



SYNOD OF ALBERTA AND THE TERRITORIES

of

The Evangelical Lutheran Church in Canada

COUNCIL GOVERNANCE

Revised March, 2017

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AN OVERVIEW OF OUR MODEL OF COUNCIL GOVERNANCE

This approach to governance is a style of leadership that pushes the Council to provide strategic guidance and direction. This leadership is through the development of policies that reflect the values and needs of the people we serve. Council members spend their time learning about, debating and determining the Synod's strategic future and vision. The vision and values are then expressed in written policy. These policies define the outcomes the Synod wants to achieve. The policies are also used as criteria to monitor the impact of the Synod.

The Synod provides leadership or governs the Synod by developing and monitoring compliance with policy in four areas, as follows:

- ♦ Outcomes to be achieved;
- ♦ Bishop Constraints;
- ♦ Council-Bishop Relationships;
- ♦ Governance Process.

I. OUTCOMES

In developing policies related to the outcomes to be achieved, the Council must answer the question, "What benefits will be delivered to which people at what cost as a result of our existence"? In addressing this question, the Council is assuming a stewardship or trustee role on behalf of the owners (congregations and members), evaluating the benefits delivered by the Synod against the resources used by the Synod in achieving these outcomes.

The Council cannot address the question of outcomes to be achieved nor provide accountability for the value that is taking place through the work of the Synod unless it maintains a dialogue with the owners. The Council must define who they're accountable to and the process for accountability.

The model supports the belief that the Council's most significant, ongoing responsibility is the development and monitoring of outcome policies within the context of a relationship with the Synod's ownership.

II. BISHOP CONSTRAINTS

The Council delegates responsibility for the achievement of outcomes to the Bishop. Council policy provides certain constraints on the Bishop (as the Chief Administrator) as he or she strives to achieve the outcomes as stated by the Council. These policies constrain the Bishop to act within acceptable boundaries of prudence and ethics.

In this area, the Council elects to be proscriptive rather than prescriptive, believing that the Bishop must be given maximum flexibility and opportunity for creative leadership in striving for the achievement of Synod outcomes.

III. GOVERNANCE PROCESS

The Council also governs itself through policy, defining the processes it will use to produce the outcomes that are required of it. The Council's policies prescribe that it will focus on strategic leadership rather than administrative detail, on the future rather than on the past or present, and that it will maintain a clear distinction of Council and staff roles. The Council's job is defined as

- 1) the link between the Synod and its congregations;
- 2) writing governing policies which address the four areas described here; and
- 3) the assurance of Bishop performance with reference to the Outcomes policies and Bishop Constraint policies.

IV. COUNCIL - BISHOP RELATIONSHIP

Finally, the Council governs through policies which define its relationship with the Bishop. Council policy provides that the Bishop is the Council's single official link to the Synod's operation and is accountable for all synodical performance. The Bishop exercises all authority transmitted into the Synod by the Council. Bishop performance is considered to be synonymous with synodical performance as a total. The Bishop's job consists of

- 1) accomplishing the provisions of Council policies on Outcomes; and
- 2) operating the Synod within the boundaries of prudence and ethics as established in Council policies on Bishop Constraint.

General Principles

The full scope of the Council's responsibility is exercised through developing and monitoring policy in the four areas noted. It is the Council's expectation that policies concerning Bishop Constraints, Governance Process and Council-Bishop Relationship may remain relatively static. However, any Council member may ask the Council to consider revising or extending a policy. The issue raised will be addressed by the Council if the majority agrees to do so.

The Council expects that policies for the achievement of certain outcomes will be the subject of ongoing Council attention in terms of what benefits (delivered to the congregation/members by the Synod) should evolve over time.

The overall intent of this model is to put the Council's responsibility for governing synodical means onto a systematic, preplanned basis. The Council's concerns about "how to" or means are defined in advance and monitored on an ongoing, predictable basis according to predetermined criteria. In this way the Council achieves considerable efficiency in governing the programs and services (means). This frees time and energy for addressing those Council contributions concerned with strategic leadership, direction and linkage to the congregation/members.

General Considerations Regarding Policy Development

All policy statements of the Council include a statement as to when and how policy compliance will be monitored.

In writing policy, the Council always works from the broadest, most general statement of policy related to a particular area and proceeds to develop progressively more specific policy statements until it is satisfied that it has achieved the degree of definition necessary in that area. It then feels comfortable that any reasonable interpretation of the policy by the Bishop would be acceptable action. In short, the Council will follow a principle of logical progression from broad to specific in developing policy.

The Chair of the Council is responsible for interpreting Council policy related to Governance Process and the Council-Bishop Relationship. The Bishop is responsible for interpreting Council policy related to Outcomes and Bishop Constraints.

The results-based approach takes the Council away from the day-to-day issues of administration - "how" to do the job (means) - and focuses on the "what" (outcomes). Under this approach, the "how" such as process, programs and services, are the job of the Bishop and the paid and unpaid staff of the Synod. The Council provides leadership for what the Synod needs to accomplish - the results or outcomes.

POLICY TYPE: I. OUTCOMES

Council Policy: I.A. CORE MISSION

The mission of this church, as an instrument of the Holy Spirit, is to bring the Gospel of Jesus Christ to all people through the proclamation of the Word, the administration of the Sacraments, and service in Christ's name.

The Synod of Alberta and the Territories, in faithfulness to the Lord of the church, will facilitate and advance the mission of this church within its territory.

Guided and empowered by the Holy Spirit, we will carry out this mission by shepherding and engaging our congregations, Synodically recognized ministries, specialized ministries, and rostered ministers who proclaim God's Word, build community and bring reconciliation to the world.

Monitor: Fall, Direct Inspection
Review: Spring, even-numbered years
Revised: March, 2014; March, 2016

POLICY TYPE: I. OUTCOMES

Council Policy: I.B VISION

In mission with others, we join what God is doing ahead of us in the world.

Approved: March 31, 2006

Monitor: Fall, Direct Inspection

Review: Spring, even-numbered years

Revised: March, 2014; March, 2016

Reflecting our mission statement, our vision and the Evangelical Declaration, our mission priorities and outcomes for the biennium 2016 - 2018 are as follows:

- 1. SPIRIT-LED LEADERSHIP is characterized by trust in the Holy Spirit who “calls us through the Gospel, enlightens us with gifts, sanctifies and keeps us in true faith.”**
 - a. Listening and discernment is modeled throughout the Synod enabling leaders to cultivate a passion for their call and use the gifts entrusted to them by the Holy Spirit.
 - b. Lay and rostered leaders are equipped and empowered to practice the disciplines of Biblical engagement, prayer and spiritual direction.
 - c. Faithful, accountable and wise disciples mentor, encourage, and mutually equip the body of Christ.
 - d. Innovative organizational structures, governance models, and approaches to conflict resolution will reflect the incarnational presence of Jesus.
 - e. Candidates for rostered ministry, who hear the call to serve God in the church, are identified, mentored and provided with support and information.

- 2. HOPE-FILLED DISCIPLESHIP is expressed through ministries which embrace the diversity of all participants and the unity of the body of Christ working together for the glory of God.**
 - a. Together in Christ we live with discernment and spiritual practices modeled and taught for faith formation.
 - b. All people, with the uniqueness of their gifts, are welcomed as valued partners in ministry with clear expectations of service.
 - c. Ministries are encouraged to equip, support and inspire one another.
 - d. A life of stewardship that strengthens the body of Christ is practiced.

- 3. INNOVATIVE TRADITION is embraced and uplifted as an expression of God at work in and through the Synod in Jesus' name.**
- a. Formative worship that proclaims the Gospel shapes the living of our baptismal vocation and prepares the way for openness to change.
 - b. Creative approaches to ministry, focused on the centrality of Christ, are supported with respect and interest.
 - c. Experimentation and risk is encouraged, allowing for flexibility, possible failure and exciting possibilities.
- 4. COLLABORATIVE PARTNERSHIPS reflect the communion of saints and the interconnected nature of the Triune God as witness to the restoration, redemption and reconciliation of the world**
- a. Seeking justice and mercy, ministries collaborate in ventures of service with other groups and agencies to express God's grace and love.
 - b. Serving with the Anglican Church of Canada whenever possible, and strengthening connections to other ecumenical partnerships, witnessing mutual respect and good stewardship.
 - c. A culture of caring conversations, encouragement, hopeful opportunity and accountability is expressed and developed.
 - d. Collaborative and co-operative experiments are initiated and supported throughout the Synod.
 - e. We work with Synods, with the ELCIC and, through the ELCIC with International partners.
 - f. We will focus on abiding in right relations with Indigenous Peoples.

