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## District Executive Committee Information for Nominees

We're grateful that you are considering letting your name stand to be elected to the District Executive Committee (DEXCOM)! This document is an overview of DEXCOM's role and functioning to help and inform as you make your decision.

### What Does DEXCOM Do?

DEXCOM's role is one of oversight of, and collaboration with, the District Superintendent and the District Office team to ensure the accomplishment of District Ends (see page 5). DEXCOM follows a Policy Governance<sup>®1</sup> model of governance. An orientation to the role of DEXCOM, responsibilities of DEXCOM members, and Policy Governance is provided for each new member after they are elected at District Conference.

DEXCOM generally meets in person twice each year in April and October. Each two-day meeting includes an evening of fellowship together and a day of business meetings. Most meetings are held at the District Office, which is in the Cloverdale area of Surrey. In odd numbered years (ex. 2023), District Conference is held in May and DEXCOM members are encouraged to attend. Other virtual meetings may be held as necessary, and at times DEXCOM members are asked to vote on administrative matters by email. Expenses are covered for DEXCOM members to attend meetings.

In addition to reviewing progress towards fulfilling District Ends, our meetings include prayer, testimony and storytelling, discussion and brainstorming on district or national opportunities and challenges, as well as much joy and laughter. God is good and we are serving Him during very unique times!

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<sup>1</sup> Policy Governance is an internationally registered service mark of John Carver. The authoritative website for Policy Governance is [carvergovernance.com](http://carvergovernance.com). Taken from *Evaluating CEO and Board Performance*, John Carver & Miriam Carver.

## **Purpose of the Canadian Pacific District (CPD)**

From the Manual of The Christian and Missionary Alliance in Canada:

*District organization in The Christian and Missionary Alliance in Canada is designed to help churches grow; to provide for regional relationships; and to give oversight to the licensing, ordination, and leadership of its official workers.*

From the Policy Governance Manual of the Canadian Pacific District (CPD):

*The CPD exists so that Licensed Workers and Boards of Elders in the District are healthy and effective in their unique and shared identity and mission in Christ, faithfully investing God's resources.*

## **District Activities**

The CPD undertakes to fulfill the above purposes by engaging in activities such as the following:

- Creating culture, systems, and resources for church health and multiplication
- Aligning with and contextualizing our denominational vision
- Forming ministry partnerships to further Kingdom work in the District
- Providing care and oversight of our licensed workers
- Providing licensing and ordination functions for the District
- Providing training for pastors and boards
- Supporting safety and risk management systems in churches
- Administering our benefits program

## **General Expectations of Individual Members of DEXCOM**

DEXCOM members are expected to exercise some of their individual responsibility by:

- Knowing the polices and operational processes of the District
- Being familiar with DEXCOM Policy Governance Manual policies, the CPD Bylaws, and the Manual of The Christian and Missionary Alliance in Canada
- Being familiar with, and acting upon, the DEXCOM job description and the DEXCOM Members' Code of Conduct in the DEXCOM Policy Governance Manual (see page 6)
- Bringing their expertise, experience, insight, and energy to DEXCOM
- Attending DEXCOM meetings consistently, being well prepared and ready to engage
- Being fully conversant with the mission, vision, and core values of the District
- Avoiding any conduct, speech, activity, or conflict of interest that would hinder the work or integrity of DEXCOM
- Serving on sub-committees based on interest, giftedness, and experience
- Understanding that a DEXCOM member has no leadership authority outside of a DEXCOM meeting unless granted by DEXCOM
- Acting in good faith with honesty, integrity, and keeping the District's best interests in mind
- Handling all DEXCOM-related information, documentation, and decisions according to the standards established by DEXCOM and avoiding any leaks or distribution of information that could be harmful to the District
- Being prudent, using godly wisdom and common sense in decision making and conduct
- Praying for District churches, pastors, ministries, and the District Office team

## Governance Style

This is based on the writings of John Carver. Policy Governance, from a high-level perspective, is based on the following principles:

- DEXCOM acts as agents of the ownership. Spiritually, the District is owned by God. Legally, the District's ownership is the membership of the society (all members in good standing of the local churches of the District and all persons who are accredited delegates to a District Conference).
- DEXCOM is accountable to the ownership for the success of the District. Success is defined as accomplishing the ends that are laid out by DEXCOM in its Policy Governance Manual. These are called Ends Policies.
- "The authority of the Board is held and used as a body. The Board speaks with one voice in that instructions are expressed by the Board as a whole. Individual Board members have no authority to instruct staff."<sup>2</sup>
- DEXCOM has put down in writing its own job results, internal processes, and how it will delegate its authority.
- DEXCOM has put down in writing its expectations regarding the means that the District uses to achieve the Ends Policies that DEXCOM has defined. These are proscribed means, what DEXCOM feels cannot be done. These are called *Executive Limitations Policies*.
- "As long as the CEO [District Superintendent (DS)] uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board."<sup>3</sup>
- DEXCOM monitors the DS's interpretation and fulfillment of District Ends Policies and the DS and his team are the operational arm of the District in accomplishment of our stated Ends.
- Policies are laid out in DEXCOM's Policy Governance Manual.

By laying out policies, and monitoring the results, DEXCOM can fulfill its duties without micromanaging. The reward for DEXCOM is that it frees itself from the urgent tasks of management activities and allows it to focus on what it judges most important: vision, health, District Ends, etc.

