

Westbank United Church Board

Church Board Accountability

Policy Type: Governance Process

Adoption Date: September 12 , 2006

Modification Date:

Review Date:

1. Those to whom the Westbank United Church Board is accountable are:
 - a. God as known in Jesus Christ: calls and directs us.
 - b. The General Meeting of Westbank United Church: appoints us and embodies the congregation and Kamloops Okanagan Presbytery of BC Conference.
 - c. The General Council: has oversight of Conference as part of the United Church of Canada.
2. The Church Board will schedule time regularly on its meeting agenda to *listen* to the ownership.
 - a. It will worship together at each meeting.
 - b. It will use other traditional and innovative means to listen to the voice of God as revealed in Jesus Christ (ex. - Bible study, prayer, engagement with the tradition and history)
 - c. It will seek traditional and innovative means to listen for the voice of Wisdom.
 - d. It will identify groups and individuals within the ownership and without through whom the voice of Christ may be heard, and arrange appropriate methods to hear those voices.
3. The Church Board will be *accountable* to the ownership.
 - a. It will report to the General Meeting Westbank United Church, following all the appropriate requirements of *The Manual*.
 - b. It will regularly inform the congregation of Westbank United Church of its work through formal channels and informal communications.
 - c. It will conduct itself in accordance with the Basis of Union, *The Manual* and the polity and policies of the United Church of Canada

Westbank United Church Board

Church Board Job Description

Policy Type: Governance Process
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The job of the Westbank Church Board is to represent the ownership in determining, monitoring and ensuring appropriate organizational performance.

Accordingly,

1. The Westbank Church Board will actively be the link between the organization and the ownership.
2. The Westbank Church Board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. **Ends:** names the organizational products, effects, benefits, and outcomes; names the beneficiaries; establishes the relative worth of these products ("what good for whom at what cost").
 - b. **Chief Executive Limitations:** places constraints on the authority of the Chief Executive Officers, establishing the boundaries within which all activities and decisions must take place.
 - c. **Governance Process:** specification of how the Westbank Church Board conceives, carries out and monitors its own task.
 - d. **Board - Staff Relationship:** how power is delegated to the Chief Executive Officers, and how its proper use is monitored, as well as the Chief Executive Officers role, authority, and accountability.
3. The Westbank Church Board will produce assurance of Chief Executive Officers performance against Ends and Chief Executive Officers Limitations policies.

Westbank United Church Board

Church Board Principles

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Westbank Church Board committees, when used, will be assigned so as to reinforce the wholeness of the Westbank Church Board's job and so as never to interfere with the delegated authority of the Chief Executive Officers.

Accordingly,

1. Westbank Church Board committees are to help the Church Board do its job and reach its decisions. Committees ordinarily will assist the Westbank Church Board by researching and preparing policy alternatives and implications for Westbank Church Board deliberation and action.
2. Westbank Church Board committees rarely will make decisions on behalf of the Westbank Church Board. They shall do so only when authorized to do so by being established as Commissions (The Manual 276).
3. Westbank Church Board committees will normally be for specific, time-limited purposes.
4. No Westbank Church Board committee can exercise authority over the Chief Executive Officers. No Westbank Church Board committee will assist, advise or oversee staff.

Westbank United Church Board

Resources for Governance

Policy Type: Governance Process

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The Westbank Church Board will invest in its governance capacity in order to ensure that it has members with the skills to govern with excellence.

Accordingly,

1. Financial constraints shall not be determinative in selecting Westbank Church Board members.
2. Governance skills, methods and supports will be sufficient to assure governance with excellence.
 - a. Time resources will be budgeted to ensure adequate meeting time is available to govern with excellence.
 - b. Training will be used liberally to orient new Westbank Church Board members, as well as to maintain and increase existing member skills and understandings.
 - c. Outside monitoring assistance will be arranged so that the Westbank Church Board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - d. Resources will be used as needed to ensure the Westbank Church Board's ability to listen to owner viewpoints and values.
3. Costs will be prudently incurred but not at the expense of endangering the development and maintenance of superior governance.