Approved:	June 18, 1996
Monitor:	Fall, Bishop's Report
Review:	Spring, even-numbered years
Revised:	Nov. 19, 1998; April 5, 2002; June 5, 2004; June 10, 2006; June 7, 2008; June 5, 2010; May 26, 2012, March 28, 2014; June 17, 2016;

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.A. OPERATIONAL PRACTICES

The Bishop, in the course of conducting his/her duties, shall not cause nor allow any practice, activity, decision or synodical circumstance which is unlawful, imprudent, or in breach of Christian principles, commonly accepted business practices and professional ethics.

With respect to:

- administrative regulations and administrative procedures, the Bishop shall not operate without operational/administrative continuity and consistency; and shall assure these procedures are published and widely available. (See II.B)
- paid and unpaid staff, the Bishop shall not cause or allow conditions which are unlawful, inhumane, unfair or undignified. (See II.C.)
- protecting the Council from sudden loss of the Bishop services, the Bishop shall not cause or allow insufficient executive backup. (See II.D.)
- fiscal planning, the Bishop shall not deviate significantly from the Council's stated Outcome policies, or jeopardize the fiscal integrity of the Synod. (See II.E.)
- operating the Synod in a sound and prudent fiscal manner, the Bishop shall not cause or allow the development of fiscal jeopardy or insolvency. (See II.F.)
- proper management of the Synod's risk and care of the Synod's assets, the Bishop shall not risk losses beyond those necessary in the course of daily operations. (See II.G.)
- employment, compensation and benefits to employees, consultants and contract workers, the Bishop may not cause or allow jeopardy to the Synod's fiscal integrity or public image. (See II.H.)
- reserve funds, the Synod Council and Bishop shall be subject to the guidelines established for approved initiatives. (See II.I.)
- maintain long-term stability of the Synod and planning for orderly growth while still allowing for flexibility to respond to opportunities of new revenue for new initiatives. (See II.J.)
- professional and ethical standards, the Bishop shall uphold the standards of this church and model them in his/her personal life. (See II.K.)
- congregational moving expense, the Bishop shall consider financial support in extenuating circumstances. (See II.L.)

Approved:	<u>May 2, 1997</u>
Monitor:	<u>Fall, Direct Inspection</u>
Review:	<u>Fall, Odd-numbered years</u>
Revised:	<u>September, 2011</u>

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.B. ADMINISTRATIVE EXPECTATION

Recognizing that the Council has ultimate responsibility for the operations of the Synod, the Council supports the principle of delegation to the Bishop so that the Council might be free from operational matters.

To facilitate optimum effectiveness, the Council leaves the implementation and subsidiary policy development to the Bishop.

The Bishop shall be guided by the council's constraint policies and within the limits of those policies the Bishop shall not operate without:

1. Administrative regulations and administrative procedures to assure operational/administrative continuity and consistency. These procedures should be published and widely available.

Approved: May 2, 1997
Monitor: Fall, Bishop's Report
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.C. STAFF RELATIONS

With respect to paid and unpaid staff, the Bishop shall not cause or allow conditions which are unlawful, inhumane, unfair, or undignified. Accordingly, he/she shall not:

1. Discriminate among employees on other than clearly individual job-related performance and/or qualifications.
2. Subject staff to unsafe or unhealthy conditions.
3. Operate without a written staff personnel manual.
4. Fail to provide a consistent, fair and open recruitment, selection and promotion process.
5. Prevent staff from approaching the Council when the following conditions exist:
 - a. internal grievance procedures have been exhausted, and
 - b. the employee alleges
 - i. that Council policy has been violated to his or her detriment, or
 - ii. that Council policy does not adequately protect his or her human rights.
6. Fail to inform staff of significant policies and guiding principles of the Synod or significant changes affecting the Synod.
7. Fail to ensure respect for confidentiality.
8. Fail to provide opportunities for skill maintenance and development.
9. Fail to provide a clear message that harassment is not acceptable or to provide specific recourse for individuals who believe they are suffering harassment.
10. Fail to provide job descriptions for paid and recurring unpaid positions.
11. Promise or imply employment which does not comply with government standards.

Approved:	<u>May 2, 1997</u>
Monitor:	<u>Fall, Bishop's Report</u> <u>Fall, 4th year (2010), Direct Inspection</u>
Review:	<u>Fall, odd-numbered years</u>
Revised:	<u>March, 2014</u>

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.D. BISHOP BACKUP

With respect to protecting the Council from sudden loss of the Bishop services, the Bishop shall not cause or allow insufficient executive backup.

1. In the prolonged absence of the Bishop, he/she shall designate an ordained minister to perform the duties of the Bishop.
2. Accordingly, the Bishop shall ensure that the designated ordained minister is familiar with Council and chief executive issues and policies.

Approved: May 2, 1997
Monitor: Fall, Bishop's Report
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.E. FINANCIAL PLANNING

With respect to fiscal planning, the Bishop shall not deviate significantly from the Council's stated Outcome policies, or jeopardize the fiscal integrity of the Synod, unless approved by Synod Council. Accordingly, he/she shall not:

1. Breach generally accepted accounting principles.
2. Plan the expenditure in any fiscal year of more operating funds than are conservatively projected to be received in that period.
3. Fail to include an annual plan for capital priorities which includes replacements, maintenance and additions and provides less than .5% of the operating budget on capital items.
4. Present a budget with too little information to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and subsequent audit trails and disclosure of planning assumptions.
5. Reduce current assets to below a level to meet the Synod's liabilities.
6. Provide less than 1% of the operating budget for Council initiatives during the year.
7. Provide an amount for contingency exceeding 7% of the operating budget.

Approved: May 2, 1997
Monitor: Fall, Direct Inspection
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.F. FINANCIAL CONDITION

With respect to operating the Synod in a sound and prudent fiscal manner, the Bishop shall not cause or allow the development of fiscal jeopardy or insolvency. Accordingly, he/she shall not:

1. Indebt the Synod in an amount greater than the approved line of credit.
2. Expend more funds than have been received in the fiscal year to date unless the foregoing debt guideline is met in the previous clause.
3. Make on his/her own authority any single capital purchase of greater than \$5,000.
4. Use any long term reserves, except as authorized by the Council.
5. Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
6. Allow actual allocations to deviate significantly from Council outcomes.
7. Receive or disburse funds under controls insufficient to meet prudent business standards.
8. Disburse any non-budget items that cannot be recovered from another budget category.
9. Allow tax payments or other government ordered payments to be late or inaccurately filed.
10. Disburse funds to him/herself without written approval of a Council officer.

Approved: May 2, 1997
Monitor: Quarterly, Direct Inspection
Spring, External Audit
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.G. RISK MANAGEMENT

With respect to proper management of the Synod's risk and care of the Synod's assets, the Bishop shall not risk losses beyond those necessary in the course of daily operations. Accordingly, he/she shall not:

1. Fail to insure against theft, fire or liability losses to a prudent level, including the Council Members and the Bishop.
2. Allow abuse or misuse of assets. Property will be inventoried and a security system in place to ensure adequate safeguards to prevent loss, damages, or theft of property.
3. Allow the assets of the Synod to be improperly maintained.
4. Invest operating or capital funds in non-guaranteed investments.
5. Allow any one individual to have complete authority over a financial transaction.
6. Sell or otherwise dispose of assets under controls insufficient to meet prudent business standards.
7. Enter into an agreement for services unless the contractor provides sufficient proof of acceptable standards of operation and insurance coverage to mitigate risk.
8. Acquire, encumber or dispose of real property except as authorized by Synod Council.

Approved: May 2, 1997
Monitor: Fall, Bishop's Report
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.H. COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Bishop shall not cause or allow jeopardy to the Synod's fiscal integrity or public image. Accordingly, he/she shall not:

1. Change his or her compensation and benefits as established by the Council.
2. Establish current compensation and benefits for staff which:
 - a. Deviate significantly from the geographic or professional norm within the not-for-profit sector for employee compensation and for the skills employed.
 - b. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
 - c. Cause unfunded liabilities to occur or in any way commit the Synod to benefits which incur unpredictable future costs.
 - d. Provide less than the level of benefits to employees as prescribed by this Church.
 - e. Allow any employee to retroactively lose accrued benefits.

