

#### **RESPONSIBILITY SUMMARY**

##### **◆ The Temple President**

- Sees that each resident devotee completes a Residency Application, Service Agreement, Weekly Service Schedule, and Personal Service Plan.
- Sees that each department head completes and turns in a copy of the Departmental Service Register.
- Maintains and makes available a Personnel Handbook delineating the temple's plans and guidelines.

##### **◆ Department Heads**

- Helps staff members complete a Residency Application, Service Agreement, Weekly Service Schedule, and Personal Service Plan.
- Completes the Departmental Service Register and gives a copy to the temple president.

# ISKCON SERVICE DESCRIPTION FORM 422.1

*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada*

Service: \_\_\_\_\_ Department: \_\_\_\_\_

\_\_\_\_\_

-

Temple: \_\_\_\_\_ Temple President: \_\_\_\_\_

\_\_\_\_\_

The service is performed: **Daily** **Mondays** **Tuesdays** **Wednesdays** **Thursdays** **Fridays**

**Saturdays** **Sundays**

**Weekly** **Monthly** **Quarterly** **Semi-annually** **Annually** **Winter** **Spring**

**Summer** **Fall**

(If done periodically, what dates?) \_\_\_\_/\_\_\_\_/\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_ \_\_\_\_/\_\_\_\_/\_\_\_\_

\_\_\_\_/\_\_\_\_/\_\_\_\_

(Check one) \_\_\_ The service should begin at \_\_\_\_\_ o'clock.

\_\_\_ The time the service should begin is flexible.

Time required for service completion by a trained devotee \_\_\_\_\_ Hour(s)

\_\_\_\_\_ minutes

## How To Perform This Service

### Time (If Applicable)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_







1. Please complete this sentence. As a devotee of Lord Krishna and a member of ISKCON, my long term goal is to please Srila Prabhupada

by \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ 2. In five years I expect to be

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ 3. To do this I must

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. In twenty years I expect to be

\_\_\_\_\_

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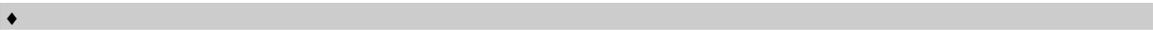
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Signed: \_\_\_\_\_  
\_\_\_\_\_

Reviewed by: \_\_\_\_\_ Dated  
\_\_\_\_/\_\_\_\_/\_\_\_\_ Reviewed \_\_\_\_/\_\_\_\_/\_\_\_\_  
*Temple President*

All Temple Resident Devotees  
• Complete a Residency Application, Service Agreement, Weekly Service Schedule, & Personal Service Plan.



## ISKCON Temple Evaluation and Planning - Guideline #430

**Purpose:** To help ISKCON leaders develop thoughtful, effective habits of planning, execution and evaluation, and to provide the GBC with a complete Annual Report and Annual Plan for each temple in time for the annual GBC meeting.

*Srila Prabhupada on planning:*

"Let us all meet at Mayapur and chalk out a years work for our great mission." (1016, 74-02)

"This program should be regularly followed once a year; meet in Mayapur and chalk out activities for the year.

Then, next year meet and see how far things are being done and if necessary make changes for responsible GBC

and presidents, etc. The meeting is very valuable and must be carried out regularly every year." (1017, 74-04)

". . . try to make some formula so our institution may go on without any difficulty." (1018 , 74-11)

### Definitions

Planning is the effort to make our actions proactive rather than reactive, and to make them more effective and efficient. Planning identifies how best to get from where we are to where we want to be. It is a process of designing a feasible and appropriate approach to the future by examining issues, setting goals and objectives, and choosing practical strategies. Planning provides a clear sense of *Purpose*, for which there is no substitute to instill commitment and to direct guideline making and action. "Failing to plan means planning to fail."

Evaluation is the assessment of results. Evaluation is used to 1) determine the worth of an activity, 2) measure performance, and 3) reveal what is actually being accomplished. While evaluating we define desirable results, measure actual results, and compare the desired results to the actual results. By evaluating ourselves we get information to convince prospects, subdue challengers, and equip decision makers. "To improve something, measure it."

