

# Governance Document for St. Paul’s United Church

Saskatoon, Saskatchewan

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## Preamble

St. Paul’s United Church is a faith-forward church that adheres to the policies and procedures of the United Church of Canada. The Manual (2013) and the Models of Governance (2010) including the Concordance (2013) are documents of the United Church of Canada used in the development of the governance model and its application as described and contained within this document.

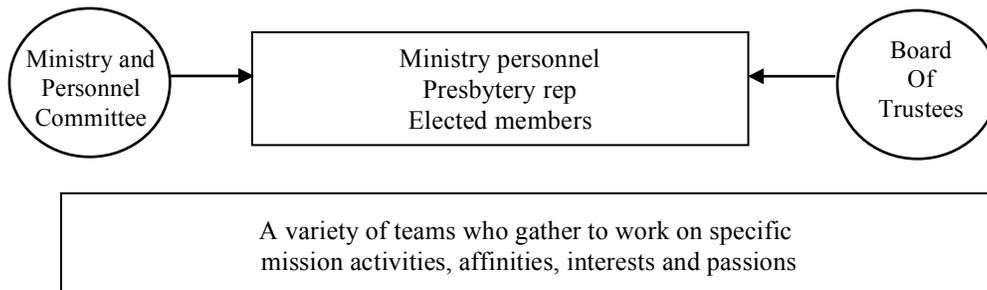
The Bible captures the passion and depth of the early Christian community and outlines the way Christ mentored, trained and practiced accountability with the disciples. This governance model embraces that trust and takes into account the dynamics of a church in the 21<sup>st</sup> century and the evolution underway for all churches in United Church. It provides an operational model that relies heavily on its congregation and puts the future of the church in the hands of its membership, adherents and the congregation for which it serves.

The most important thing within this model is that it blends Christian values with organizational life. Another important element is that everyone has a role in the decision-making of the Church. This is somewhat different from the classical model of Church governance that goes back to the 19<sup>th</sup> Century and is very familiar to professional lay leaders from other sectors such as education, business, non-profit organizations and health care. Throughout the document there may be terms from the non-profit world that may be unfamiliar to the Church and so we have included a glossary. In essence, we are reclaiming the way United Church of Canada first arranged itself in its Methodist, Presbyterian and Congregationalist roots.

After a thorough consultation with experts, futurists, the church leadership and the congregation a new model of governance and organizational structure emerged that simplifies operations and relies on a policy driven model that is consistent with the simplified model outlined in the concordance document for Models of Governance for the United Church of Canada (2013). The United Church of Canada recognizing the shift in organizational thinking expressly authorizes this model of governance. This model is briefly described and shown below:

*“The streamlined Board empowers mission teams by providing overall directions and boundaries for action while freeing teams to manage their mission as they see fit. The Streamlined Board discerns mission, forms policy, develops strategies, deploys leaders, and monitors progress. Staff and participants have freedom and authority to act, guided by the congregation’s purpose and core values and the parameters of each leader’s role.”*

### Streamlined Board



The simplified governance model in place at St. Paul's United Church uses the above model and details the roles and responsibilities of each of its operational groups (see page 7). The model ensures inclusivity of the congregation in the governance of its church. The model focuses on a policy driven system that maintains the mission, vision, core values and bedrock beliefs established by the congregation through its Visionary Board.

These four key elements are critical to the "LIFE" of St. Paul's United Church and are considered the primary structure (and the basis of our Foundation of Christian Trust) or "DNA". Within the attached governance document are the operational policies and procedures necessary for the simplified governance model. Each policy has a common template that includes:

- A mission statement
- Mandate
- Decision making procedures
- Executive limitations which includes
  - \* safety and confidentiality
  - \* continuing education
  - \* coordination

Policies are reviewed annually and either reaffirmed or modified as dictated by the review process.

A glossary of terms is listed as an appendix to the governance document to further clarify the model and terminology.

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## **Governance Document for St. Paul's United Church**

### **How We Live, Lead, and Work Together in Christ**

This document outlines the organizational structure and terms of reference by which St. Paul's United Church seeks to fulfill Jesus' call to discipleship as articulated within the polity of the United Church of Canada.

#### **Our Mandate in Scripture**

In Matthew 28:16(f), Jesus commissions the disciples to be ministers to the world.

*Meanwhile, the eleven disciples were on their way to Galilee, headed for the mountain Jesus had set for their reunion. The moment they saw him they worshiped him. Some, though, held back, not sure about worship, about risking themselves totally. Jesus, undeterred, went right ahead and gave his charge: "God authorized and commanded me to commission you: Go out and train everyone you meet, far and near, in this way of life, marking them by baptism in the threefold name: Father, Son, and Holy Spirit. Then instruct them in the practice of all I have commanded you. I'll be with you as you do this, day after day after day, right up to the end of the age." (The Message)*

#### **Our Vision (Song)**

This is the song in our hearts and the motivating force behind everything that we do. Everything we do is intentionally aimed to pursue this vision ...and nothing else.

##### ***We are the hands of Christ.***

(Based on our theme song "Go Make a Difference" by Steve Angrisano)

*We are the hands of Christ reaching out to those in need,  
The face of God for all to see.  
We are the spirit of hope; we are the voice of peace.  
Go make a difference in the world  
Go make a difference, we can make a difference  
Go make a difference in the world, go make a difference  
We can make a difference, go make a difference in the world*

#### **Our Mission**

This is the practical goal that demands the single-minded commitment of congregational participants and captures the imagination of the public such that they recognize SPUC for this commitment:

***Change your life? Experience God***

## Our Foundation of Christian Trust

All leaders paid and volunteer and members strive to practice these values and beliefs to the best of their ability. All programs and financial decisions should be grounded in these assumptions.

### Core Values

A core value is a positive preference or choice congregational members can be expected to make, spontaneously or daringly, in daily living. We will always strive to:

- Practice radical hospitality.
- Worship joyfully.
- Grow spiritually.
- Communicate openly.
- Serve with enthusiasm.
- Show compassion to all.
- Seek justice.

### Bedrock Beliefs

A bedrock belief is a principle we turn to for strength in times of confusion or stress. We always strive to celebrate:

- God is our strength.
- God's love never quits
- Faith in God gives hope.
- Jesus Christ is our teacher and role model.

## Our Basic Disciple Making Strategy

We organize ourselves to create, nurture, and deploy disciples of Jesus Christ, who are alive in our world and working to fulfill God's purpose of redemption.

We understand a disciple to be a person who has experienced the grace of God; and has committed himself or herself to continuous spiritual growth and faith formation. A disciple strives to discern gifts and callings, and to be equipped for high quality ministries, so that he or she can be an effective servant of Christ in the world.

Our six marks of discipleship are:

**PRAY** daily.

**WORSHIP** regularly.

**READ** the Bible intentionally.

**SERVE** at and beyond SPUC.

Participate in caring **RELATIONSHIP's** to encourage spiritual growth with others.

**GIVE generously** of time, talent and resources.

## Mandate (Ends Policies)

Our five measures of success address the spiritual, social and transformational needs of our congregation. The five measures of success are:

**Connect with Diversity:**

Anxious, broken, lonely, lost, trapped and victimized people are always welcomed, loved, blessed, and guided deeper and further into Jesus Christ.

**Change Lives:**

Lives are transformed in both comfortable and explainable, and uncomfortable and unexplainable, ways.

**Grow Christians:**

Faith is deepened to equip people in sharing faith and coping with life struggles.

**Call Ministers:**

Church members are discovering personal mission and fulfilling their lives joyously helping others in God's service.

**Send Servants:**

Leaders are empowered to change lives with all of the financial, technological, and property resources at our disposal.

When we fall short of our goals we evaluate, repent and find ways to improve.