Approved: May 2, 1997
Monitor: Fall, Direct Inspection
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.I. SYNOD RESERVE FUNDS

The Synod Council may establish a Reserve Fund(s) from time to time as permitted by Section II.I of its governance policies. Reserve funds shall be subject to the following guidelines as to use of any funds:

1. Priority for use of reserve funds shall be for new or expanded ministry initiatives as proposed by the Bishop, Synod staff, conference deans or congregations.
2. Application for use of reserve funds shall be made to the Bishop in a form prescribed by the Synod Council. The Bishop shall consider the merits of the application in view of the Synod’s ongoing ministry priorities.
3. Reserve funds shall not be applied to offset operating deficits except when approved in advance by the Synod Council.
4. Approval for use of reserve funds shall be the responsibility of the Executive Committee upon the recommendation of the Bishop. Applications in excess of \$25,000 shall be approved by Synod Council.
5. Use of reserve funds in approved initiatives shall be reported to the Synod Council through the Bishop’s report to Synod Council in the regular report that immediately follows the approval of the initiative.

Approved: September, 2011
Monitor: Fall, Direct Inspection
Review: 2015, 2019, 2023, 2027
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.J. FINANCIAL PRIORITIES

To ensure the long term stability of the Synod and planning for orderly growth while still maintaining the flexibility to respond to opportunities of new revenue for new initiatives, the Bishop shall allocate income according to the following priorities:

1. support existing programs providing the need continues to be demonstrated,
2. apply funds to retiring long-term debt such as mortgages or loans,
3. respond to new initiatives if funds are available in compliance with Council constraints on Financial Conditions.
4. build a reserve fund.

Approved: May 2, 1997
Monitor: Fall, Direct Inspection
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.K. PROFESSIONAL AND ETHICAL STANDARDS

The Bishop shall:

1. Not waive the requirements of proper ordination, or approve non-rostered persons, except as designated in the ELCIC By-laws, Part II, Section 2h, as authorized by, and subject to, review of the Synod Council;
2. As a pastor of this Church, live out Expectations of Ordained Ministers of the Evangelical Lutheran Church in Canada, as well as adhere to all legal, moral and ethical expectations of this Church and the laws of Canada.

Approved: Nov. 1997
Monitor: Fall, Bishop's Report
Review: Fall, odd-numbered years
Revised: April, 1999

POLICY TYPE: II. BISHOP CONSTRAINT

Council Policy: II.L. CONGREGATIONAL MOVING EXPENSE

The Bishop may consider:

1. Requests from a congregation to share in the cost of moving a rostered individual. Each formal request is to provide documentation of costs incurred after the move. Payment, if approved, shall be made to the calling congregation.
2. The Synod's share in the moving cost may be up to 50% (to a maximum of \$4,000) of the expenses, based on the Bishop's evaluation of such factors as the financial condition of the congregation, the benevolence performance of the congregation and any relevant, extenuating circumstances.
3. The decision of the Bishop in this matter shall be final.

Approved: Nov. 2006
Monitor: Fall, Bishop's Report
Review: Fall, odd-numbered years
Revised: _____

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.B. BISHOP'S JOB FUNCTION

The Bishop is the Council's single official link to the operation of the Synod. He/she is accountable for all synodical performance and exercises all authority delegated by the Council. Inasmuch as the Council governs through explicit and succinct policies which address the topmost level of this church's values, the Bishop's job function can be stated as:

1. Help the Council to fulfil its functions. This requires the Bishop to advise the Council on all Outcome policies.
2. Direct the Synod so that the Council's outcomes for the Synod are realized, and its policies are implemented.
3. The Bishop's responsibility as the chief administrator will include but not be limited to the following:
 - a. employing, reviewing performance, and terminating staff;
 - b. organizing administrative programs and procedures;
 - c. directing the day-to-day activity of staff, either directly or through delegation;
 - d. managing financial and resource development;
 - e. monitoring financial and program performance and preparing summary reports for Council review;
 - f. liaising with the public and other agencies;
 - g. assessing the design and the structural effectiveness of the Synod;
 - h. directing advocacy efforts.
4. Duties. The Bishop shall:
 - a. be spiritual leader of the Synod;
 - b. speak publicly and witness to the Gospel on behalf of this Synod;
 - c. seek to preserve peace and order of the Synod
 - i. as rostered minister to the rostered ministers;
 - ii. through maintaining confidentiality excepting when information is necessary for Council decision making;
 - iii. by seeking legal and professional assistance when necessary;
 - d. have oversight of the call process in congregations and other called ministries. When unable to personally act he/she shall normally choose another ordained clergy able to fulfill roles such as: call process, installations and clergy funerals. In cases of congregational conflict, where Synod assistance is sought, persons qualified in conflict management shall be retained;
 - e. ordain or provide for the ordination of accepted candidates;
 - f. consecrate or provide for the consecration of accepted candidates;
 - g. support rostered ministers in pursuing creative, innovative and effective ministries which carry out the mission of this Church locally, nationally and globally;
 - h. encourage congregations, parishes and all other ministries in this Synod to adhere to the policies, statements and confessions of this Church;

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

- i. report and make observations and recommendations at each meeting of the Synod Council and each regular Synod Convention;
- j. in matters of discipline, follow the constitution and by-laws of this Church.
- k. deal with addictions among church professionals in accordance with the procedures of this policy.

Approved:	<u>May, 1997</u>
Monitor:	<u>Fall, Direct Inspection</u>
Review:	<u>Fall, odd-numbered yrs.</u>
Revised:	<u>March, 2001; Sept. 2015</u>

PROCEDURES: CARING FOR CHURCH PROFESSIONALS WITH CHEMICAL, ALCOHOL, OR OTHER ADDICTIONS

The Bishop will offer opportunities for healing to those who are afflicted by chemical, alcohol and other addictions. These situations will be handled with discretion and confidentiality through:

- A. Intervention
- B. Guidance/Treatment
- C. Preventive Education

A. Intervention

1. Consultants, knowledgeable in the field of addictions will be identified to assist the Bishop in dealing with issues arising from any addictions of persons employed by the Synod or one of its congregations.
2. The addicted person is encouraged to seek assistance, with assurance that support and guidance in seeking treatment will be offered.
3. If there is denial of the addiction, the Bishop or congregational council in consultation with the Bishop can require assessment by a certified agency.
4. Once the addiction is recognized, there will be firm and compassionate confrontation regarding the reality of the person's situation. It is critical that this person's support community be involved, and possibly an addictions professional who may assist with facilitation of this meeting.

B. Guidance/Treatment

1. After the meeting of intervention, the Bishop or appointee shall oversee the provision of spiritual care for the addicted person and his/her family.
2. The Bishop or appointee shall engage a certified agency to prepare a confidential assessment and suggest a treatment plan.
3. Implementation of the treatment plan shall be endorsed by the addicted person, spouse and/or family, congregation/employing agency, Bishop and/or other appropriate persons involved.
4. Ministry to the family or those close to the addicted person, spouse and/or family shall include assistance in seeking treatment through support groups or individual therapy.
5. When an interruption in service to a congregation or employing agency occurs, a ministry of reconciliation and interpretation shall be provided by the Bishop in that setting.
6. The congregation or employing agency shall be encouraged to maintain the status of the professional leader while treatment is being pursued.
7. If the treatment requires extended absence from service, compensation shall be provided in accordance with the long term disability plan of the Evangelical Lutheran Church in Canada.
8. As addiction is a condition that may be arrested but not cured, on-going treatment must be pursued.
 - a. The Bishop or appointee shall be in regular contact with the professional leader and the congregation or employing agency regarding the professional leader's ability to function effectively in ministry.
 - b. The person who denies the care and help offered in this guideline and whose job performance becomes unacceptable shall be held in jeopardy of the policy regulating job

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.C. STARTING SALARY FOR BISHOP AND ASSISTANT TO THE BISHOP

1. The minimum starting salary for the Bishop (or Assistant to the Bishop) shall be the greater of the individual's salary from his/her previous call and the salary according to the synodical salary schedule for parish pastors. Appropriate housing allowance shall be added to the salary amount as prescribed by the existing Synod guidelines for parish pastors to determine total compensation.
2. The maximum starting salary for the Bishop (or Assistant to the Bishop) shall be 100% of the job value for the Bishop (or Assistant to the Bishop). Appropriate housing allowance shall be added to the salary amount as prescribed by the existing Synod guidelines for parish pastors to determine total compensation.
3. If the minimum, as calculated in (1) is greater than the maximum, as calculated in (2), then the value calculated in (2) shall take precedence.
4. One hundred percent of job value for Bishop shall be 150% of the current synodical guideline for a pastor with fifteen years' experience and shall be adjusted annually thereafter by at least the rate of inflation.
5. One hundred percent of job value for Assistant to the Bishop shall be 120% of the current synodical guideline for a pastor with fifteen years' experience and shall be adjusted annually thereafter by at least the rate of inflation.
6. The executive is authorized to set initial salary of Bishop; Bishop sets salary of Assistant to the Bishop.
7. The Synod shall pay all appropriate moving costs for the Bishop and Assistant to the Bishop.

