

Decision Profile

Policy Governance Manual Review of Section 1, Policy Type: Ends

Decision Required:

Whether or not to revise the DEXCOM Policy Governance Manual, Policy Type: Ends.

Why It's Coming to DEXCOM:

Changes to the DEXCOM Policy Governance Manual must be approved by DEXCOM. It is DEXCOM's responsibility to ensure that the DEXCOM Policy Governance Manual is a current and relevant document.

Background:

The Policy Governance Manual is a key element in the governance structure adopted by DEXCOM. This manual covers the basic elements of Policy Governance and is broken into four sections:

1. Ends
2. Governance Process
3. DEXCOM-Management Delegation
4. Executive Limitations

This manual needs to be:

- Understood by DEXCOM members
- An accurate reflection of DEXCOM's desires
- Relevant and current

In order for the Manual to remain relevant and understood it is necessary to continually review its contents. We will continue this process by reviewing Section 1, Policy Type: Ends.

Ends are a special element in the manual. They describe the basics of why we exist as a district. From *Ends and the Ownership* by John and Miriam Carver:

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?**" (emphasis mine)

Caroline Oliver writes in her book, *Getting Started with Policy Governance*:

Whether a board has been formed by a group of investors or by another kind of group, its job is to ensure that its organization provides the benefits for which that group created it – that is, to ensure that decisions and actions stem from the right motivation.

Both of the above books give some tips on writing ends:

- 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 of your board writes are the ends of your organization, not someone else's.
- 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; results, recipients, and worth.
- Ends do not need to be defined by where we are today.
- You can always revise Ends.
- Better to err on the broad/simple side rather than being overly complex in the first attempt.
- Put aside concerns about how to measure the ends when you are debating them. The CEO will interpret and make measurable these ends.

The expectation for the October 2022 DEXCOM meeting is that all members will have reviewed Section 1, Policy Type: Ends of the manual (page 1) and be ready to discuss the following:

- Do you have questions on any of the ends or their meanings?
- Are any of these ends no longer relevant?
- Is there anything that should be added to section 1?

To support the discussion on Ends, the recently revised CPD Vision and Values and a document called Healthy Pastors and Churches are attached.

Of note, the National Ministry Centre is no longer using the language of 'Culture, Nurture, Venture, and Structure' and the corresponding language in the Ends may need to be revised.

Recommendations:

THAT DEXCOM make any changes desired to the DEXCOM Policy Governance Manual that arise from discussions regarding Section 1, Policy Type: Ends.