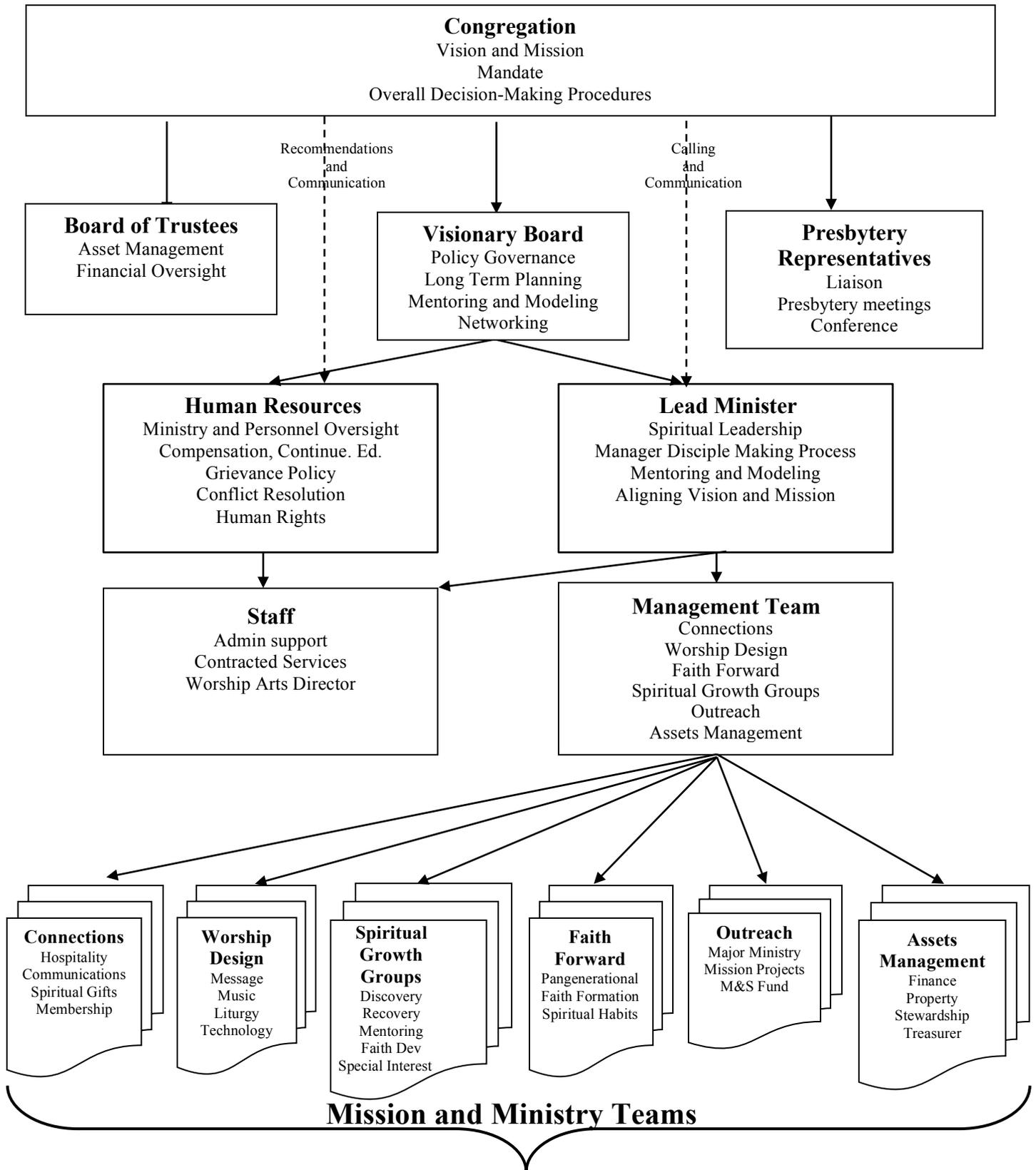
## **Decision-Making Procedures (Process Policies)**

The following decision making procedures are incumbent on all leaders and members of the church, and for all ministry teams of the church whether making short term or long-term decisions.

We seek to make all decisions with reference to:

- Scripture, both Old and New Testaments, in dialogue with the most credible expertise in Biblical scholarship.
- The history of the Christian movement, especially sensitive to the merged heritages that make up the United Church of Canada.
- The contemporary experience of the Holy Spirit.
- Common sense, as we weigh the costs of discipleship, feasibility of ministry plans, and available resources for mission.
- The policies of the United Church of Canada, with respect for the Charter of Rights and Freedoms in Canada, and with due consideration of the recommendations of the courts of the church.

# Chart of Delegation of Authority and Responsibility



## **Governance Structure**

The structure of the congregation adapts the principles of Policy Governance for the polity of the United Church of Canada. The congregation generally follows the principles of Policy Governance as outlined by John Carver in his many books for non-profit organizations.

The primary responsibility of the congregation is to individually and collectively define, refine and celebrate the vision and mission of our church and the values and beliefs that are our foundation of Christian trust. In addition, the congregation has responsibility to:

- Elect board members, trustees, and presbytery representatives;
- Make decisions about pastoral relationships and Ordered Ministers of the Congregation;
- Approve budgets and major capital expenditures;
- Cooperate with the courts of the United Church of Canada for denominational policy;

The congregation recognizes the responsibility and authority of the streamlined Board to oversee the life and work of the church. The work of the board includes:

- Preserving the integrity and focusing the purpose of the church;
- Long range strategic planning and following demographic and lifestyle trends in the changing mission field;
- Policy development;
- Networking with mission partners;
- Mentoring emerging leaders;
- Recommending action to the congregation regarding major projects;

The Board delegates responsibility and authority to two basic teams that are free to act within the policies of the Board and the United Church Manual.

- The Management Team is led by the Lead Minister and includes the leader of each ministry of the disciple-making process. The Management Team is free to discern opportunities, design and implement projects, recruit and train volunteers, and evaluate success within the policies of the Board.
- The Human Resources Committee is appointed by the Board. It functions as the Ministry & Personnel Committee as mandated by the United Church Manual to support and evaluate paid staff. It also functions as a volunteer empowerment development body that supports and advises the Lead Minister, Paid Staff and Ministry Teams in recruitment, training and supporting feedback processes for volunteers. The Human Resources Committee also defines, shares, and facilitates grievance and conflict resolution processes for both paid and volunteer leaders

Finally, in recognition of and encouragement for the ministry of all members the Lead Minister and the Management Team delegates responsibility and authority to the various ministry teams that sustain the disciple making process. Each team has the power to discern, design, implement, and evaluate programs and tactics in any way that achieves the goals defined by the Board, and honours the policies of the Board.

### **Principles on Delegation of Authority:**

**Principle 1:** The congregation recognizes the Board's responsibility and authority to pursue the vision and fulfill the mission. The Board must function within the core values and bedrock beliefs of the congregation. The congregation

retains responsibility and authority to approve budgets, authorize capital expenses, and make decisions about pastoral relationships with ordered ministers.

**Principle 2:** When any organizational unit, Board, Leadership Team or Ministry Team delegates authority and responsibility, the following chain of accountability is in place:

- \* The goal (measurable outcome or mandate) of the delegator becomes the mission purpose of the leader or team to which the achievement of the goal is assigned;
- \* The assignee is empowered to think, speak, consult; and imagine, decide, and act; and share, care and critique; in any way that accomplishes the mission purpose ... but must follow decision making procedures, and honour executive limitations, established by the leader or team that delegates

**Principle 3:** The Board shapes policies as an extension of its core values, faith convictions, motivating vision, and strategic purpose. These policies define goals (Ends Policies), decision-making procedures (Process Policies), and boundaries (Executive Limitations) that are incumbent on all teams and staff, and followed in all ministries and activities of the congregation.