Approved:	<u>March, 2006</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>March, 2016</u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.D. PERFORMANCE MONITORING AND APPRAISAL

The Council holds the Bishop responsible for implementing strategies to achieve the results of the Outcome Policies. The purpose of monitoring is simply to determine the degree to which Council Policies are being fulfilled. Information which does not do this will not be considered to be monitoring.

1. The Council shall monitor a given policy in one or more of three ways:
 - a. Internal report: Disclosure of compliance information to the Council from the Bishop.
 - b. External report: Discovery of compliance information by an impartial person(s), such as an external auditor or inspector selected by and reporting directly to the Council. Such reports must assess the Bishop's performance only against policies of the Council, not of the external party unless the Council has previously indicated that party's opinion to be the standard.
 - c. Direct inspection: Discovery of compliance information by a Council member, a committee of the Council, or the Council as a whole. This is a direct inspection of synodical documents, activities, or circumstances which allows a "prudent person" test of policy compliance. The Council will determine which method of direct inspection shall be used, and shall implement the procedures to do so.
2. Upon a vote of the Council, any Constraint Policy can be monitored by any method at any time. However, Constraint Policies of the Council will be classified by the Council according to frequency and method of regular monitoring.
3. The Bishop's performance shall be reviewed annually; a more in-depth review occurring in a convention year; a shorter review may occur in non-convention years.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>March, 2017</u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

PROCEDURES: PROCESS FOR ANNUAL REVIEW OF THE BISHOP’S PERFORMANCE

The following timeline and process enables Council to conduct a fair and thorough review of the Bishop towards the achievement of the Outcome Policies and the extent of compliance or noncompliance with the Constraint Policies. This timeline and process:

- alerts all deans, selected rostered ministers and lay leaders determined by the deans, Synod staff, and Synod Councillors to the timeline and invites their participation;
- ensures a broad cross section of responses from across the Synod allowing for a more complete and comprehensive review.

First week of February	<ul style="list-style-type: none"> - an electronic version of the standard evaluation form will be distributed to all deans, selected rostered ministers and lay leaders determined by the deans, Synod staff, and Synod Councillors inviting their participation to complete the appropriate sections of the evaluation form; - included with the above distribution will be the details for the return of responses including contact information on where the responses should be sent as well as the deadline for submission.
Mid-February	<ul style="list-style-type: none"> - a reminder will be sent to all deans, selected rostered ministers and lay leaders determined by the deans, Synod staff, and Synod Councillors reminding them of the deadline for responses and where they should be submitted.
First week of March	<ul style="list-style-type: none"> - the Chair of the Review Committee will tabulate the results of the responses submitted and forward a copy of the results to the Bishop and to the other members of the Review Committee for their review. - the Chair of the Review Committee will contact the Synod Treasurer to solicit proposed salary grid increments and cost of living adjustments and develop a recommendation concerning the compensation package offered to the Bishop for the coming year; - the Chair of the Review Committee will convene a meeting with members of the Review Committee and the Bishop to discuss, analyze and critique the evaluation responses, report monitoring from the previous year, and extent of achievement of the Outcome Policies as well as compliance or noncompliance with the Constraint Policies. - the results of this meeting, including the recommended compensation package for the Bishop, shall be documented in a report that the Bishop and all members of the Review Committee shall sign.
Spring council meeting	<ul style="list-style-type: none"> - the summary document produced by the Review committee, in consultation with the Bishop, shall be presented to the Synod Council during an in camera session for that purpose.

Approved: Spring, 2011
 Monitor: _____
 Review: Spring, odd-numbered years
 Revised: April, 2013; March, 2015

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

PROCEDURES: QUESTIONNAIRE - ANNUAL REVIEW OF THE BISHOP'S PERFORMANCE

The Bishop is the Council's single official link to the operation of the Synod, and is accountable for all synodical performance and exercises all authority delegated by the Council. Inasmuch as the Council governs through explicit and succinct policies which address the topmost level of this church's values, the Bishop's performance will be reviewed annually by a committee appointed by Council.

Synod Councillors are asked to respond to all questions; **staff** members are asked to respond to questions 3, 4 and 5; and **deans and selected rostered pastors and diaconal ministers determined by the deans** are asked to respond to questions 4 and 5.

References to Council Governance Manual are provided for each area.

Please use the following scale to rate your assessment of the Bishop's performance in the specific area mentioned. Place an X in the column that corresponds to the assessment level you choose for that specific action statement.

- 1. Unsatisfactory - not doing the job at the expected level
- 2. Needs Improvement -meets some of the job expectations but not all
- 3. Good -generally performs according to expectations
- 4. Very Good -in many instances goes beyond what is expected
- 5. Outstanding -regularly goes far beyond what is expected
- N/A -not applicable or insufficient information to evaluate this area

Please respond to the following specific areas based on your contact, communication, direction and relationship with the Bishop during the previous year:

1. Helps Council fulfill its function Policy III. B. 1 and Policy IV. C.	Outstanding	Very Good	Good	Needs Improvement	Unsatisfactory	N/A

Please explain or clarify response:

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

QUESTIONNAIRE - ANNUAL REVIEW OF THE BISHOP'S PERFORMANCE – CONT'D.

2. Direct the Synod to ensure Council's outcomes are realized and its policies implemented. Policy III. B. 2 and Policy I. C. and I. D	Outstanding	Very Good	Good	Needs Improvement	Unsatisfactory	N/A
A. Spirit-Led Leadership						
1. The Bishop models listening and discernment, and encourages listening and discernment in Synod leaders.						
2. The Bishop models Biblical engagement, prayer, and spiritual direction, and encourages this practice to Synod leaders.						
3. The Bishop encourages processes whereby disciples equip, mentor, and encourage each other.						
4. The Bishop ensures that changes to organizational structures. Governance models, and approaches to conflict resolution, move us forward in a Christ-like direction.						
5. The Bishop provides for mentorship, support, and information for all who are considering the call to rostered ministry.						
B. Hope-filled Discipleship						
1. The Bishop models a life of discernment and spiritual practices.						
2. The Bishop welcomes all people as valued partners in ministry welcoming all to share their unique gifts and talents.						
3. The Bishop equips, supports, and inspires traditional and non-conventional ministries.						
4. The Bishop practices a life of stewardship.						
C. Innovative Tradition						
1. The Bishop models and creates formative worship that proclaims the Gospel.						
2. The Bishop supports creative approaches to ministry focusing on the centrality of Christ.						
3. The Bishop encourages experimentation and risk, encouraging lay and rostered leaders to discover new ways of ministry.						
D. Collaborative Partnerships						
1. The Bishop collaborates with other groups and agencies in ventures of service.						
2. The Bishop witnesses mutual respect with the Anglican Church of Canada and other ecumenical partners.						
3. The Bishop operates in a culture of optimism and hopefulness.						
4. The Bishop initiates and supports experimentation.						

Please explain or clarify responses: _____

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

QUESTIONNAIRE - ANNUAL REVIEW OF THE BISHOP'S PERFORMANCE – CONT'D.

3. Carry out responsibility as chief administrator in the following areas: Policy III. B. 3	Outstanding	Very Good	Good	Needs Improvement	Unsatisfactory	N/A
a. Oversee the staff functions						
b. Organize administration programs						
c. Provide day-to-day direction/delegation to staff						
d. Manage financial /resource development.						
e. Monitor financial /program performance						
f. Liaise with public/other agencies and church bodies						
g. Assess the design/effectiveness of the Synod.						
h. Direct advocacy efforts						

Please explain or clarify responses

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

QUESTIONNAIRE - ANNUAL REVIEW OF THE BISHOP'S PERFORMANCE – CONT'D.