Westbank United Church Board

Agenda Planning

Policy Type: Governance Process

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To accomplish its job products with a governance style consistent with Westbank Church Board policies, the Westbank Church Board will follow an agenda that:

1. completes re-exploration of Ends policies annually and
2. continually improves Westbank Church Board Executive performance through education and enriched input and deliberation.

Accordingly,

1. A multi-year agenda cycle will be developed and followed on a regular basis.
2. The cycle will start with the Westbank Church Board's development of its agenda for the coming cycle.
 - a. Consultation with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - b. Education related to Ends determination will be arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - c. Monitoring of the policies instructing the Chief Executive Officers shall be done according to the schedule adopted under the "Monitoring Chief Executive Officer Performance" policy.
 - d. Training in governance will be a part of the agenda of every regular Westbank Church Board meeting.
3. Throughout the cycle the Westbank Church Board will attend to consent agenda items as expeditiously as possible.
4. The Westbank Church Board will have and keep current a printed procedure on the handling of all received correspondence that ensures all correspondents are heard in a timely and appropriate manner and that the Westbank Church Board has adequate time to consider the matters raised.

**Westbank United
Church Board**

Members' Code of Conduct

Policy Type: Governance Process

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The Westbank Church Board commits itself and its members to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as Westbank Church Board members.

Accordingly,

1. Members shall represent non-conflicted loyalty to the interests of the ownership.
2. Members must avoid conflict of interest.
 - a. There must be no self-dealing or any conduct of private or personal services between any Westbank Church Board member and the Westbank Church Board except as procedurally controlled to assure openness, competitive opportunity, and equal access to information.
 - b. When the Westbank Church Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from both the deliberation and the vote.
 - c. Westbank Church Board members shall not use their positions to obtain employment within the Westbank United Church for themselves, family members, or close associates. Should a member desire employment, he or she must first resign from the Westbank Church Board.
3. Members will respect the confidentiality appropriate to issues of a sensitive nature.

**Westbank United
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Governing Style	
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The Westbank Church Board will govern with an emphasis on

1. outward vision rather than internal preoccupation,
2. encouragement of diversity in viewpoints,
3. strategic leadership more than administrative detail,
4. clear distinction of Church Board and staff roles,
5. future rather than past or present, and
6. pro-activity rather than reactivity.

Accordingly,

1. The Westbank Church Board as a group will assume responsibility for excellence in governance, and will not allow staff, other church bodies, societal trends, or any other external causes to be an excuse for poor governance.
2. The Westbank Church Board will maintain its major focus on the intended long-term effects among the beneficiaries of the conference's work, not on the administrative or programmatic means of attaining those effects.
3. The Westbank Church Board will direct, oversee and inspire the work of Westbank United Church by establishing written policies expressing the ends to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to those to whom Westbank Church Board holds itself accountable as outlined in the Governance Process Policy: "Church Board Accountability".
4. The Westbank Church Board will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Westbank Church Board as a body to govern with excellence.
5. The Westbank Church Board will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation and self-monitoring of the governance process.

Westbank United Church Board

Board Chair Person's Role

Policy Type: Governance Process
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The Chair person of the Board is elected by the Westbank Church Board to act as Servant-Leader, to provide spiritual and pastoral leadership, to ensure the integrity of the Westbank Church Board's process, and to represent the Westbank United Church to other partners and outside parties.