**Principle 4:** The Board aligns the organization to the vision by carefully defining the goals (Ends Policies) that are the reason for the organization's existence. These goals are fulfilled by designated teams that are accountable to the board.

**Principle 5:** The Board functions in spiritual community with local Christian leaders, congregations, and community agencies that are compatible with our core values, and help make a positive difference in our city and region. We value their insight, advice, and faith traditions.

**Principle 6:** The Board welcomes vigorous discussion and debate among church members and board members, but the entire Board stands united behind Board decisions. Once decisions are made, board member publicly supports and sacrificially works for a common goal.

**Principle 7:** The Board resists micro-management. The Board delegates authority and responsibility to accomplish organizational ends to the leadership team of paid staff and volunteers led by the Lead Minister. This leadership team is comprised of the leaders of various teams responsible for different ministries in the disciple making process.

**Principle 8:** The Board appoints a Human Resources Committee. This Committee fulfills the function of the Ministry & Personnel Committee defined in the United Church Manual. They guide the process of hiring, training, supporting, evaluating, and (when necessary) firing paid staff. They evaluate and support Ordered Ministers, and if necessary make recommendations regarding pastoral relationships to the congregation. In addition, the Human Resources Committee assists the Lead Minister and other Team Leaders in acquiring, training, evaluating, and (if necessary) recommending to the Board the dismissal of volunteer leaders.

**Principle 9:** The Board delegates the overall management of programs and resources to the Lead Minister and Management Team. The Management Team is empowered to sustain ongoing programs, initiate creative ideas, or terminate ineffective tactics. The Human Resources Committee is vested with the authority to support and advise the Lead Minister, Paid Staff and Management Team Leaders in the recruitment, training and feedback process for volunteers. Teams primarily connect with the Board to ensure alignment with mission, resolve problems, obtain resources, and coordinate activities.

**Principle 10:** The Board oversees the overall work of the church on behalf of the congregation, and encourages creativity and initiative, by defining anticipated mission results, embedding decision-making habits, and establishing boundaries for action.

## **Church Membership:**

The criteria for membership in St. Paul's United Church are summarized in the United Church Manual (See the most recent version of **The United Church Manual**).

### **Termination of Church Membership**

The rationale and manner of termination of membership in St. Paul's United Church is summarized in the United Church Manual. (See the most recent version of **The United Church Manual**).

## **Congregational Meetings:**

### **Annual Meeting**

An annual congregational meeting shall be held at the beginning of each year. The congregation will:

- Review and approve the annual budget
- Review and approve an audited financial statement.
- Review and approve major strategic plans of the Board, especially if they involve decisions to buy, sell, lease, or rent property in excess of \$25,000, or require capital fund raising in excess of \$25,000.
- Evaluate the effectiveness of the Visionary Board (hereafter referred to as the Board) in achieving our measurements for successful disciple making (see "Mandates (Ends Policies)", page 5, this document)
- Evaluate the integrity of the Board in following the Decision-Making Procedures incumbent on all leaders and members (See "Our Decision-Making Procedures (Process Policies)", page 6, this document)
- Elect, from the members of St. Paul's, the following leaders whose terms of office shall begin at the adjournment of the meeting: Board Members, Trustees, and Presbytery Representatives.

The annual budget shall be approved at a congregational meeting no later than the first congregational meeting of the applicable year (annual general meeting).

Eligibility to vote at the annual general meeting is defined by the United Church Manual. (see the most recent version of **The United Church Manual**).

**Other Congregational Meetings** (This information is included because normally people do not read the Manual.)

A congregational meeting shall be held when requested by the Board or by 10 members of St. Paul's United Church.

- The agenda for such a meeting shall be posted at least one week in advance of the meeting.
- Quorum shall be 20 members.
- The meeting shall select from among the members in attendance a person to act as secretary.
- The meeting shall normally be led by the Chair of the Board.

### **Congregational Meetings for Pastoral Relations**

Congregational meetings called specifically for matters related to a change in Ministry Personnel including trustees and visionary board officers must follow the personnel guidelines of the United Church Manual. (see the most recent version of **The United Church Manual**).

## **The Visionary Board (Policy Governance Board)**

The congregation delegates authority and responsibility to the Visionary Board to articulate and pursue the congregation's vision; focus and facilitate the congregation's mission; equip and support staff and volunteers; and achieve the goals for growing and multiplying disciples.

A "disciple" is understood as a person who has connected with a faith community; experienced God in ways that change or shape his or her lifestyle; continues to grow in faith; discerns their gifts and callings; seeks opportunities to be equipped for ministries; and serves the church and community in the spirit of Jesus Christ.

The Board members are spiritual leaders of the church, and focuses on policy and planning. They have overall authority and responsibility for the alignment of church programs and resources to the mission of the church. They preserve the integrity of the church, and accomplish its mission.

The Board is accountable to the congregation, along with the Lead Minister, for the direction of the church:

- The pursuit of God's vision for the congregation,
- The focus and facilitation of the congregation's mission,
- The articulation of the congregation's message,
- The honouring of core values and beliefs,
- The overall habits of decision-making,
- The goals with which the congregation measures success.

The Board assumes all the duties and powers of the Session, the Committee of Stewards, the Official Board, The Church Board, and The Church Council as outlined in the most recent version of The Manual of the United Church of Canada. (see the most recent version of **The United Church Manual**).

The Board models the alternative structure authorized in The Manual as "Streamlined Board", and generally follows the principles of Policy Governance. Their primary work includes:

- Preserving the integrity and focusing the purpose of the congregation;
- Long range planning and following demographic and lifestyle trends in the changing mission field;
- Policy development;
- Networking with mission partners;
- Mentoring emerging leaders;
- Recommending action to the congregation regarding major projects;

Board members are elected according to the following criteria:

- Church Membership,
- Passion for the vision and mission of the congregation
- Personal and shared spiritual disciplines (including regular worship),
- Skills for long term planning,
- Skills for policy governance,
- Readiness to mentor emerging leaders.

The Board will meet quarterly. The Board is comprised of a minimum of three and a maximum of five members (in addition to the Lead Minister). Board Members are elected at the Annual Congregational Meeting from the members of St. Paul's. The term of membership is three years, with no member serving more than two consecutive terms. To provide continuity of Board function, members shall be elected on a 'staggered' schedule, i.e. some at one Annual meeting, and some at the next Annual meeting, on a schedule to be determined by the Board. The Board shall elect its own Chair.

The Board will act on behalf of the congregation in all matters relating to the interpretation of vision, mission, and trust, shaping policy for the life and work of the church, and setting the strategic direction for long-term ministry. This includes:

- Approving job descriptions and policies for the Management Team in collaboration with the Lead Minister.
- Regularly oversee the performance of the Lead Minister through the Human Resources Committee in the categories of mission attitude, integrity, skills and teamwork.
- Receive and where appropriate, take action on recommendations submitted by the Lead Minister, Human Resources Committee, ad hoc task groups of the Board, and/or Presbytery Representatives.
- Setting the time and place for congregational meetings, submitting appropriate progress reports, financial statements, budgets, and pertinent information for the long term vitality and effectiveness of the church.
- Interpreting the governance model, reviewing the model annually, and submitting proposed changes for congregational approval.
- Establishing ad hoc task groups to carry out specified duties that the Board, from time to time, determines are necessary, specifically related to leadership development, networking, and long range planning.

**Job Description: Visionary Board**  
(Policies of the Church regarding Board Functions)

**Mission Purpose:**

The mission of the Board is to ensure that St. Paul's United Church *change lives* by being *the hands Christ*, and to establish policies that protect the foundation of Christian trust and the vision that is the consensus of the congregation.