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<sup>2</sup> Carver, John, and Miriam Mayhew. Carver. *Evaluating CEO and Board Performance: A Carver Policy Governance Guide*. San Francisco: Jossey-Bass, 2009. p.2

<sup>3</sup> Carver, John, and Miriam Mayhew. Carver. *Reinventing Your Board: A Step-by-step Guide to Implementing Policy Governance*. San Francisco: Jossey-Bass, 1997. p.145

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## Excerpts from the DEXCOM Policy Governance Manual

### Policy Type: Ends

#### 1. Global Policy

The CPD exists so that Official Workers and Boards of Elders in the District are healthy and effective in their unique and shared identity and mission in Christ, faithfully investing God's resources.

1. We will create environmental conditions for the health and effectiveness of our Official Workers and Boards of Elders in the following areas:
  - a. Culture – Relational and Spiritual Vitality
  - b. Nurture – Leader Development
  - c. Venture – Mobilization and Multiplication
  - d. Structure – Organizational Effectiveness
2. Through engagement with Official Workers and Board of Elders, we will encourage local churches to operate in their unique identity & mission in Christ, reflecting their context, geography, demographics, spiritual gifts, history, mission, values, vision, etc.
3. We will promote and celebrate our shared identity and mission as a Christ-Centred, Spirit-Empowered, Mission-Focused movement of churches in The Christian and Missionary Alliance in Canada (C&MA) by building bridges between our national family of churches and each local church.
  - a. Drawing on our shared history
  - b. Acting as a link & translator of our nationally shared:
    - i. ethos
    - ii. 5S Strategic Plan
    - iii. Values, Vision, and Mission

## **2.2 DEXCOM Job Description**

Specific job outputs of the DEXCOM, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the DEXCOM will provide

- 2.2.1 Authoritative linkage between the ownership and the operational organization.
- 2.2.2 Written governing policies that realistically address the broadest levels of all organizational decisions and situations.
  - 2.2.2.1 **Ends:** Organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative worth in cost or priority.
  - 2.2.2.2 **Executive Limitations:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - 2.2.2.3 **Governance Process:** Specification of how the DEXCOM conceives, carries out, and monitors its own tasks.
  - 2.2.2.4 **DEXCOM-Management Delegation:** How power is delegated, and its proper use monitored; the District Superintendent's role, authority, and accountability.
- 2.2.3 Assurance of successful organizational performance on Ends and Executive Limitations.
  - 2.2.3.1 Agenda Planning

To accomplish its job products with a governance style consistent with DEXCOM policies, the DEXCOM will continually improve DEXCOM performance through DEXCOM education and enriched input and deliberation.

    - 2.2.3.1.1 A DEXCOM member may recommend or request an item for DEXCOM discussion by submitting the item to the Chief Governance Officer (CGO) no later than 14 days before the DEXCOM meeting.

2.2.3.1.2 District Superintendent monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third party monitoring must be prepared.

2.2.3.1.3 The quorum for a DEXCOM meeting will be a majority of its members.

## **2.8. DEXCOM Members' Code of Conduct**

The DEXCOM commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as DEXCOM members.

2.8.1. Members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.

2.8.2. Members must avoid conflict of interest with respect to their fiduciary responsibility.

2.8.2.1. Conflict of interest arises in a transaction or significant relationship between a DEXCOM member and other persons where a DEXCOM member does not deal at "arm's length" when he/she realizes a direct or indirect gain of a commercial nature, receives money or property in an amount or having a value in excess of \$50.00, or receives a direct or indirect significant advantage or privilege in connection with any such transaction or significant relationship.

2.8.2.2. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict. Members will annually sign the DEXCOM Members Declaration of Conflict of Interest form.

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- 2.8.2.3. It is the continuing responsibility of all DEXCOM members to scrutinize their transactions and outside business interests and relationships for potential conflicts of interest and to immediately make such disclosures to the DEXCOM Chief Governance Officer. Even if a DEXCOM member is invited to enter into a transaction which may be a conflict, but refuses, the individual involved should notify the DEXCOM CGO of the offer.
- 2.8.2.4. When DEXCOM is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall withdraw without comment not only from the vote but also from the deliberation.
  - 2.8.2.4.1. The exception to the above policy will be when there is an item that is a common conflict of interest for multiple individual DEXCOM members due to their pastoral and leadership positions within the district. For such a common conflict of interest, all members who have a conflict due to their pastoral positions will be allowed to participate in deliberations and voting. The shared conflict of interest will be noted in the minutes of the meeting.
- 2.8.2.5. DEXCOM members will not use their DEXCOM position to obtain employment in the organization for themselves, family members, or close associates. A DEXCOM member who applies for employment must first resign from DEXCOM.
- 2.8.2.6. Conflict of interest violations by a DEXCOM member may constitute grounds for removal at the discretion of DEXCOM, particularly if a DEXCOM member has failed to disclose relevant information in a timely manner.
- 2.8.3. DEXCOM members may not attempt to exercise individual authority over the organization.
  - 2.8.3.1. Members' interaction with the District Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly DEXCOM authorized.



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- 2.8.3.2. Members' interaction with public, press, or other entities must recognize the same limitation and the inability of any DEXCOM member to speak for the DEXCOM except to repeat explicitly stated DEXCOM decisions.
- 2.8.3.3. Except for participation in DEXCOM deliberation about whether the District Superintendent has achieved any reasonable interpretation of DEXCOM policy, members will not express individual judgments of performance of employees or the District Superintendent.
- 2.8.4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
- 2.8.5. Members will be properly prepared for DEXCOM deliberation.
- 2.8.6. Members will support the legitimacy and authority of the final determination of the DEXCOM on any matter, irrespective of the member's personal position on the issue.