4. Carry out responsibility as spiritual leader of the Synod in the following areas: Policy III. B. 4	Outstanding	Very Good	Good	Needs Improvement	Unsatisfactory	N/A
a. Set example as a spiritual leader.						
b. Speak publicly and witness to the Gospel on behalf of the Synod						
c. Seek to preserve peace and order in the Synod.						
d. Oversee the call process and other called ministries						
e. Provide for/ordain accepted candidates						
f. Support clergy in effective ministry						
g. Encourage congregations and parishes to adhere to the policies, statements and confessions of this Church.						
h. Report observations and recommendations to Synod Council						
i. Abide by constitution and bylaws in matters of discipline						
j. Deal with addictions among church professionals in keeping with approved policy						

Please explain or clarify responses

5. GENERAL QUESTIONS:

a. What are the Bishop's strengths as a spiritual leader and administrator?

Comments:

b. Is there an area of the Bishop's leadership where you think there is need for improvement? If so, name that area (or areas) and explain:

Comments:

c. What is your overall perception of the Bishop as leader of the Synod?

Comments:

d. Do you have a message of encouragement for the Bishop? Do you wish it to be communicated with your name attached, or anonymously?

Comments:

ADDITIONAL COMMENTS/OBSERVATIONS: (please use back of page or additional page if necessary)

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

RECOMMENDATIONS - ANNUAL REVIEW OF THE BISHOP'S PERFORMANCE – CONT'D.

REVIEW OF BISHOP'S COMPENSATION PACKAGE

Recommendations:

REVIEW CONDUCTED WITH BISHOP:

(Submitted by)

(Date)

(Signed)

(Signed)

(Print Name)

(Print Name)

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.E. ROLE OF STAFF ON COUNCIL COMMITTEES

A successful committee relies on individual members operating in the best interest of the committee as a group and the Synod as a whole. All members of a committee share responsibility to build group cohesiveness, while respecting confidentiality, and to promote openness and awareness of committee operations to the internal and external community.

From time to time the Bishop may assign staff to work with Council committees. When serving on committees the staff member represents the office of the Bishop. The role of staff on a committee is to provide consultation and support to the committee. Staff members are not considered as full members of the committee, and are not eligible to vote. The following guidelines will apply to the role:

1. Staff may assist in the preparation of committee agendas and provide pertinent data required to operate an effective committee meeting.
2. Staff members will report as required to the committee chairperson the number of hours spent of those allocated. Extra staff hours may be approved by the Bishop.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Bishop's Report</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u></u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.F. ROLE OF A COUNCIL MEMBER ON MINISTRY TEAMS OR STANDING COMMITTEES

From time to time a Council member may be asked by the Bishop to serve on a Ministry Team or Standing Committee. The role of the Council member is to provide advice in the decision making process. When serving in this capacity the individual is not serving as a Council member but as a volunteer advisor. The following guidelines will apply to the role:

1. Nothing an individual advisor says can have directive authority; consequently the Ministry Team or Standing Committee has no obligation to take the advice.
2. The Council member does not have the authority or responsibility to provide the Council with reports or feedback on this activity.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Bishop's Report</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>Sept., 2016</u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.G. COMMUNICATION AND ADVICE TO THE COUNCIL

With respect to providing information and advice to the Council, the Bishop shall not cause or allow the Council to be uninformed or misinformed. Accordingly, he/she shall:

1. Keep the Council aware of relevant trends, public events of the Synod, significant external and internal changes, particularly changes in the significant assumptions upon which any Council policy has previously been established.
2. Submit the required monitoring data (see policy III.D.) in a timely, accurate, and understandable fashion, directly addressing provisions of the Council policies being monitored. (See also Policy III.A.4)
3. Gather points of view, issues, and opinions from internal and external sources as needed for fully informed Council decisions.
4. Receive all written submissions to the Council and submit them with the materials provided for Council meetings as part of an appropriate agenda item. Council Members who receive correspondence personally shall forward them to the Synod office if they wish the concerns expressed to become part of the Council's agenda. Council Members are free to bring any concerns they receive personally to council meetings provided they alert the chair that they will be bringing a concern to the Council under the agenda item, Councillor's Concerns.
5. Present information in a concise and succinct fashion.

Approved:	<u>May, 1997</u>
Monitor:	<u>Fall, Direct Inspection</u>
Review:	<u>Fall, odd-numbered years</u>
Revised:	<u>January, 2006</u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.H. SABBATICAL LEAVE POLICY

The Bishop shall be eligible for a sabbatical leave, in addition to study leave, of up to six months after having served a period of six consecutive years. Service in any capacity as a member of the Synod Staff shall qualify in determining eligibility for sabbatical. The purpose of the sabbatical leave will be to provide a respite from the demands of work and routine and renewal of self. It is not intended that a course of study be undertaken during this time, although this is not precluded. An individual may do so if he or she so chooses.

The conditions and requirements for the granting of a sabbatical shall be as follows:

1. The power to grant sabbatical leave rests solely with the Synod Council;
2. The remaining staff shall be available to the Synod for the duration of the sabbatical;
3. The option of retaining a paid replacement for the duration of the sabbatical rests with the Synod Council;
4. Compensation shall be at 80% of the individual's regular compensation (i.e. salary and housing, if applicable). The option of utilizing continuing education funds to supplement this compensation shall be at the discretion of the individual;
5. The individual shall agree to return to full-time ministry with the Synod for a period of at least one year from the end of the sabbatical. Should the individual choose not to return or returns for less than one year, the compensation paid during the sabbatical shall be reimbursed on a pro-rata basis of 1/12 of the amount paid times the number of months subsequent to the sabbatical which were not worked; and,
6. A request for sabbatical leave shall be submitted to Synod Council in writing at least six months prior to the proposed leave.

Approved:	<u>April, 1998</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>March, 2016</u>

POLICY TYPE: III. COUNCIL-BISHOP RELATIONSHIPS

Council Policy: III.I BISHOP SELF-CARE AND SPIRITUAL RENEWAL

The Council is committed to support the Bishop in his/her ongoing self-care and spiritual renewal by providing a ministry environment which intentionally supports his/her spiritual wholeness and well-being. This includes providing for the costs and time necessary for such efforts (listed below).

Accordingly, the Council shall:

1. Encourage the Bishop to establish and maintain a Mutual Ministry Team whose mandate is to provide a confidential, prayerful place of conversation and support.
 - a) This team will model and embody mutual respect, honesty, openness, wisdom, trustworthiness, prayer and discernment, and be an advocate for the Bishop in all aspects of well-being.
 - b) Members of the team will be chosen by the Bishop and will reflect the diversity of the Synod. These 3 - 4 people will not be current deans, members of Synod Council or members of Synod staff.
 - c) This team will function in a supportive role to the Bishop and is not a complaint mechanism, conflict mediator, legislative body or performance/evaluative committee.
 - d) In the event of concern for the Bishop, the Synod Council chairperson may be asked to meet with the Committee and Bishop.
2. Support the Bishop to participate in a regular monthly one-day retreat and a semi-annual extended 2 - 3 day retreat for prayer, discernment and spiritual renewal.
3. Provide the Bishop with both opportunity and means to engage a spiritual director.
4. Encourage the Bishop to participate in regular continuing education opportunities.
5. Ensure the Bishop uses his/her allotted annual vacation days each year with at least one block with a minimum of two consecutive weeks.
6. Ensure that the Bishop have at least one day a week as Sabbath.

Approved:	<u>April, 2013</u>
Monitor:	<u>Spring, Bishop's Report</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>Sept., 2016</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.A. GOVERNANCE STYLE

The governing style of the Council will focus on strategic leadership that shall emphasize:

- listening to the congregations, ministries, and people of the Synod;
- the future while building on the best of the past or the present;
- a clear distinction of the role of the Council and staff;
- taking initiative rather than simply reacting.

In this spirit the Council shall:

1. Be accountable to the Convention for competent, conscientious, and effective accomplishment of its obligations in accordance with our mission and values. It will allow no officer, individual, or committee of the Council to usurp this role or deter this discipline.
2. Keep its major involvement to the long term impact of the Synod, not to the administrative or programmatic means of attaining the impact.
3. Direct, and inspire the Synod through the careful deliberation and establishment of policies. The Council will initiate policy and not merely react to staff initiative.
4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, the treatment of individual Council Members with dignity and respect, respecting clarified roles, speaking with one voice, and self-policing of tendencies to stray from the governance process.
5. Monitor and regularly discuss the Council's own process and performance. Ensure the continuity of improvements through some systematic review and updating of governance policies.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even numbered years</u>
Revised:	<u>Sept. 2014</u>

PROCEDURES: COUNCIL PERFORMANCE REVIEW, ORIENTATION, AND EXPENSES

A. COUNCIL PERFORMANCE REVIEW

At least annually the Council shall set aside 15 minutes to discuss and monitor the Council's own process. The responsibility for ensuring a fair, balanced discussion will rest with the Council Chairperson.