**Mandate** (ends policies):

The overall goal (outcome, ends policy) of the Board is for the congregation to be effective in changing lives, by being the hands of Christ; and to multiply disciples who will do this over and over again.

Specifically, the Board ensures that:

- Lead Minister receives quarterly feedback and a formal annual review.
- Church members and adherents strive to be continuously involved in the disciple making process.
- Staff leaders are adequately supported and fairly compensated.
- Volunteer leaders are constantly identified, nurtured, trained, deployed, and appreciated.
- Church resources are wisely maintained, diligently increased, and faithfully used.
- Strategic planning is sensitive to the changing mission field and regularly updated.

**Decision making procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, and in addition to those habits incumbent on all members and leaders of the church, the Board will:

- Maintain regular communications with all relevant committees of the various courts of the United Church of Canada and ensure the appointment of Presbytery Representatives.
- Forward denominational requests to the congregation, and congregational concerns to the appropriate court of the denomination.
- Establish an advisory network with relevant institutions in other public sectors to discern opportunities and obstacles for future growth.
- Retain all pertinent church documents (manuals, policies, job descriptions, reports, minutes, etc.) for future reference by any member of the church (except confidential personnel evaluations).

**Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and co-ordinate effectively, the Board must avoid doing the following things:

*Safety and Confidentiality*

- Sharing confidential information, especially related to staff evaluations or ongoing litigation with any member of the church or community without approval of the entire Board.
- Gossiping about the personal lives of members of the church or community.

*Continuing Education*

- Individually or collectively, failing to attend training events about planning or mentoring each year.
- Failing to update demographic and lifestyle group information regarding the primary mission field of the church every two years.
- Individually or collectively, failing to visit other growing churches of any affiliation, anywhere in North America, each year.

*Co-ordination*

- Curtailing the right of clergy and lay leaders to express their personal opinions.
- Intervening in the weekly management of the church unless there are clear indications of a breach of trust, misalignment for mission, or contradiction of policy.

## **The Human Resources Committee**

Human Resources functions as the Ministry & Personnel Committee with duties specified in the United Church Manual along with the addition of volunteer empowerment. Their responsibilities in this function include:

- Establishing job descriptions for the Lead Minister; and Ministry Team Leaders in collaboration with the Lead Minister;
- Providing personal and professional support for Ordered Ministers and Paid Staff;
- Recommending staff salaries and support packages to the congregational budgeting process;
- Regularly evaluate the performance of the Lead Minister in reference to the Board and supporting continuing education;
- Support and advise the Lead Minister, Paid staff and Ministry Team Leaders in the recruitment, training and evaluation of volunteers;
- Supporting the empowerment of volunteers; and, (if necessary) recommending the reassignment or termination of volunteers, after seeking input from the Lead Minister, Paid staff and/or Ministry Team Leaders (as appropriate)

### **Membership:**

The Human Resources Committee consists of three members appointed by the Board for three-year terms. To provide continuity of the Human Resources Committee, appointments will be made as much as possible on a 'staggered' schedule. The Chair of the Human Resource Committee will be chosen by the Board. The Committee will meet regularly, and at least quarterly.

### **Job Description: Human Resources**

(Policies of the Church regarding Personnel and Volunteer Leadership)

### **Mission Purpose:**

The overall goal (outcome, ends policy) of the Human Resources Committee is to identify, nurture, equip, and deploy leaders to pursue the congregation's vision and achieve its mission. This includes:

- Ensuring that paid staff are adequately supported and fairly compensated;
- Ensuring that volunteer leaders are adequately supported and appreciated;
- Ensuring that complaints or conflicts with, or between leaders are addressed and resolved fairly;

### **Mandate (ends policies):**

The Human Resources Committee is responsible for the development, review and oversight of all human resources policies and practices at SPUC. The Committee's responsibilities include:

- Develop and annually review, in collaboration with the Board, a position description for the Lead Minister
- Develop and annually review, in collaboration with the Lead Minister, position descriptions for all staff and Ministry Team Leaders.

- Recommend to the Board, any actions regarding ordered Ministers and/or staff to ensure compliance with United Church policy, as expressed in the United Church manual;
- Recommend to the Board salary and benefit packages for the Lead Minister;
- Recommend to the Board the hiring, training and evaluation practices applied to the Lead Minister;
- Recommend to the Lead Minister salary and benefit packages for paid staff;
- Develop and review hiring, training and evaluation policies and practices applicable to paid staff;
- Support and advise the Lead Minister, Paid Staff and Ministry Team Leaders in the recruitment, , training and feedback process for volunteers ;
- Develop policies and practices that protect the human rights of the all members of the congregation, including, but not limited to, the Lead Minister, Paid Staff, Ministry Team Leaders, volunteers, members and visitors;
- Develop and annually review policies and practices for the selection, training and supervision of all staff or volunteers who have responsibility for children and youth under 18 years of age;
- Evaluate, in collaboration with the Board, the performance of the Lead Minister;
- Support the continuing education of the Lead Minister and the Board and, in collaboration with the Lead Minister, the continuing education of staff, Ministry Team Leaders and volunteers.
- Develop, communicate and monitor a clear Conflict Resolution Policy, ensuring it is accessible to all members of the congregation, staff and volunteers. *This policy is intended to be consistent with and connect to the United Church Conflict Resolution Policy: <http://www.united-church.ca/handbooks>.*

#### **Executive Limitations:**

- The church will not discriminate because of race, colour, age, sex, sexual orientation, and disability, national origin or ancestry.
- The church will not terminate the employment of Paid Staff or relieve a volunteer of his or her duties without, prior consultation and input from the Human Resources Committee, Lead Minister, Paid Staff or Ministry Team Leaders (as appropriate in the circumstances).
- No adverse actions shall be taken against employees, volunteers, or any church member in retaliation for any lawful disclosure of information relating to: (a) a violation of any law or local, provincial or federal rule or regulation, (b) mismanagement, (c) gross waste or misappropriation of church funds or assets, (d) a substantial and specific danger to public health and safety; or (e) other alleged wrongful conduct. Any person found to have so violated this Policy shall be disciplined, up to and including termination from employment or expulsion from Church membership. Allegations of violations of this Policy shall be referred to the Lead Minister, the Chair of the Board, or any member of the Board.

#### **Human Resources Oversight**

All Paid Staff and volunteers are recruited, trained and evaluated based on the same criteria:

- **Mission Attitude:** The passion for, and commitment to, the congregation's vision and mission.

- **High Integrity:** The willingness to strive to model the core values, and readiness to share the bedrock beliefs, that are the consensus of the congregation.
- **Skills/Competencies:** The commitment to effectiveness that motivates them to always seek to learn or improve skills relevant to the work of the ministry team.
- **Teamwork:** The ability to work respectfully and cooperatively with others, empowering others with patience and wisdom to live up to their own potential.

### **Paid Staff Accountability**

Paid staff are evaluated regularly by the Human Resources Committee, with input from the Lead Minister. The expectation is that all staff will be able to perform the duties required in the position description within a probationary 6 month period and, then on an on-going basis. Staff are also expected to provide appropriate leadership in Mission Attitude, Integrity, Skills and Competencies and as member of a Team.

The first evaluation of a staff member will be within six months after hiring, and thereafter, annually. A confidential record of evaluations will be kept. If a paid staff person must be warned about issues related to mission attitude, integrity, skills, or teamwork, Human Resources Committee will pursue the following protocol:

- Provide the staff person with a clear written summary of those issues;
- Provide clear direction for continuing education or mentoring to correct the problem;
- Provide three months to correct a problem or improve performance;
- Meet with the staff person a second time, encouraging the staff person to include an advocate of their choice.

