IV. Linkage Policies

Preface:

As a religious community based in congregational polity we intend to uphold the partnership and trust that exists among called ministers, the congregation, the Board of Trustees. Called ministers have a direct responsibility to the congregation as a whole and so report annually to the congregation about the status of their ministry. The called ministers and the volunteer leaders strive to work together in a shared responsibility to help create healthy ministries for the Church.

The Board of Trustees intends to uphold the partnership and trust that exists between called ministers, the congregation, and the Board of Trustees. The Board's connection to the operating organization, its achievement, and conduct, will be primarily through the Executive Team.

Policies:

1a. Unity of Control

Only decisions of the Board acting as a body are binding on the Executive Team.

1b. Accountability of the Executive Team

The Executive Team is the Board's link to operational achievement and conduct, with the exception of the Endowment, and Audit Committees.

1c. Accountability of the Senior Minister as Head of the Executive Team

The Executive Team is the Board's only link to operational achievement and conduct.

The Senior Minister is head of the Executive Team and all staff report to the Senior Minister. The Board will respect this primary relationship of accountability and authority and so will evaluate operational achievement of the staff through the Senior Minister. The Senior Minister, as a called minister of the congregation, is accountable to the Congregation and to the Board of Trustees. Other called ministers are accountable to the congregation, the Board, and the Senior Minister, and may be members of the Executive Team at the discretion of the Senior Minister.

Accordingly:
1. The Board will not give instructions to persons who report directly or indirectly to the Executive Team.
2. The Board will evaluate called ministers, with input from the Committee on Ministry.
3. All evaluations that the Board participates in will be based solely upon explicit statements of policy.

1d. Delegation to the Executive Team

The Board will instruct the Executive Team through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Team to use any reasonable interpretation of these policies.

Accordingly:
1. The Board will develop policies instructing the Executive Team to achieve specified results, for specified recipients at a specified cost. These policies will be developed

systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

2. The Board will develop policies that limit the latitude the Executive Team may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe operating policies.

3. As long as the Executive Team uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Executive Team is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Team shall have full force and authority as if decided by the Board.

4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Team domains. By doing so, the Board changes the latitude of choice given to the Executive Team. But as long as any particular delegation is in place, the Board will respect and support the Executive Team's choices.

1e. Communication with and Support of the Board
The Executive Team shall not cause or allow the Board to be uninformed or unsupported in its work**.**

1f. Monitoring Executive Team performance
Systematic and rigorous monitoring of CEO job performance will be solely against the only expected CEO job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Monitoring shall be performed to determine the degree to which Board policies are being met. Information that does not help to determine this will not be considered

2. The Board will acquire monitoring data by one or more of three methods:
   a. By internal report, in which the Executive Team provides information to the Board.
   b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with policies, augmented by the Senior Minister's justification for the reasonableness of his/her interpretation
   c. By direct Board inspection of information, documents, activities, or circumstances, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

3. In every case, the standard for compliance shall be *any reasonable CEO interpretation* of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.

4. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Policy	Method	Frequency
EL 2a. Fiscal Planning, Administration**	Internal	Quarterly
EL 2b. Financial Planning, Budgeting	Internal	Quarterly
EL 2c. Awarding Grants, Contracts	Internal	Incidental Report as Appropriate
EL 3a. Financial Condition, Activity	Internal	Monthly
EL 4. Compensation, Benefits	Internal	Annually
EL 5. Asset Protection	Internal	Annually
EL 6. Treatment of Members, Staff, Friends	Internal	Annually
EL 7. Communication, Support to Board	Dir. Inspect.	Annually
EL 9. Denominational Affairs	Internal	Incidental Report as Appropriate

**EL 2a. to be clarified and expanded

Report Type	Timing	Content
Ministry	Monthly, Sep. – June (church program year)	Noteworthy in last month related to Ends/Annual Plan/policy issues
Administration	Monthly	Significant budgetary, administrative and operational issues, particularly in relation to policy governance issues
ET Issues	Monthly	Focus on issues arising in relation to policy governance; treatment of congregants (complaints and functioning of complaint policy); staffing/personnel updates; and operations. Emergency issues should be brought to attention of Advisory Committee.
Programs	Yearly	How are council and associates programs functioning and addressing Ends? Includes volunteer evaluation.
Executive Team	Bi-annually	Self-evaluation of ET
Compensation and Benefits	As needed	Changes and big-picture issues such as living wage
Budgeting	September – November Final Review in December	Present proposed budget and how it addresses Ends/Annual Plan
Financial Activities	Monthly	Includes comparison of budgeted/actuals, any issued requiring Board action, any grant or contract activity
Asset Management/ Building Utilization	September and March	What is the state of the building? Repairs and repair schedule; occupancy report (inside/outside group usage); compliance with Shared Building Use guidelines

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1g. Monitoring Board Performance
The Board shall monitor its own performance relative to Policy Governance on an annual basis.

Board and Executive Team Complaint and Inquiry Process

Request initiated for Board action

Board member receives complaint about a given incident and reports to Officers of the Board.

Board officers decide if the incident is a violation or a potential violation of Policy.

Yes or Unclear

Board officers institute review of applicable policy and ask Executive Team for interpretation of that policy.

In Board's opinion, does Executive Team interpretation fall outside "any reasonable interpretation" of Board policy?

Yes

Board officers decide if the policies need revision

Yes or Unclear

Board officers inform Executive Team as a courtesy.

The matter is dropped. Initiator of request is informed.

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Board determines degree of seriousness and takes action as appropriate. Initiator of request is informed.

Board officers inform Executive Team for overall awareness and care. Board officers and Executive Team agree who will have further discussions with initiator of complaint/inquiry.

Board drops the matter. Initiator of request is informed.

Officers put issue on Board agenda.

Board deliberates whether existing policy should be amended.

Yes

Policy is amended, making reported event explicitly unacceptable in the future. Initiator of request is informed.