1. The duties of the Board Chair person The Manual 430 and 431.
 - a. The Board Chair constitutes meetings of Westbank Church Board; presides, preserves order, takes votes and announces decisions, and otherwise directs the business of the Westbank Church Board.
 - b. The Board Chair serves as Ex-officio member of all Westbank Church Board Committees
2. The Board Chairperson chairs Westbank Church Board meetings, keeping deliberations fair, open and thorough but also orderly and timely.
 - a. The Board Chair plans and proposes Westbank Church Board meeting agenda in consultation with the Chief Executive Officers
 - b. The Board Chair person may bring in resource persons to facilitate various aspects of the agenda.
 - c. The Board Chair person is responsible for planning and implementing regular Westbank Church Board evaluation.
 - d. The Board Chair person ensures that the Westbank Church Board acts consistently with its own values and policies and those requirements legitimately imposed upon it from outside the Board.
3. The Board Chair makes decisions that fall within the topics covered by Westbank Church Board policies on Governance Process and Church Board -Staff Relationships, except where the Westbank Church Board specifically delegates portions of this authority to others, using any reasonable interpretation of the provisions in these policies.
 - a. Except when duly called upon to make a ruling under *The Manual* 431(e), the Board Chair person does not make decisions about policies created by the Westbank Church Board within Ends and Chief Executive Officer Limitations policy areas.
 - b. The Board Chair person does not supervise or direct the Chief Executive Officers or vice versa.
4. The Board Chairperson represents the Westbank Church Board to partners and outside parties in announcing Westbank Church Board positions and in interpreting the work of Westbank United Church. The Board Chair person may delegate this authority but remains accountable for its use.
5. Board Chair shall work with the Congregational Chair person and Chief Executive Officers to plan the Annual General Meeting.

Westbank United Church Board

Chairperson Elect Role

Policy Type: Governance Process

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The role of the Chairperson -Elect is primarily to learn by participating in Westbank Church Board meetings and through consultation with the current chair.

1. The Chairperson -Elect will become knowledgeable with the policy governance model of Westbank United Church.
2. The Chairperson -Elect may be asked to assume responsibilities as appropriate.
3. In accordance with *The Manual*, section 432: The Chairperson-Elect shall succeed to the office to complete the un-expired term of the predecessor, and then continue in office in the succeeding term.

**Westbank United
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Correspondence	
Policy Type:	Governance Process
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1. All correspondence addressed to the Westbank Church Board will come to the attention of the Westbank Church Board.
 - a. "Correspondence" will include any communication in writing.
 - b. Correspondence directly received by the Chief Executive Officers will be listed in a report that indicates: the sender, the date, the issue, how the correspondence was dealt with.
 - c. Correspondence received by other members of the Westbank Church Board will be forwarded immediately to the Chief Executive Officers for report.
 - d. Each meeting of the Westbank Church Board will receive a correspondence report from the Chief Executive Officers.
 - e. The Westbank Church Board, upon carried motion, can ask that a piece of correspondence in the report be brought before it as business.
 - f. Individual Westbank Church Board members may view any piece of correspondence.
2. All correspondence will be dealt with in a manner appropriate to the matter of the correspondence.
 - a. The Chief Executive Officers will determine whether the correspondence properly belongs to the business of the Westbank Church Board. If so, it will be forwarded to the Board Chair with a recommendation or options for appropriate action;
 - b. If not, it will be forwarded to the appropriate person or ministry in Westbank United Church for action, or otherwise dealt with in a suitable manner.
3. All correspondence will be treated in a timely manner.
 - a. A reply regarding the reception of correspondence will be made immediately, if appropriate,
 - b. There will be no delay in forwarding or assigning the correspondence to the appropriate person or ministry that can take action on it,
4. All correspondence will be treated in a serious manner.
 - a. In order for correspondence that properly belongs to the Westbank Church Board to be considered at its next meeting it must be received by the Chief Executive Officers at least 14 days prior to that meeting.
 - b. Correspondence shall not be presented to the Westbank Church Board for consideration without a recommendation or options for action from the Chief Executive Officers.

**Westbank United
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Policy Review Schedule

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All Board policies shall be reviewed on a regular basis.

1. The goal of a review is not monitoring (ensuring the policy is being carried out) but to ensure that the policy adequately addresses the area of concern and clearly represents the current mind of the Executive.
2. A policy can be reviewed at any time by vote of the Church Board but will usually follow a predetermined cycle.
3. All policies shall be reviewed at least once over a three-year cycle.
 - a. All policies shall be reviewed externally at least once in each three year cycle.
 - b. Each year in the cycle shall correspond to a calendar year.
 - c. Year 1 shall begin in 2005.