At the discretion of the Human Resources Committee, the staff person may be given an extended period of time not to exceed three months to complete education or resolve issues. However, if the Human Resources Committee is not satisfied that the issues have been resolved, the staff person will be notified in writing of their termination and given a severance package negotiated with reference to the laws of Saskatchewan and best practices of comparable non-profits.

### **Ministry Team Leader Accountability**

Ministry Team Leaders may be comprised of paid staff or volunteers. The expectation is that all Ministry Team Leaders will be evaluated regularly to ensure that they are meeting the requirements of their position description and providing the appropriate leadership in terms of Mission Attitude, Integrity, Skills and Competencies and Teamwork.

The volunteer Ministry Team Leaders will be evaluated by their peers, in company with a representative of the Human Resources Committee. Peer group evaluations may be every six months or annually. The Human Resources Committee will keep a confidential log of concerns raised. If a volunteer leader must be warned about issues related to Mission Attitude, Integrity, Skills, or team work, the Human Resources Committee, with input from the Lead Minister, will pursue the following protocol:

- Provide the volunteer Ministry Team Leader with a clear written summary of the concerns;
- Provide clear direction for continuing education or mentoring to correct the problem;
- Provide four months to correct a problem or improve performance;
- Repeat peer evaluation, including a representative of the Human Resources Committee, the Ministry Team Leader, and the Lead Minister; and encourage the leader to include an advocate of their choice.

At the discretion of the Human Resources Committee, the volunteer Ministry Team Leader may be given another six months to complete training or mentoring. However, if change or improvement does not seem likely, the Human Resources Committee will recommend to the Visionary Board that the volunteer be released from the Ministry Team, and given mentoring to reassess their gifts and talents in order to find a better way to serve the church or community.

## **Volunteer Empowerment**

SPUC volunteers are the 'hands of Christ' reaching out to provide support and services to members of our congregation, visitors and others in the community. SPUC is committed to building volunteer capacity through support, training and feedback of individuals sharing their time and talent. SPUC's commitment to volunteerism is reflected in our Core Values that encourage all members to:

- Practice radical hospitality
- Worship joyfully
- Grow spiritually
- Serve with enthusiasm
- Communicate openly
- Show compassion to all
- Seek justice

This procedure applies to all members of ministry teams (Connections, Worship Design, Spiritual Growth Groups, Faith Forward, Outreach, Assets Management) and other volunteers that work collectively or individually on behalf of SPUC.

In order to develop and empower volunteers at SPUC the Board, Lead Minister, Team Ministry Leaders, staff and other members of the congregation responsible for volunteers are encouraged to:

- Make volunteers feel welcome. Provide name-tags and let them know they are a vital part of the Ministry and Mission of SPUC and community.
- Provide volunteers with training in Mission Attitude, integrity, Skills and Teamwork.
- Thank, praise and celebrate volunteers through check-ins, notes, emails, bulletin boards or other messages of encouragement and praise.
- Provide feedback at least annually to volunteers by the peers on their team.
- Release volunteers from their commitments if they do not love what they are doing, or if the volunteer is having a hard time serving in his or her capacity. Meet with the volunteer and discuss whether he or she is still called to this area of service. If not, help that volunteer to find a new place to serve. If the volunteer remains committed to service, identify appropriate supports, mentorships and coaching or co-volunteer supports to help the volunteer meet the expectations of serving.

## **Conflict Resolution Policy**

This policy applies to any church member, leader, or participant in any program related to the church (or using church facilities). The policy should be widely shared, and regularly shared within every ministry team, group, or

property user. *This policy is intended to be consistent with and connect to the United Church Conflict Resolution Policy: <http://www.united-church.ca/handbooks>.*

### **Conflict Resolution Process**

If someone (complainant) approaches any church member or church leader with a complaint about any other member or leader (respondent) of the congregation, the following protocol should be practiced:

- Listen with an open mind and open heart, recognizing the sincerity of the complainant.
- Ask if the complainant has spoken to the respondent. If not, suggest they do so as soon as possible.
- If the complainant hesitates or is nervous, try to help the complainant prepare for a conversation with the respondent. This might require role-play. Encourage prayer.
- The complainant may wish to have a member of the Human Resources Committee, or another person, accompany them to have a conversation with the respondent.
- If the complainant refuses to engage in direct dialogue with the respondent (with or without accompaniment), offer to take the complaint to the respondent on behalf of the complainant. Inform the complainant that their name will be revealed to the respondent. If the complainant refuses to allow this, then the matter is considered closed because SPUC cannot act on anonymous information.
- Remind the complainant that gossip is not acceptable.
- If the complainant wishes to proceed and the respondent declines the opportunity for discussion, then Human Resources follows a further protocol to match the type of complaint with the appropriate leader:

#### **Type of Complaint:**

Regarding a program or ministry  
 Regarding caregiving, worship, or sacrament  
 Regarding church policy or foundation of trust  
 Regarding abuse or violation of human rights  
 Regarding United Church polity and practice  
 Regarding a Leader including the Lead Minister

#### **Appropriate Referral:**

The Ministry Team Leader  
 The Lead Minister  
 The Visionary Board  
 The Human Resources Committee  
 The Presbytery via Visionary Board  
 The Human Resources Committee

Note: If a complaint is forwarded to the presbytery or other courts of the church, there must be full disclosure of the nature of the complaint and the identity of the complainants. Check The United Church Manual – <http://www.united-church.ca/handbooks>

### **The Steps of Conflict Resolution**

- 1) Prayerfully prepare for conversation (not confrontation), and invite all parties in the conflict to do likewise to establish an environment of respect.
- 2) Build relationships by placing oneself in the shoes of the other. Human Resources will meet confidentially with each party separately, and then invite both parties in a dispute to gather in a neutral location with at least two members of Human Resources.
- 3) Include others who are trusted by each party, aware of the issues and concerns, and can bring clarity and compassion to the conversation. Everyone should refrain from gossip, and conversations should be recorded accurately and remain confidential.
- 4) The listening and learning process may require multiple meetings. Every meeting should begin and end in prayer. Encourage each party to summarize accurately the point of view of the other party.
- 5) Communicate the vision, mission, values and beliefs that are the foundation of Christian trust in the church. Highlight whatever policies of the congregation or denomination are relevant to the situation.
- 6) Recommend actions to correct mistakes, or reduce stress, provide counselling or education, and generally rebuild the harmony of the church.

- 7) If conflict cannot be resolved, clearly identify next steps for either party to appeal to the Presbytery.

## The Lead Minister

Our Lead Minister is the spiritual leader of St. Paul's United Church, and manager of the disciple-making process. Our Lead Minister has overall authority and responsibility for the administration of sacraments, preaching of God's Word, and care for the congregation. The Lead Minister is called /appointed, supervised, and released following United Church of Canada policies as outlined in the most recent version of The Manual.

The Lead Minister is accountable to the congregation, along with the Board, for the direction of the church:

- The articulation of the vision and mission;
- The pursuit of God's vision for the congregation;
- The focus and facilitation of the congregation's mission;
- The honouring of core values and bedrock beliefs;
- The overall habits of decision-making;
- The goals with which the congregation measures success.

The Lead Minister is a member of the Board, and in accordance ~~with~~ the Board cannot meet without the Lead Minister (The Manual, 2016). The Lead Minister may also be a Trustee (The Manual, 2013).

The Lead Minister is accountable to the Board to pursue the long-range plan of the Board and to work according to the policies of the Board. The Lead Minister carries out most of these tasks through direction of paid staff or Ministry Teams.

The Board delegates responsibility and authority for day to day management and operational decisions related to programs to the Management Team, which is led by the Lead Minister. This includes office procedures, allocation of resources, and other aspects of the weekly life and work of the church except for those authorities and accountabilities which pertain to the Board.