The Council calendar will note the need for this annual review.

B. COUNCIL MEMBERS' ORIENTATION

The purpose of orientation is to acquaint the Council Members with The Synod of Alberta and the Territories, work of the Council, and the job of individual Council Members. While orientation should be considered an ongoing process, there are certain critical points and information that should be highlighted.

Types of Orientation

There are three types or levels of orientation:

1. Orientation to the Synod

Orientation will cover the following:

- a. The broad general scope of the Synod, including its mission statement, principles, values, history, and services.
- b. The roles, relationships, and structure of all levels of the Synod.
- c. The legislation affecting the Synod, the Synod's Constitution and Bylaws.

This initial orientation should be done prior to the first Council meeting. A Council manual will be organized to contain this material. The Bishop or the Bishop's designate will review this material and other information relevant to the operation of the Synod.

2. Orientation to the Council

This orientation shall be done at the first meeting of new Council Members. A discussion of topic items by all Council Members will serve to re-orient existing members as well as introducing new members to these concepts. Supporting documentation such as Council governance policies shall be distributed at the meeting to be inserted into the Council manual. Discussion shall focus on the following areas:

- a. a review of the Council governance model and governance policies and the basic values underlying the work of the Council.
- b. the importance of the Council and its contribution to meeting the needs of the members of the Synod.
- c. an introduction to the Council calendar.
- d. the Council relationship with other groups and Synods.

3. Orientation to the individual role of the Council Member

Individual expectations of Council Members shall include the following:

- a. specific responsibilities, expectations, and benefits of the Council job.
- b. level of authority and accountability of individual members.
- c. role of committees, resources available to committee members.
- d. methods of reporting and communicating.
- e. performance expectations for individual Council Members.

POLICY TYPE: IV. GOVERNANCE PROCESS

This section of the orientation could be handled in a less formal atmosphere. It may be appropriate to encourage a social atmosphere for members to participate in these discussions; and may be done away from the Council table.

C. COUNCIL MEMBER EXPENSES

Council Members, who incur expenses while acting in the capacity of a Councillor, shall complete a synodical requisition form itemizing the claims. Receipts for claims must be attached whenever possible.

Reimbursement shall be made according to the rates specified in the current "Compensation Guidelines for Rostered Individuals".

Costs for which Councillors are reimbursed include travel, accommodations, meals (excluding liquor), and child care.

Approved: May, 1997
Monitor: _____
Review: Spring, odd-numbered years
Revised: _____

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.B. POLICY PROCESS

The Council sees the development of policy as providing effective parameters and broad guidelines for the Council and the Bishop.

In fulfilling its responsibility for policy-making, the Council will be directed by the following considerations:

1. In considering policy, the Council will ensure that policies are in compliance with relevant legislation or regulation, the Constitution and Bylaws of this Church and the Synod, and with existing policies or agreements.
2. Policies will be statements of values or approaches which address:
 - Outcomes - statements written in results language which describe what benefits are to be delivered to which groups of people at what cost.
 - Constraints - policies which limit or constrain the Bishop's authority by establishing boundaries which define the acceptable areas of Bishop activity, decisions and synodical activities.
 - Governance process - how the Council conceives, carries out and monitors its own tasks. The manner in which the Council represents the members and provides strategic leadership to the Synod.
 - Council/Bishop relationship - the delegation of authority, the relationships and the monitoring of authority.
3. The Council will always work from the broadest, most general statement of policy, and will proceed to develop progressively more specific policies until it is satisfied that it has achieved the degree of definition necessary in that area.
4. The Bishop is responsible for the implementation of policy with the exception of policies governing the Council itself. This area is the responsibility of the Council Chairperson.
5. The Council will be active in seeking input regarding Outcomes and Policies from a variety of sources, including rostered leaders, congregations, volunteers and paid staff.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>Sept., 2016</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.C. COUNCIL JOB DESCRIPTION

The mandate of the Synod of Alberta and The Territories is to achieve its mission through ethical and prudent means. The Council acts as trustee and steward of the Synod and is responsible for leading the Synod in achieving its mission. Consequently, the functions of the Council shall be:

1. *Continually develop and review written statements regarding mission, vision, mission priorities and outcomes.*
2. *Write, and review regularly, principle policies which address:*
 - a. Outcomes (See I)
 - b. Bishop Constraints (See II)
 - c. Council-Bishop Relationships (See III)
 - d. Governance Process (See IV)
3. *Assess the Bishop's performance.*

As defined in the policy and procedure of "Performance Monitoring and Appraisal" (refer to III.D.), the assessment of the Bishop's performance is related to the achievement of the Synod's mission and his/her compliance with constraint policies. This requires stating when, how and how often monitoring will occur (see Planning Calendar). Finally, this requires an information system so that the results of the assessment of the performance of the Bishop are communicated to the Council (See Policy Outcomes).
4. *Provide accountability and linkage to the membership.*

This requires dialogue with various constituents regarding the definition and achievement of the Synod's mission. The responsibility is further defined in the policy "Linkage to the Membership." (See IV.J.)
5. *Define how the Council will organize itself to get its work done.*

This is further defined in Governance Process Policies. (See IV.)
6. *Ensure adequate resource development*

The council shall ensure the Synod has adequate resources to achieve its mission priorities.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>March, 2017</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.D. COUNCIL CHAIRPERSON'S ROLE

The Council Chairperson's role is to ensure the integrity of the Council's governance process.

1. The Council Chairperson shall ensure that the Council behaviour is consistent with its own rules and those legitimately imposed upon it from outside the Synod.
 - a. The Council Chairperson is empowered to chair Council meetings with all the commonly accepted power of that position.
 - b. Meeting discussion content will only be those issues which, according to Council policy, clearly belong to the Council to decide, not the Bishop.
 - c. Council will receive official correspondence only via the Bishop's office, with the name of the author and the date.
 - d. Deliberation will be timely, fair, orderly, and thorough, but also efficient, limited to time, and kept to the point.
 - e. Bourinot's Rules of Order are observed.
2. The Council Chairperson shall act consistently with policies on Governance Process and on the Council-Bishop relationship.
 - a. Council Chairperson authority does not extend to making implementation decisions within the Strategic Plan or Operational Policy areas, each of which is the purview of the Bishop.
 - b. Council Chairperson authority does not extend to supervising, interpreting Council policies to, or otherwise directing the Bishop.
3. The Council Chairperson shall represent Synod of Alberta and The Territories within the church community in areas linked to the Convention, conferences and Council.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>April, 1999</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.E. COMMITTEE PRINCIPLES

The Council may establish committees to help carry out Council responsibilities. Council committees will be used sparingly and will support the Council policy development function.

A successful committee relies on individual members operating in the best interest of the committee as a group and the Synod as a whole. All members share responsibility to build group cohesiveness, while respecting confidentiality, and to promote openness and awareness of committee operations to the internal and external community.

1. Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Bishop.
2. Council committees are created to advise the Council, not to advise the Bishop.
3. Council committees cannot exercise authority over staff, and in keeping with the Council's focus on the future, Council committees will ordinarily not have direct dealings with current staff operations. Further, the Council will not impede its direct delegation to the Bishop by requiring approval of a Council committee before Bishop action. The Bishop works for the Council, never for a Council committee or officer.
4. The Council will use ad hoc committees, as required from time to time, for the purpose of gathering information related to policy issues.

Ad hoc committees of the Council:

- a. shall be chaired by a member of the Council;
 - b. may include in their composition members who are not on the Council;
 - c. will receive written terms of reference from the Council;
 - d. will be disbanded once they have completed the specific tasks assigned to them.
5. Council committees will be appropriately balanced whenever possible, with respect to gender, rostered and lay leaders.
 6. Council committee appointments and re-appointments will include a specific invitation for Council discussion regarding the candidate preceding the vote for appointment.
 - a. In the case of possible re-appointment, council shall receive, via the Bishop, a report of the candidate's past performance in the position and the committee's recommendation.
 - b. If there is only one candidate being considered for the position, Council Members who are considering voting negatively shall voice their concerns openly before the vote so that they can be debated by Council and so that Council can notify the committee and the candidate of the reasons for any negative decision.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2005</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.F. COUNCIL STANDING COMMITTEE STRUCTURE

A standing committee is a Council committee only if its existence and charge come from the Council. The only standing Council Committees are those which are set forth in this policy.

