# Policy Governance and Ends

Why policy governance for larger Church organizations?

- Recognize that the Board does not have the capacity to manage the operations of a larger organization, yet it remains responsible for the organization's management

- Need to delegate responsibility and clearly express what the Board expects

- Need to free up time to work on the "important" rather than the "urgent"

- Reduce overlapping roles and the friction they can produce

John Carver describes the decisions that need to be made in running an organization as a set of nested bowls or concentric circles, with the decisions being more detailed the closer to the center you get.

Governance Process Issues   **Ends Issues**
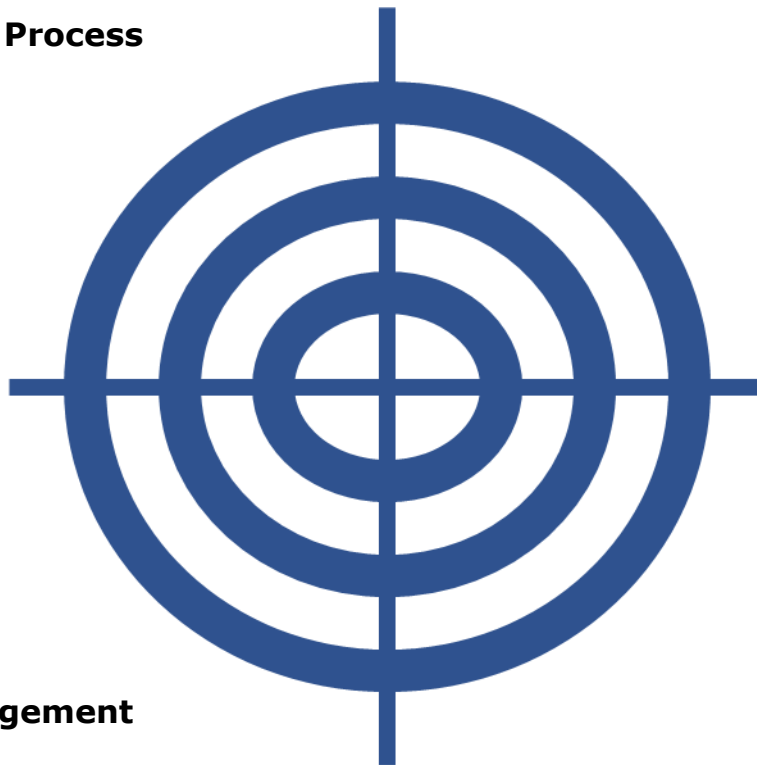
Board-Management Delegation   **Staff Means Issues**

What are Ends?

This class [of decisions], which we call ends, includes all decisions about the differences, results or outcomes to be created by the organization in the lives of intended beneficiaries; all decisions that identify for which beneficiaries those differences are made (the beneficiaries are external to the organization, not the staff or the board); and all decisions that designate the cost-effectiveness or priority of the difference made (we use the word worth to address both these types of cost). We often use a shorthand way of stating these three components of ends; **"What difference, for whom, at what worth?"**

Ends and the Ownership, John and Miriam Carver

Ends statements drive the direction of an organization. It is part of the responsibility of a board to set this direction. As Jim Brown writes, "The job of a board is to direct and protect." (*The Imperfect Board Member*)

Ends Statements Describe…	Ends Statements Do Not Describe…
Impact we want to have on the world	Our church
What we are for	What we do
Reason for existence	Church life for its own sake
Effects	Effort, trying
Outcomes	Methods, practices, procedures
Board & Lead Pastor accountability	Board & Lead Pastor activity
Value added	Continue doing what we are doing
Full scope of our ambitions	Short-term ambitions
Destination	Direction (e.g. "reduce", "improve")
Achievement	Tasks

Tips for Writing Ends Statements

- We are not trying to produce a slogan or motto

- Ends policies must describe what it is the CEO's job to accomplish, not the board's philosophy, theology, or worldview

- Ensure that the ends your Board writes are the ends of *your* organization, not someone else's

- Put aside concerns about how to measure the ends when you are debating them as the CEO will interpret and make measurable these ends

- The first and broadest Ends policy should be broad enough to contain all other ends expectations, and this policy should include all three ends elements:

    1) Results
    2) Recipients
    3) worth

- Ends do not need to be defined by where we are today

- You can always revise Ends

- Better to err on the side of broad/simple rather than on overly complex in the first attempt

> *Ends and the Ownership*, John and Miriam Carver
> *Getting Started with Policy Governance*, Caroline Oliver

Elders Ends – What could they look like?

1) Embrace and live out the biblical priority of loving God and loving People with our entire beings as Christ commands

2) To build a healthy vibrant church throughout the city

3) Provide an attitude of visionary leadership

4) Provide effective, strategic leadership to the lead pastor, staff, and the church

5) Ensure that the lead pastor and staff are accountable and responsible for their productivity and ministries

6) Provide ministry opportunities to fulfill the vision of the church
7) Provide initiatives to keep the church family wholesome, dynamic, and healthy through effective evaluation tools

8) Provide healthy lines of communication with the church

9) Provide healthy communication links to the ministry staff through the lead pastor

10) To model and develop a healthy effective leadership team

Staff Ends – What could they look like?

1) To establish a viable operation plan from the vision, core values, and the strategy that recognizes and fulfills the above ends

2) An effective operational plan to fulfill or accomplish the "means"

3) To effectively communicate and impart the vision, core values, and strategy to the church in an engaging fashion

4) Strategic ministry plan of the staff will include:

- Objectives
- Goals
- Standards
- Job Descriptions
- 1,2,3,4 and 5-year strategic plans,
- One-year operational plan