**Job Description: Lead Minister** *(There are two parts to this job description. The proper one as outlined below continues over time. The specific job description relates to need assessments, strategic plan etc. and those tasks are listed separately.)*

**(Policies of the Church regarding Lead Minister Functions)**

### **Mission Purpose:**

The mission of the Lead Minister is to guide and equip the church to *change lives* by being *the hands of Christ*; and to multiply disciples who will do this over and over again.

### **Mandate** (ends policies):

- Connect with the full diversity of the public through relevant hospitality and excellent communications. **(Connections Team)**
- Design worship options that meet the spiritual needs of seekers and disciples, motivating them to lead disciplined spiritual lives. **(Worship Design Team)**
- Educate children and youth, and assimilate new members, and grow people toward maturity in Christ. **(Faith Forward Team)**

- Develop opportunities for adult faith formation, so that laity discerns their own calling into ministries. **(Spiritual Growth Groups Team)**
- Equip volunteers for service in the church, community, and world. **(Outreach Team)**
- Develop and/or deploy property, technology and money to resource and accelerate the disciple making process of the church. **(Asset Management Team)**

#### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the Lead Minister will:

- Strive to preach, teach, and train with reference to scripture, history, sensitivity to the Holy Spirit, and human reason.
- Strive to measure the cost of discipleship in reference to changes in attitude, tradition, leadership, organization, property/technology, and finance (and in that order).
- Provide input to the Human Resources Committee on the recruitment, training and evaluation of Paid Staff and contracted services;
- With the support and advice of the Human Resources Committee, recruit, train and evaluate volunteer Ministry Team Leaders of the Management Team according to mission attitude, high integrity, skills/competencies and teamwork.

#### **Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the Lead Minister must strive to avoid doing the following things:

##### *Safety and Confidentiality*

- Sharing personal information or Management Team evaluations with anyone other than the Human Resources Committee.
- Counselling one to one in a private home or in any context when there is not another person readily available in an emergency.
- Working in the office alone after 10:00pm.

##### *Continuing Education*

- Having unspent continuing education money at the end of the year.

##### *Coordination*

- Spending fewer than 10 hours per week (excluding Sundays) in the office;
- Failing to update calendar events for the Board and congregation each week.

## **The Management Team**

The Management Team (MT) members are spiritual leaders of the church and focus on managing the disciple making process of the Church.

The Management Team is chosen and led by the Lead Minister in collaboration with the Human Resources Committee, and includes the team leader of each ministry team.

- The goal of the church is the mission purpose of the Lead Minister;
- Each goal for the Lead Minister becomes the mission purpose of a Ministry Team.

MT leaders are appointed according to the following criteria:

- Passion for disciple making,
- Calling to disciple making,
- Competency for disciple making,
- Mutual accountability for disciple making,
- Spiritual discipline.

MT leaders demonstrate the following leadership qualities:

- Mission Attitude,
- Work Ethic,
- Adaptability,
- Persistence,
- Self-esteem.

The MT oversees the Six Marks of Discipleship as defined by the congregation. They have authority and responsibility to pursue the vision to be *the hands of Christ*, so that our mission *Change your life? Experience God.....* is communicated effectively.

**Job Description: Management Team**  
(Policies of the Church regarding Management Team Functions)

**Mission Purpose:**

The mission of the MT is to ensure that St. Paul's United Church changes *lives* by being *the hands of Christ*, and to equip leaders and develop programs that mature and deploy disciples. The Management Team is an extension of the mission of the Lead Minister.

**Mandate** (ends policies):

The goals of disciple making are divided among six teams, each of which will strive to:

1. **Connections Team**  
Connect with the full diversity of the public through relevant hospitality and excellent communications.
2. **Worship Design Team**  
Design worship options that meet the spiritual needs of seekers and disciples, motivating them to lead disciplined spiritual lives.
3. **Faith Forward**  
Educate children and youth, and assimilate new members, and grow people toward maturity in Christ. Invite people of all ages and stages into the life-long, life-wide quest to journey and learn together as we strive to live in the way of Jesus.
4. **Spiritual Growth Groups**

Multiply Spiritual Growth Groups and opportunities for adult faith formation, so that laity discern their own calling into ministries.

5. **Outreach**

Equip volunteers for service in the church, community, and world

6. **Asset Management**

Develop and/or deploy property, technology and money to resource and accelerate the disciple making process of the church.

**Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, and in addition to those habits incumbent on all members and leaders of the church, the MT will:

- Always strive to communicate with, and learn from, relevant national, regional, and congregational bodies in our denomination.
- Always strive to communicate with, and learn from, relevant national, regional, and local institutions and agencies across all public sectors.
- Always strive to test ideas through respectful dialogue with publics in our primary mission field.
- Always strive to follow a procedure for strategic planning before implementing new ideas.
- Always strive to initiate new ideas, perfect ongoing programs, and terminate ineffective programs through an annual strategic planning process.

**Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the MT must strive to avoid doing the following things:

*Safety and Confidentiality*

- Failing to do annual training or review of Board policies that guard against discrimination, ensure accessibility, protect minors, and underline emergency plans.
- Allowing any outside group or mission partner to use the building or participate in church programs that have not been informed about the safety and confidentiality guidelines of the Board.
- Transporting people on behalf of the church to any destination without consulting with the Lead Minister to ensure appropriate liability insurance.

*Continuing Education*

- Having unspent continuing education money at the end of the year.
- Investing less than 25% of continuing education energy in long distance, Internet driven, and learning.
- Deploying any volunteer who has not received basic training, and does not have access to ongoing coaching.

*Coordination*

- Failing to reserve a room or technology via record on the office calendar.
- Dismissing any volunteer without recognizing the authority of the Visionary Board and following the processes of the Human Resources Committee. Impinging on the program of another team, or involving the volunteers of another team, without consultation with the relevant team leader.

## Connections Ministry Team

The leader of the team is chosen by the Lead Minister and meets regularly with the Management Team. In practice, each member of the Connections Team will oversee the accomplishment of one of the ends policies listed below.

### **Mission Purpose:**

Connect with the full diversity of the public through relevant hospitality and excellent communications.

### **Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Connection Team exercises authority and responsibility over the hospitality, fellowship, internal communications and external marketing of the church.

- Hospitality options will seek to mirror the diverse demographic and lifestyle segment preferences of our primary mission field.
- Large and small gatherings will strive to reveal the core values and beliefs of the church in a friendly atmosphere that encourages healthy relationships and respectful dialogue.
- Seek to allow members and participants access to relevant information, in a timely fashion, in easily accessible and familiar ways.
- Strive to help the publics in our primary mission field to receive timely updates about relevant opportunities for personal growth and social service.
- Try to provide lifecycle education in circumstances such as baptism, confirmation, wedding, funeral, and other transition events, that will help people celebrate the past, experience Christ in the present, and focus on the promises of God for the future.

### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will strive to:

- Provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Walk a second mile, turn the other cheek, and practice extreme generosity.

### **Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must strive to avoid doing the following things:

#### *Safety and Confidentiality*

- Contradicting city fire regulations, especially regarding maximum occupancy and emergency exits.

- Contradicting the food preparation standards of public health, especially regarding open buffet tables.
- Allowing young children access to hot appliances or sharp serving utensils.

#### *Continuing Education*

- Organizing fewer than two focus groups each year to gather feedback from the mission field.
- Failing to update *best practices* from other churches every year.

#### *Coordination*

- Deploying any volunteer alone.
- Limiting any hospitality, fellowship, or communication strategy to just one option.

## **Worship Design Ministry Team**

The leader of the team is chosen by the Lead Minister, and meets regularly with the Management Team. In practice, each member of the Worship Team will oversee the accomplishment of one of the ends policies listed below.