Executive Committee - Role and Authority

- a. The Bishop and the officers of the Synod are the Executive Committee of Synod Council.
- b. The Executive Committee has no decision-making powers beyond those specifically identified in the Constitution and Bylaws and such responsibilities as are given to it by Synod Council from time to time.
- c. The actions taken by the Executive Committee are incorporated into Synod Council minutes, after review.
- d. The administration and disbursements from the Bishop's Discretionary Fund shall be the responsibility of the Executive Committee.

Examining Committee

(See Synod Bylaws, Part X)

Committee for Theological Education and Leadership

(See Synod Bylaws, Part X)

Congregational Constitution Review Committee

(See Synod Bylaws, Part X)

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>June, 2008</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.G. MINISTRY TEAMS

1. The Bishop may create Ministry Teams with terms of reference to:
 - a. address the mission priorities, outcomes and vision of the Synod;
 - b. react to the needs of the constituency as identified by the Council;
 - c. provide flexible, effective and efficient support to synodical goals;
 - d. model good stewardship by faithful use of time, talent and treasure.
2. Ministry Team members shall be appointed by the Bishop, for specific terms appropriately balanced whenever possible with respect to gender, rostered and lay leaders. Appointees may include members of full communion partners.
3. A Ministry Team shall be provided with adequate resources.
4. A Ministry Team will report on progress towards Synod mission priorities, outcomes and vision through a regular report to the Bishop.

Approved:	<u>November, 2005</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>Fall, 2014; Sept., 2016</u>

Council Members are expected to live under grace and the Word and to conduct themselves in an ethical and professional manner. This includes proper use of authority and appropriate decorum in group and individual behaviour at all times.

1. Council Members shall be loyal to the mission of the Synod.
 - This loyalty supersedes any special interests, or membership in other organizations.
 - This loyalty supersedes the personal interest of any Council member acting as an individual.
 - This loyalty requires Council Members to conduct themselves in a manner that presents council in a positive light, taking no personal action that will undermine the Council or its decisions.
2. Council Members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - There shall be no self-dealing or any conduct of private business or personal services between any Council Members and the Synod, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information.
 - Council Members shall not use their positions to obtain for themselves, or for their family members, direct employment by the Synod.
 - Should a Council member be considered for employment, he/she must temporarily withdraw from Council deliberation, voting, and access to applicable Council information.
3. Council Members shall not attempt to exercise individual authority over the Synod except as explicitly set forth in Council policies.
 - Council Members' interaction with the Bishop or with staff shall recognize the lack of authority in any individual Council member or group of Council Members.
 - Except for the authority granted to the Council Chairperson, Council Members' interaction with the public, media, or other entities shall recognize the same limitation and the similar inability of any Council Members to speak for the Council.
 - Council Members shall not judge the performance of the Bishop or staff except as that performance is assessed against explicit Council policies by the official process.
4. Council Members shall not use Council information for their own direct benefit or advantage. This requires that the information be kept confidential whenever required in the best interest of the Synod.
5. Council Members shall deal with outside entities or individuals, with staff, and with each other in a manner reflecting respect, justice, ethical behaviour, and honest communication.
6. Council Members shall take responsibility for the success of council meetings. With this in mind, members will:
 - Hold one another accountable
 - Prepare for meetings, including reading of all materials assembled for the meeting
 - Attend all meetings unless notice is given for legitimate absence
 - Listen carefully to one another
 - Bring their creative energies to bear on agenda items
 - Be faithful, theologically and pragmatically
 - Be committed to and uphold the mission of this Church

POLICY TYPE: IV. GOVERNANCE PROCESS

- Be prepared to dream and to participate in developing the vision of this Synod
- Ensure proper processes are followed
- Vote on motions or request more information if you do not have enough information to vote.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2005</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.I. RELATIONS WITH MEDIA

The Bishop has the authority to issue media releases and respond to issues raised by the public. The Bishop is the only person authorized to speak on behalf of the Council, the Synod or this Church.

In the event that the Bishop is not available for response, the Council Chairperson may speak on behalf of the Council.

In the event that neither the Bishop nor Chairperson is available to respond there shall be no response until one of them becomes available.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2005</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.J. LINKAGE TO THE MEMBERSHIP

Council Members act as trustees for "members" of the Synod and serve as the connection between those members and the Synod Council.

The responsibilities may be carried out as follows:

A. Relational

Council Members act with the understanding that they are trustees on behalf of the individual members and congregations. This establishes a frame of mind that leads the Council to appropriate considerations and loyalties when resolving issues.

B. Informational

Council Members are attentive to the concerns, needs and desires of individual members and congregations, as information for visioning and priority-setting processes.

C. Personal

Council Members engage in education that may be facilitated by:

1. reviewing articles in the various in-house publications and the external media;
2. presentations at Council meetings;
3. dialogue with other Councils or church officials; and
4. studying responses from questionnaires and comments from key advisors and members.

Approved:	<u>May, 1997</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2005</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.K. REAL TIME ELECTRONIC MEETINGS AND MAIL VOTES

Synod Council business shall normally be conducted at regularly scheduled meetings. When unusual circumstances require a decision of the Council, time is of the essence, and where discussion is required or preferred, the Chairperson or the Bishop may call a meeting of the council using real time electronic media (e.g. teleconference, video conference, internet, etc.). A decision may be reached by mail or (e-)vote in cases where information is relatively straight-forward, as in extending a call to a pastor for special service where an institution has agreed to hire an individual for a position to which a call may be legitimately extended.

A. Real Time Electronic Meeting

1. An agenda will be distributed in advance of the meeting and only the agenda items will be discussed.
2. Documentation will be distributed with the agenda in order that Council Members may make an informed decision.
3. Participants will be contacted in advance of the meeting to ensure a quorum will be available. Time, date, and procedure will be clarified (including time zone if participants are in more than one). Participants should consider confidentiality issues when deciding where they will participate in the meeting.
4. The chairperson will ensure that time is used efficiently and that all participants have opportunity to express their views.
5. All motions shall follow normal procedure with mover, seconder, and vote taken with a process that allows everyone's vote to be noted and a clear decision reached.
6. Minutes of the meeting shall be kept by the secretary or designate, with all motions numbered in sequence, for review and adoption at the next meeting of council.

B. (E-) Mail Votes

1. Information shall be sent to Council Members that include the issue to be decided, all information required for making an informed decision, a ballot, and the deadline for the return of the ballot.
2. The ballot shall state the motion to be voted upon, the sequence number of the motion (SCyr-####), spaces to indicate response (including "Insufficient information" option) date, and signature.
3. If a motion is distributed by regular post, an addressed and stamped envelope shall be provided for the response.
4. Council Members shall register their preference on the ballot, date and sign it and return it by the deadline.
5. Eight returned ballots shall constitute a quorum. The ballots shall be retained in the Synod council minutes which are kept in the synod office.
6. The motion shall be reported to the next meeting of the council and added to the official minutes.

Approved:	<u>April, 1999</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2007; Sept., 2016</u>

POLICY TYPE: IV. GOVERNANCE PROCESS

Council Policy: IV.L. IN CAMERA SESSIONS

Sensitive issues will occasionally obligate the Council to observe greater respect for confidentiality and for the freedom of speech encouraged by privacy.

In camera sessions shall be conducted as follows:

1. *In camera* sessions shall be held upon the agreement of a simple majority of Council Members present.
2. No notes shall be taken during *in camera* sessions.
3. If motions need to be made (arising from the discussion in an *in camera* session), they should be made only after the *in camera* session is concluded. The motion may simply refer to “as agreed upon in the *in camera* session”, with enough information in the motion to make it clear what was discussed, while not revealing details.
4. The items of business discussed *in camera* are to be for the information of the Council only. Any documents distributed in an *in camera* session shall be returned to the secretary at the conclusion of the session. One copy shall be filed in the Bishop’s office and the remaining copies will be destroyed.
5. Any documents discussed *in camera* shall be accessible to Council Members only. If Council Members missed a meeting where a document was discussed in an *in camera* session, they may view that document in the Bishop’s office.
6. In general practice, only Council Members shall attend *in camera* sessions. Other individuals may attend with the approval of the Council.