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Westbank United Church Board

Diversity and One Voice

Policy Type: Governance Process

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The Westbank Church Board will govern with a proactive regard for diversity of views and opinions among its membership while recognizing that its authority is corporate, represented by "**speaking with one voice.**"

1. Executive members will be chosen with a view to diversity including geography, gender, age, race and viewpoint.
2. Board discussion might encourage diverse points of view to be expressed.
3. The Board will speak with "**one voice,**" taking care not to present conflicting messages regarding its decisions to its ownership or staff.
 - a. Board decisions will be stated as clearly as possible in written form.
 - b. Only written Board policies will direct the work of the Executive Director.
 - c. Board committees will be used to assist the Board in its work of decision-making, not to exercise authority over the Executive Directors or substitute for the authority of the Executive Directors (except when serving as a Commission under *The Manual* 437).
 - d. Board members as individuals will exercise discipline by not directing the staff.
 - e. Board members will exercise discipline by not misrepresenting the decisions of the Board to the ownership and public.

Westbank United Church Board

Disciplines and Practices

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The Westbank Church Board Members will practice the disciplines necessary to govern with excellence.

1. Westbank Church Board Members will educate themselves about the ownership, appropriate ends, adopted Board policies, and good governance practice.
2. Westbank Church Board Members will "listen to the owners" between meetings.
3. Westbank Church Board Members will prepare for each meeting and will follow through on work commitments made at each meeting.
4. Westbank Church Board meetings are for the primary purpose of getting the Board's work done in an efficient, effective and faithful manner.
 - a. Notices of regular meetings will be made to all members at least one month in advance.
 - b. Meeting agendas, appropriate correspondence, and supporting documentation will normally be distributed for receipt and consideration by all members at least one week in advance of the meeting.
 - c. All Westbank Church Board members will be shown respect at all meetings.
 - d. Westbank Church Board Members will together monitor their adherence to the Board's policies and practices.
 - e. A member absent from two consecutive Board meetings will communicate with the Chair to determine whether their continued membership on the Board is in the best interest of the Westbank United Church.
5. All significant decisions made by the Westbank Church Board will be by motion duly made and seconded and carried with a majority vote.
 - a. Westbank Church Board Members will voice their opinions on issues to ensure the diversity of the ownership is heard. Consensus seeking may be used but will not be allowed to quiet divergent voices.
 - b. The Chair will determine the appropriate time in a conversation that a motion will be made.

Policy	Frequency
All Policies (External Review)	Year 3 Spring
Ends Policies:	
• Mission Statement	Year 1 Fall
• Values Statement	Year 1 Fall
• Goals and Priorities	Year 1, 2, 3 Fall
Executive Limitation Policies:	
• General Constraint	Year 1 Spring
• Personnel	Year 1 Spring
• Treatment of Beneficiaries	Year 3 Spring
• Emergency Succession	each Spring
• Communication and Support to Executive	Year 3 Spring
• Budgeting	Year 2 Spring
• Financial Condition	Year 2 Spring
• Protection of Assets	Year 2 Spring
• Grants and Loans	Year 2 Spring
• Vendor Relations	Year 3 Spring
Executive — Staff Relationship	
• Executive Secretary Relationship	Year 2 Fall
• Monitoring Executive Secretary Performance	Year 2 Fall
• Executive Secretary Monitoring Schedule	Year 2 Fall
Governance Process	
• Ownership	Year 1 Fall
• Executive Job Description	Year 3 Fall
• Executive Committee Principles	Year 3 Fall
• Executive Disciplines and Practices	Year 3 Fall
• Resources For Governance	Year 3 Fall
• Agenda Planning	Year 3 Fall
• Executive Code of Conduct	Year 3 Fall
• Governing Style	Year 3 Fall
• President's Role	Year 3 Fall
• Policy Review Schedule	Year 3 Fall
• Perpetual Calendar	Year 3 Fall
• Membership	Year 3 Fall
• Diversity of Voice/One Voice	Year 3 Fall