#### **Mission Purpose:**

Design worship options that meet the spiritual needs of seekers and disciples, motivating them to lead disciplined spiritual lives.

#### **Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Worship Team exercises authority and responsibility over the worship choices each week, on special occasions, and in the midst of lifecycle changes

- Worship options should be designed to get mission results for healing, education, inspiration, lifestyle coaching, care giving, and/or mission connection.
- Music should communicate our core values, beliefs, vision, and mission in ways that are most relevant and accessible for the people we are hoping to reach.
- Technologies should be those that are most familiar and relevant to the lives of people in our primary mission field at home, at work, and at play.
- The message should connect scripture with real life in ways that are memorable, influential, and lasting.
- Worship for special occasions should clearly reveal our core values, beliefs, vision, and message in ways that are most relevant to the context and culture of the participants.
- The Worship Design Team has the authority and responsibility to enhance the worship environment of the church in any way to offer a positive experience of God for those seeking to change their lives.

#### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will:

- Always strive to provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Always strive to design, implement, and evaluate worship in the context of rigorous, daily spiritual disciplines that include prayer, Bible reading, theological reflection, and dialogue about mission.
- Always strive to plan monthly opportunities for Holy Communion and Baptism in all worship options.
- Always strive to consult with any other team that has a vested interest in permanent changes to the building before enhancing the worship environment.

### **Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must avoid doing the following things:

#### *Safety and Confidentiality*

- Sharing confidences or prayer requests without permission of the individual.
- Using technologies or devotional objects that might harm children.

#### *Continuing Education*

- Having fewer than two focus groups per year to gather feedback from the mission field.
- Neglecting updating with *best practices* from other churches every year.
- Relying on secondary languages to lead worship.

#### *Coordination*

- Designing worship without a plan for hospitality.
- Designing worship without a plan to move people into midweek Spiritual Growth Groups and missions.
- Scheduling special services without consulting the master calendar in the office.
- Making any changes to the worship environment that contradicts our bedrock beliefs.
- Making changes to the Worship Centre that undermines effective lighting and sound.

## **Faith Forward Ministry Team**

The leader of the team is chosen by the Lead Minister, and meets regularly with the Management Team. In practice, each member of the Faith Forward Team will oversee the accomplishment of one of the ends policies listed below.

### **Mission Purpose:**

Educate children and youth, and assimilate new members, and grow people toward maturity in Christ. Invite people of all ages and stages into the pan-generational, life-long, life-wide quest to journey and learn together as we strive become disciples living in the way of Jesus.

### **Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Faith Forward Team exercises authority and responsibility over the educational choices each week, on special occasions, and in the midst of lifecycle changes with respect to the planning and execution of strategies, practices and activities designed to support lifelong, pan-generational faith formation.

- Inclusive, pan-generational learning opportunities and worship will inculcate spiritual habits including prayer, Bible study, and history of the Christian movement, theological reflection, and mission relevance for all ages.
- Membership training for disciples of all ages will prepare members for inward ministries and outward missions.
- Seasonal faith formation opportunities will reach out to seekers of all ages and model the steps of Christian discipleship.

#### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will:

- Always strive to provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Always follow clear legal and church procedures for the selection, training, and supervision of leaders who work with persons aged 18 and younger.
- Always strive to customize pan-generational learning opportunities for the unique values, beliefs, vision, & mission of our church.
- Always try to design, implement, and evaluate programs that enhance pan-generational, lifelong faith formation.
- Always try to convene teachers and leaders as a Spiritual Growth Groups rather than a task group.

#### **Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must strive to avoid doing the following things:

##### *Safety and Confidentiality*

- Deploying volunteers alone.
- Having a person under 18 alone with only one adult.
- Implementing programs without at least one leader trained for basic medical emergencies.

##### *Continuing Education*

- Repeating a learning opportunity without parental or participant feedback.
- Deploying a leader without an apprentice.
- Deploying leaders to teach the same class for more than three years in a row without a sabbatical or rotation to another age group or class.

*Coordination*

- Arranging or decorating a room in such a way as to block other groups from using the space effectively.
- Planning strategies for education without reference to worship and/or mission.

## Spiritual Growth Groups Ministry Team

The leader of the team is chosen by the Lead Minister, and meets regularly with the Management Team. In practice, each member of the Spiritual Growth Groups Ministry Team will oversee the accomplishment of one of the ends policies listed below.

### **Mission Purpose:**

Multiply Spiritual Growth Groups and opportunities for adult faith formation, so that laity discerns their own calling into ministries.

### **Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Spiritual Growth Groups Ministry Team exercises authority and responsibility over the Spiritual Growth Groups that meet Sunday and midweek.

- Adults and youth will continue to grow to discover themselves, deepen their relationships, and explore the mystery of Christ.
- Adults and youth will continue to confront their addictions, experience liberation, and live healthy lifestyles.
- Adults and youth will continue to discern their personal mission in life, and shape their personal and working lives around God's call.

### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will:

- Always strive to provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Always strive to place primary focus on personal growth and leadership development, rather than programs or tasks.
- Always strive to communicate with, and personally support, every group member every week.

### **Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must avoid doing the following things:

#### *Safety and Confidentiality*

- Sharing any personal information outside the group with anyone except the Lead Minister.

- Dating a group member.

#### *Continuing Education*

- Deploying without basic training.
- Failing to check in once a week.
- Missing an upgrade training session for any reason other than health.
- Meeting without a group covenant.

#### *Coordination*

- Letting a group meet beyond its time limit without a mentoring moment for each participant regarding their next step in spiritual growth.
- Reserving a room in the church building without booking it on the master office calendar.

## **Outreach Ministry Team**

The leader of the team is chosen by the Lead Minister, and meets regularly with the Management Team. In practice, each member of the Outreach Team will oversee the accomplishment of one of the ends policies listed below.

#### **Mission Purpose:**

Equip volunteers for service in the church, community, and world

#### **Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Outreach Team exercises authority and responsibility over major outreach ministries, short-term mission projects, and any initiative that blesses strangers to grace.

- Individuals and families should receive what they need to survive including food, shelter, and health care.
- Individuals and families should improve their quality of life including social wellbeing and safe environments.
- Seniors and empty nesters should improve their overall health.

#### **Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will:

- Always strive to provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Always strive to make strategic plans in close communication with social service networks and other churches.
- Always try to deploy at least 3 team members into the specific mission field where any financial resources are allocated.
- Always strive to nurture outreach ministries as a Spiritual Growth Groups for personal growth, trusting relationships, and spiritual life.

**Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must avoid doing the following things:

*Safety and Confidentiality*

- Visiting or meet with clients alone.
- Accessing resources outside of specified times without the approval of the team leader.

*Continuing Education*

- Updating demographic and lifestyle segment information every year.
- Obtaining detailed information on public policy from all points of view.
- Committing the church to a public policy without the approval of the Board

*.Coordination*

- Spending more than 25% of the outreach budget in a single ministry.
- Initiating an outreach ministry without a fund raising strategy.

**Assets Management Ministry Team**

The leader of the team is chosen by the Lead Minister, and meets regularly with the Management Team. In practice, each member of the Assets Management Team will oversee the accomplishment of one of the ends policies listed below.

**Mission Purpose:**

Develop and/or deploy property, technology and money to resource and accelerate the disciple making process of the church.

**Mandate** (ends policies):

In order to pursue the mission to *change lives*, and multiply disciples to be *the hands of Christ*, the Assets Management Team exercises authority and responsibility over the property, technology, and money of the church to accomplish the following goals:

Properties and facilities will be maintained and improved to the best standard of comparable multi-purpose facilities in the city in order to facilitate the work of each team in the disciple making process.