An ISKCON evaluation and planning system should ask and answer three basic questions:

- 1) Where are we? (conduct inventories and evaluations);
- 2) Where do we want to go? (develop and write missions, visions, and goals); and
- 3) 3) How are we going to get there? (develop and write strategic plans, action plans, budgets).

Steps include making a Temple Inventory; making a Temple Evaluation; and preparing an annual Temple Action Plan; and preparing a Temple Mission Statement and Strategic Plan.

**♦ ISKCON Temple Inventory - Guideline #431**

*Purpose:* To begin the ISKCON Temple planning and evaluation process by performing a Temple Inventory.

**GUIDELINES:**

**411.** During the first week of each January the temple president shall conduct a temple inventory. (A temple inventory is a survey of current resources and a listing of needed or desired resources.)

- 1.1** As part of the temple inventory, the temple president shall see that each temple staff member (including the president and department heads) completes an ISKCON Weekly Service Schedule (Form 431.1) and submits it to their department head or to the temple president by January 5.
- 1.2** The temple president shall assign each department head to complete an ISKCON Departmental Inventory Worksheet (Form 431.2) by January 6 of each year.
- 1.3** Each year the temple president shall collect and consider the two sets of forms mentioned above and personally complete an overall temple ISKCON Temple Inventory Worksheet (Form 431.3) by January 7.

**RESPONSIBILITY SUMMARY**

**Temple President**

- Assigns all temple staff to complete Form 431.1 by January 5
- Assigns department heads to complete Form 431.2 by January 6.
- Collects all completed forms and completes Form 431.3 by January 7.

**Department Heads**

- Complete Form 431.2 and submit to president by January 6.

**All Temple Staff Devotees**

- Complete Form 431.1 and submit it to their department head or temple president by January 6.

Approved by:

\_\_\_\_\_  
Temple President

Department Heads:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

# ISKCON TEMPLE DEPARTMENT INVENTORY WORKSHEET

*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada* FORM 431.2

Temple: \_\_\_\_\_ Dept. \_\_\_\_\_ Head: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Devotee	PERSONNEL Summary of Duties	Hrs./Week

<p style="text-align: center;"><u>Assets</u></p> <p>Property _____</p> <p>Vehicles/Equipment _____</p> <p>Cash _____</p> <p>Total _____</p>	<p style="text-align: center;"><u>Liabilities</u></p> <p>Long Term Debt _____</p> <p>Short Term Debt _____</p> <p>_____</p> <p>Total _____</p>
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Major Departmental Accomplishments To Date

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\_\_\_\_\_

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\_\_\_\_\_

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\_\_\_\_\_

**Priority Needs for Further Departmental Development**

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**Departmental Policies (Attach copies to this Form)**

**ISKCON TEMPLE INVENTORY WORKSHEET** FORM 431.3  
*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada*

Temple: \_\_\_\_\_ Dept. \_\_\_\_\_ Head: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Devotee	PERSONNEL Summary of Duties	Hrs./Week

<p align="center"><b><u>Assets</u></b></p> <p>Property _____</p> <p>Vehicles/Equipment _____</p> <p>Cash _____</p> <p>Total _____</p>	<p align="center"><b><u>Liabilities</u></b></p> <p>Long Term Debt _____</p> <p>Short Term Debt _____</p> <p>_____</p> <p>Total _____</p>
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**Principal Temple Programs and Major Accomplishments To Date**

Book Distribution \_\_\_\_\_ Deity \_\_\_\_\_

Worship \_\_\_\_\_

Prasadam Distribution \_\_\_\_\_ Congregation \_\_\_\_\_

Others \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Priority Needs for Further Development**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**♦ ISKCON Temple Evaluation - Guideline #432**

*Purpose:* To insure that each ISKCON temple member annually evaluates his or her performance and reports it to the proper authority, to survey the congregation, and to summarize the information in an annual temple report.

**GUIDELINES:**

**432.** No later than the second week of each January, the temple president shall conduct a temple evaluation.

Individual devotees shall evaluate themselves, department heads shall evaluate their programs, and the temple president shall evaluate the temple as a whole.