Approved:	<u>April, 1999</u>
Monitor:	<u>Spring, Direct Inspection</u>
Review:	<u>Fall, even-numbered years</u>
Revised:	<u>November, 2005</u>

The following principles shall guide the Council's planning of its activities:

1. All policies are monitored for compliance at least once a year.
 - a. Policies where the onus of compliance is delegated to the Bishop, specifically,
 - I. Outcome Policies,
 - II. Bishop Constraint Policies,
 - III.B Bishop's Job Function, and
 - III.G. Communication and Advice to the Councilare monitored for compliance at Council's regular **fall meeting every year**.
 - b. In order to balance the amount of compliance monitoring done at each meeting, policies that put the onus of compliance on the Council, specifically,
 - III. Council-Bishop Relationship Policies, (except Sections III.B and III.G), and
 - IV. Governance Process Policies,are monitored for compliance at Council's regular **spring meeting every year**, as mandated in Procedure A "Council Performance Review" appended to IV.A, in conjunction with the report of the Bishop Review Committee, as described in the procedure entitled "Annual Review of the Bishop's Performance" appended to III.D.
 - c. Certain key policies are monitored more frequently as specified for those policies; for example, I.C. Mission Priorities and Outcomes at least semi-annually and II.F Financial Condition at least quarterly.
2. All policies and procedures are **reviewed for renewed awareness and for possible revision** at least once every two years.
 - a. Council reviews its Outcome Policies in Section I at its **spring meeting in even-numbered years** so that the Mission Priorities and Outcomes (I.C.) for the next biennium may be presented to the Synod convention, which is held in even-numbered years.
 - b. Since new members join Council after each Synod convention, council reviews those policies that put the onus of compliance on the Council (specifically, IV Governance Process Policies and III Council-Bishop Relationship Policies, except Sections III.B and III.G) at its **fall meeting in even-numbered years**, as prescribed by Procedure B.2 "Orientation to the Council" appended to IV.A.
 - c. In order to balance the amount of reviewing of policy to be done at each meeting, Council reviews the remaining policies where the onus of compliance is delegated to the Bishop (specifically, II Bishop Constraint Policies, III.B Bishop's Job Function, and III.G Communication and Advice to the Council) at its fall meeting in odd-numbered years.
 - d. This leaves the spring meeting in odd-numbered years as the meeting available to review all procedures (as listed in Section V.D.) that have been adopted to implement specific policies.

POLICY TYPE: V. IMPLEMENTATION OF THE COUNCIL GOVERNANCE PROCESS

The preceding principles result in the following pattern for monitoring and reviewing policies and procedures in each biennium.

Council Meeting Time	Monitoring Compliance	Reviewing for Possible Revision
Even-year convention	None	None
Even-year fall	Bishop's Compliance: I., II., III.B, III.G	Council's obligations: III (except B & G), IV
Odd-year spring	Council's compliance: III (except B & G), IV	Procedures
Odd-year fall	Bishop's compliance: I., II., III.B, III.G	Bishop's obligations: II. (II.I only every other odd year), III.B, III.G
Even-year spring	Council's compliance: III (except B & G), IV	Outcomes: I. III. D. Performance Monitoring and Appraisal
Even-year convention	None	None

Approved: March 26, 2004
 Monitor: _____
 Review: Spring, odd-numbered years
 Revised: March, 2012

POLICY TYPE: V. IMPLEMENTATION OF THE COUNCIL GOVERNANCE PROCESS

Council Policy: V.B. COUNCIL PLANNING CALENDARS

1.COUNCIL PLANNING CALENDAR - Odd-Numbered Years

	Date	Link	Monitoring Compliance	Reviewing for Possible Revision	Council Education	Other
Jan.						Arrange audit
Feb.						
Mar.						II.F
SPRING			Council's Compliance: III. (except B & G) IV.	Procedures	Council Mtg.	Council Process IV.A.3; Appoint Bishop's Review C.
Apr.	Council Meeting					
May						
Jun.						II.F.
Sept.						II.F.
FALL			Bishop's Compliance: I., II., III.B., III.G.	Council's Obligations: II., III.B, III.G.	Council Mtg.	Approve Convention Agenda
Oct.						
Nov.	Council Meeting					
Dec.						II.F.

POLICY TYPE: V. IMPLEMENTATION OF THE COUNCIL GOVERNANCE PROCESS

2.COUNCIL PLANNING CALENDAR - Even-Numbered Years

	Date	Link	Monitoring Compliance	Reviewing for Possible Revision	Council Education	Other
Jan.						Arrange audit
Feb.						
Mar.						II.F.
SPRING			Council's Compliance: III (except B & G) IV	Outcomes: I	Council Mtg.	Evaluate Covenant with Colombia (2015); Appoint Bishop's Review C.
Apr.	Council Meeting					
May						
Jun.		Convention				II.F.
Sept.						II.F.
FALL			Bishop's Compliance: I., II., III.B., III.G.	Council's Obligations: III. (except B & G) IV.	Council Mtg.	
Oct.						
Nov.	Council Meeting					
Dec.						II.F.

Approved: May, 1997
 Monitor: _____
 Review: Spring, Odd-numbered years
 Revised: August, 2012

POLICY TYPE: V. IMPLEMENTATION OF THE COUNCIL GOVERNANCE PROCESS

Council Policy: V.C. MONITORING POLICY COMPLIANCE

Identification	How	When
I.A. Core Mission	Direct Inspection	Annually - Fall
I.B. Vision	Direct Inspection	Annually - Fall
I.C. Mission Priorities and Outcomes	Bishop's Report	Semi-Annually Spring and Fall
II.A. Operational Practices	Direct Inspection	Annually - Fall
II.B. Admin. Expectation	Bishop's Report	Annually - Fall
II.C. Staff Relations	Bishop's Report, and Direct Inspection - 4th year	Annually - Fall 2014 - DI 2016-BR 2015 - BR 2017-BR
II.D. Bishop Backup	Bishop's Report	Annually - Fall
II.E. Financial Planning	Direct Inspection	Annually - Fall
II.F. Financial Condition	Direct Inspection External Audit	March, June, Sept, Dec. Spring
II.G. Risk Management	Bishop's Report	Annually - Fall
II.H. Compensation and Benefits	Direct Inspection	Annually - Fall
II. I. Synod Reserve Funds	Direct Inspection	Annually - Fall
II.J. Financial Priorities	Direct Inspection	Annually - Fall
II.K. Professional and Ethical Standards	Bishop's Report	Annually - Fall
II.L. Congregational Moving Expense	Bishop's Report	Annually, Fall
III.A. Delegation to Bishop	Direct Inspection	Annually - Spring
III.B. Bishop's Job Function	Direct Inspection	Annually - Fall
III.C. Starting Salary	Direct Inspection	Annually - Spring
III.D. Performance Monitor & Appraisal	Direct Inspection	Annually - Spring
III.E. Role of Staff on Council Committees	Bishop's Report	Annually - Spring
III.F. Role of Councillors on Committees	Bishop's Report	Annually - Spring
III.G. Communication and Advice to Council	Direct Inspection	Annually - Fall
III.H. Sabbatical Leave	Direct Inspection	Annually - Spring
III.I. Bishop Self-Care	Bishop's Report	Annually - Spring
IV.A. Governance Style	Direct Inspection	Annually - Spring
IV.B. Policy Process	Direct Inspection	Annually - Spring
IV.C. Council Job Description	Direct Inspection, by Council as a whole	Annually - Spring
IV.D. Council Chairperson's Role	Direct Inspection	Annually - Spring
IV.E. Committee Principles	Direct Inspection	Annually - Spring
IV.F. Council Committee Structure	Direct Inspection	Annually - Spring
IV.G. Program Committees	Direct Inspection	Annually - Spring
IV.H. Code of Conduct	Direct Inspection	Annually - Spring
IV.I. Relations with Media	Direct Inspection	Annually - Spring
IV.J. Linkage to Membership	Direct Inspection	Annually - Spring
IV.K. Real Time Electronic Meetings and Mail Votes	Direct Inspection	Annually - Spring
IV.L. In Camera Sessions	Direct Inspection	Annually - Spring

Approved: May, 1997
 Monitor: _____
 Review: Spring, odd-numbered years
 Revised: March, 2012

POLICY TYPE: V. IMPLEMENTATION OF THE COUNCIL GOVERNANCE PROCESS

Council Policy: V.D. REVIEWING PROCEDURES

Procedure	When
Appended to III.B: Caring for Church Professionals with Chemical, Alcohol, or Other Addictions	Biennially - Spring, Odd year
Appended to III.D: Annual Review of the Bishop's Performance	Biennially - Spring, Odd year
Appended to IV.A: Council Performance Review, Orientation, Expenses	Biennially - Spring, Odd year
Appended to IV.H: Council Conduct	Biennially - Spring, Odd year
V. Implementation of the Council Governance Process	Biennially - Spring, Odd year

Approved: May, 1997
 Monitor: _____
 Review: Spring, odd-numbered years
 Revised: March, 2012