- Technologies should be maintained and upgraded to the best standard of comparable educational institutions in the city in order to facilitate the work of each team in the disciple making process.
- Finances should be managed using the best accounting practices to fund leaders, programs, facilities, and technologies in order to enhance the work of each team in the disciple making process.
- Stewardship campaigns should be deployed annually using the best methods of fund raising relevant to different lifestyle groups in the church and community.

- Capital fund raising projects should be designed to address major strategies for internal growth and external outreach to provide investment capital for future ministries.
- The Assets Management Team has authority and responsibility to invest money of the Church for short and long-term periods.

**Decision Making Procedures** (process policies):

In order to ensure the integrity of congregational boundaries and habits, the team will:

- Always strive to provide basic training and ongoing coaching for mission attitude, high integrity, skills development, and teamwork.
- Always strive to provide quarterly financial statements for the Board and congregation.
- Always strive to measure the cost of discipleship in reference to changes in attitude, tradition, leadership, organization, property/technology, and finance (and in that order).
- Always strive to resource church programs with sensitivity to ease of access for persons with disabilities, young mothers, and seniors.

**Executive Limitations:**

In order to protect safety and confidentiality, guide constant learning, and coordinate effectively, the team must avoid doing the following things:

*Safety and Confidentiality*

- Carrying less than full replacement insurance for property, and adequate liability insurance for users.
- Allowing evening meetings to occur without adequate illumination in the parking lot and all entrances.
- Creating and post an emergency response plan taking into account medical emergencies, fire, toxic conditions, weather problems, power outages, natural disasters, and other dangerous circumstances.
- Investing in term deposits that are not covered by the Canadian Deposit Insurance Corporation (CDIC).

*Continuing Education*

- Deploying leaders who have not been trained to respond to emergencies.
- Deploying leaders who have not been trained to use technologies safely and effectively.
- Spending adequate time for spiritual disciplines, personal support, and relationship building in any given meeting.

*Coordination*

- Using mission funds for operating expenses.
- Allowing expenditures to exceed the total annual budget without Board approval.
- Incurring new debt, nor buy, sell, or lease property without the approval of the Board.
- Accepting any gift that is restricted by the donor as to use or purpose.

- Changing the compensation and benefits of any staff person without the approval of the Lead Minister and the advice of Human Resources Committee.
- Failing to implement two stewardship campaigns each year, separately targeting operations and outreach.
- Investing amounts in excess of \$25,000 without prior approval by the Board.

## **Trustees (Standing Task Group within the Board)**

The Trustees are entrusted by the Congregation to be the legal holders of the congregation's real and personal property. The Trustees are comprised of three (3) members elected by the congregation.

### **Membership:**

The Trustees are elected at the Annual Congregational Meeting by two-thirds of the members of St. Paul's present at that meeting. Trustees shall hold office for three years, with no member serving more than two consecutive terms.

To provide continuity of the Trustees' function, members shall be elected on a 'staggered' schedule, i.e. some at one Annual meeting, and some at the next Annual meeting, on a schedule to be determined by the Board.

The Lead Minister may be a trustee. The Trustees are free to elect a Chair. The quorum for any meeting is a simple majority. Their responsibilities include, and are limited to, the following:

- Hold and administer the real and personal property of the congregation for the sole purpose of fulfilling the vision God has given to the congregation.
- Sell, mortgage, exchange, or lease the real property of the congregation as directed by the congregation, and within the boundaries of vision, mission, values, and beliefs of the congregation; and with the consent of the presbytery.
- Ensure that adequate property and liability insurance is in effect at all times.
- Oversee congregational endowments and investment, and ensure appropriate settlement of capital debts.

The Trustees use as their guide the most recent issue of the *Congregational Board of Trustees Handbook* from the United Church of Canada.

## **Treasurer**

The Treasurer is recommended by the Assets Management Team Leader and approved by the Board. The Treasurer is a member of the Assets Management Team and is responsible to the Congregation and the Board, through the Assets Management Team, for the oversight of all revenues and expenses of the church. Specifically, those responsibilities are detailed in the Financial Handbook for Congregations published by the United Church of Canada. The Treasurer follows the Handbook.

## **Presbytery Representatives**

The Presbytery Representatives are elected at the Annual Congregational Meeting. The Presbytery Representatives attend the meetings of River Bend Presbytery and, where possible, the meetings of Saskatchewan Conference. The members report on the proceedings to the Board, and where possible, they participate in the work of River Bend Presbytery.

The Lead Minister is a member of Presbytery. The number of elected Presbytery Representatives must be in accordance with guidelines of the most recent version of The Manual.

## Glossary

**Adherent** a person who is attached to a congregation and contributes regularly to its life and work but is not formally a member of the United Church.

**Assets Management Ministry Team** this team is responsible for property, technology and financial resources used to further the mission of St. Paul's United church.

**Bedrock Beliefs** are those principles we turn to for strength during times of confusion or stress (see page 5).

**Connections Ministry Team** the team is responsible for connecting seekers with the church and the church with seekers.

**Core Values** are the positive preferences, choices congregants are expected to make (see page 5).

**DNA** the primary elements on which our church, its ministry, leadership and membership exists. Our DNA is composed of our mission, vision, core values and beliefs

**Faith Forward Ministry Team** this team is responsible for the growth of Christians of all ages to maturity following the words and actions of Jesus Christ and the commitment to God's mission to transform the world.

**Foundation of Christian Trust** the limits or basic boundaries beyond which no leader, member, program or budget are allowed to ever exceed (see page 2), these are the limits to our DNA.

**Governance** the structure of authority and processes of decision-making used by a congregation.

**Human Resources Committee** often termed "**Ministry and Personnel Committee**" which is the committee responsible for the oversight and support of paid staff that is required in all models of board governance in the United Church with the addition of volunteer empowerment.

**Lead Minister** Often termed the "**Ministry Personnel**" or "**Order of Ministry**" which is the ordained or diaconal or designated lay minister leadership of the congregation or pastoral charge. The Lead Minister is accountable to the United Church through presbytery/district.

**Outreach Ministry Team** this team is responsible for major outreach ministries, short-term mission projects and any initiative that blesses strangers to grace.

**Pastoral Charge** the basic unit of organization in The United Church of Canada. A pastoral charge can consist of one or more congregations.

**Polity** how a body or denomination forms and uses its structures for mission. In the United Church our form of governance is conciliar

**Presbytery Representative** a church member elected by the congregation or pastoral charge to be a voting member at meetings of the presbytery/district.

**Quorum** the minimum number of members of a congregation's governing body required to transact official business (20 for SPUC).

**Spiritual Growth Groups Ministry Team** this team(s) is responsible for the pursuit of our mission, "Experience God? Experience God" and multiply disciples who operate as the hands of Christ.

**Spiritual Leadership** the nurture and supervision of worship, spiritual growth, administration of the sacraments, conduct of members, pastoral care, and outreach.

**SPUC** St. Paul's United Church

**Stewardship responsibility** for the time, talents, and money entrusted by God to the congregation or pastoral charge.

**The Management Team** these are the spiritual leaders of the church appointed by the Lead Minister and focused on the disciple making process of the church The team itself is composed of leaders of each of the following; Connections; Mission, Worship, Faith forward, Spiritual Growth, Outreach, and Assets.

**Treasurer** the person responsible for oversight and reporting for all financial transactions throughout the financial year.

**Trustee** an individual who, along with the other members of the Board of Trustees, holds all of the property of the congregation for the use and benefit of the congregation and on behalf of The United Church of Canada.

**Visionary Board** a stream-lined Board of volunteers elected by the congregation to focus on long range planning, mentoring, policy development and review.

**Worship Design Ministry Team** this team is responsible for the music, technology, and other worship enhancements that occur each week or on special occasions.