**2.1** The temple president shall see that each temple staff member (including the president and department heads) completes an ISKCON Service Evaluation worksheet (Form 432.1) and discusses it with their immediate authority by January 12 of each year.

**2.2** The temple president shall assign each department head to complete an ISKCON Temple/Departmental Evaluation worksheet (Form 432.2) and discuss it with him by January 13 of each year.

**2.3** Each year between January 1 and January 13, the temple president shall hold an *istagosthi* among all temple members to informally evaluate the temple's performance for the past year. The president shall also see that all staff and non-resident members of the temple are requested, by mail or in person, to complete the ISKCON Membership Survey (Form 432.3) and return it by January 13.

**2.4** The temple president shall personally complete an overall ISKCON Temple/ Departmental Evaluation worksheet (Form 432.2) and the Temple Annual Report (Form 432.4) discuss both with the GBC representative and/or the Temple Board Chairman by January 15 of each year.

### **RESPONSIBILITY SUMMARY**

#### **Temple President**

- Sees that each temple staff member completes Form 432.1 and reviews it with his authority by Jan. 12.
- Assigns each department head to complete Form 432.2 and review it with him by January 13.
- Holds annual *istagosthi* to informally evaluate temple's performance by January 13.
- Considers all feedback and compiles summary evaluation using Form 432.2 by January 14.
- Completes self-evaluation (Form 432.1) by January 14.
- Reviews organizational and personal performance evaluations with local board chairman and/or GBC by Jan. 15.

#### **Department Head**

- Completes self-evaluation form 432.1 and reviews it with temple president by January 12.
- Reviews departmental staff self-evaluations by January 12.
- Completes departmental evaluation form 432.2 and reviews it with temple president by January 13.

#### **All Temple Staff Devotees**

- Complete form 432.1 and submit it to their department head or temple president by January 12.

Approved by:

Temple President \_\_\_\_\_ Date

\_\_\_\_/\_\_\_\_/\_\_\_\_

# ISKCON SERVICE EVALUATION FORM 432.1

*ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada*

**Devotee:** \_\_\_\_\_ **Temple:** \_\_\_\_\_ **Date:** \_\_\_/\_\_\_/\_\_\_

-

My main service is:

\_\_\_\_\_

\_\_\_ How well do I meet the responsibilities of my service?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ How well do I satisfy the qualifications of my  
position? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ How well do I manage the resources under my care?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are my objectives and how well do I meet them?

\_\_\_\_\_

\_\_\_\_\_



What are our desired results and are we achieving

them? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Are we getting maximum value for minimum expense?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What few things can we accomplish that would do the most

good? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What few things do we do that contribute very little at this

point? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What should we do differently? (Abandon, expand, reorganize, hire out,

etc.) \_\_\_\_\_

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Contact Information:

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<h2 style="margin: 0;">ISKCON MEMBERSHIP SURVEY</h2> <p style="margin: 0; font-size: small;">FORM 432.3</p> <p style="margin: 0;"><i>ISKCON Founder/Acharya: His Divine Grace A.C. Bhaktivedanta Swami Prabhupada</i></p>
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*We would appreciate it if you would take a moment to rate the quality of our service. Thank you.*

**Temple:** \_\_\_\_\_

\_\_\_\_\_ **Date:** \_\_\_/\_\_\_/\_\_\_

1. Please rate the general performance of our temple in regard to the following items:

	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Disappointing</b>
1) Temple Appearance	_____	_____	_____	_____
2) Temple Cleanliness	_____	_____	_____	_____
3) Reception	_____	_____	_____	_____
4) Deity Worship	_____	_____	_____	_____
5) Prasadam	_____	_____	_____	_____
6) Devotee Appearance	_____	_____	_____	_____
7) Devotee Helpfulness	_____	_____	_____	_____

8) Devotee Erudition \_\_\_\_\_

9) Temple Organization \_\_\_\_\_

2. Name the three programs which are most important to you, and how we are performing.

**Program**

**Performance**

a)

\_\_\_\_\_  
\_\_\_\_\_

b)

\_\_\_\_\_  
\_\_\_\_\_

c)

\_\_\_\_\_  
\_\_\_\_\_

3. What are we doing well?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. What should we do differently? How can we improve our service?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Additional comments:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_