

Discussion Profile

District Superintendent Monitoring Report Format Revisions

Issue:

Does DEXCOM wish to change the report structure and format for the District Superintendent (DS) Monitoring Report?

Background Information:

The current iteration of the DS Monitoring Report was initially implemented in October 2018 with the move to policy governance. At each DEXCOM meeting, there are a minimum of three documents that together report on the DS's compliance with executive limitations. These include:

- DS Monitoring Report Overview
- DS Monitoring Report
- Compliance Statements
- Legislative Changes Checklist (April meeting only)

Within policy governance, there is a wide spectrum of reporting methods to demonstrate compliance with executive limitations. Compliance information may be provided in quite minimal or exhaustive ways depending on the leader and organization.

A recent inquiry to the Western Canadian District (WCD) and Hungry for Life, both policy governance organizations, demonstrates this spectrum of reporting. While the WCD DS Monitoring Report comprises two written paragraphs, Hungry for Life's Executive Director uses a five-page statement that allows for some written notes. The CPD's DS Monitoring Report package is an average of 44 pages of written material. Please note that the WCD and Hungry for Life monitoring reports have been provided for information (see pages 3 and following), but are not for use beyond the DEXCOM meeting.

The CPD DS Monitoring Report package involves a significant amount of preparation time for each meeting. This has raised the question of whether a change to the reporting structure or format may be both beneficial to DEXCOM and less work intensive for District staff.

Questions/Options for DEXCOM to Consider:

- What level of information is helpful to DEXCOM in demonstrating compliance? Does the current level of information meet or exceed what DEXCOM requires?
- What could be enhanced or gained by a change in reporting structure? What would the benefits of such a change be?
- What would be diminished or lost by a change in reporting structure? How could the losses be mitigated?

Western Canadian District District Superintendent Monitoring Report Spring 2021

Operational Limits

The District Superintendent carries out his role with certain executive limitations as defined in section 4 of the 'DEXCOM Organization and Effectiveness' document. The prime directive here is that 'The DS will not cause or allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent or in violation of Biblical standards and ethics.' This is followed by 10 points of further operational limitations in the areas of operations, finances, asset protection, accountability to DEXCOM, treatment of staff – including communication and compensation, leadership in absence of DS, interaction with public, relationship with mission partners.

I can certify that I have been conducting my affairs as Superintendent of the Western Canadian District in keeping with these operational limits. Though it is not listed as an executive limitation, it has been our value and practice to provide all staff with performance evaluation feedback on an annual basis, which will be repeated in 2021 in Q3.

IV - Operational Limits (OL)

General Operational Constraint

The DS will not cause or allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of Biblical standards and ethics.

OL - 1 Prudent Management of Operations

The DS will not fail to pursue operations in a prudent and effective manner.

The DS will:

- not fail to maintain a skilled, ethical, results-oriented work force of paid and volunteer staff.
- not allow the operation of the organization in a manner which exposes it to undue risk.
- not fail to develop and maintain effective information systems which assist the organization in effectively carrying out and evaluating the Corporate Ends.

OL - 2 Financial Conditions

The DS will not allow the organization to be placed in a position of undue financial risk or deviate materially from DEXCOM's Corporate Ends.

The DS will:

- not allow staff to expend funds beyond budget.
- not allow staff to incur capital expenditures on items unspecified in the budget in excess of \$50,000 without DEXCOM approval.
- not allow staff to borrow funds on behalf of the organization beyond their individual corporate credit limit.
- not allow staff to let receivables or payables accumulate in an untimely manner.
- not fail to notify DEXCOM when actual results in a financial category deviate from budget by more than 10%.
- not allow government ordered payments or filings to be overdue or inaccurately filed.

OL - 3 Asset Protections

The DS will not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

The DS will:

- not allow insurance coverage of equipment, furniture, fixtures, and buildings to fall below 90% of current replacement value.
- not allow unnecessary exposure of the organization, DEXCOM, or staff to claims of liability.
- not allow investments or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
- not allow acquisitions, encumbrances, or disposal of real property without DEXCOM approval.

OL - 4 Communications of District Performance and Counsel to DEXCOM.

With respect to providing information and counsel to DEXCOM, the DS may not permit DEXCOM to be uninformed about matters essential to carrying out its policy duties.

The DS will:

- not fail to keep DEXCOM up to date on District performance.
- not fail to ensure DEXCOM receives all requested reports by the deadline assigned.
- not withhold from DEXCOM any information relevant to the District, or internal or external changes which could materially influence the performance of the District.
- not withhold any operational matter from DEXCOM which is being hindered by current policy.
- not present information in an unnecessarily complex or lengthy format.

OL - 5 Treatment of Staff

The DS will not allow staff (paid or volunteer) to be treated in any way which shows disregard for their quality of life or the quality of their work experience.

The DS will:

- not allow staff to be exposed to unsafe or unhealthy conditions.
- not allow staff to be denied due-process to address grievances and move to reconciliation.
- not allow or cause staff working conditions or hiring practices which are unfair, undignified, inequitable, unsafe or in contravention of legislated employment standards.
- not fail to develop and implement processes to ensure that staff members (paid and volunteer) have the skills necessary to fulfill their job requirements.

OL - 6 Communication to Staff

The DS will not fail to make staff—whether paid or volunteer—aware of DEXCOM policies, particularly Corporate Ends and Operational Limits.

OL - 7 Compensation and Benefits

With respect to employment, compensation, and benefits, the DS will not cause or allow jeopardy to the organization's fiscal integrity or public image.

The DS will:

- not change his or her own compensation or benefits.
- not promise or guarantee permanent employment to people if it is not in the organization's best interests.
- not allow staff compensation to be less than 80% of sector and community average nor in excess of 120% of the average for positions with similar responsibilities.
- not allow staff benefits to fall behind the norm in the sector or community.
- not create obligations over a longer term than revenues can be safely projected.

OL - 8 Temporary DS Responsibilities

The DS will not fail to ensure appropriate staff is informed about the organization's issues to protect the organization with respect to the loss of the DS.

The DS will:

- not be absent from the work place without indicating a temporary replacement and providing the replacement with all information necessary to carry out his or her duties. This information may be provided directly or made accessible through other staff.
- have fewer than one other executive familiar with DEXCOM and DS issues and processes, in order to protect the organization from sudden loss of DS's services

OL - 9 Interaction with the Public

With respect to interactions with members and the public in general, the DS will not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality or privacy.

OL - 10 Relationship with Strategic Mission Partners

Acknowledging our organization must function interdependently for God's purposes, the DS will not fail to nurture positive, synergistic relationships with our strategic mission partners.

The DS will:

- not fail to work closely and harmoniously with the President, Vice Presidents, DSs of C&MA in Canada, and Canadian Regional Developers (CRD's) overseeing regions of our Global Ministries.
- not fail to work closely and harmoniously with the key partners (?)
- not fail to inform DEXCOM immediately if a relationship with a strategic mission partner becomes strained or if such a partner is making demands which would compromise our ability to remain true to our vision, mission, and values.

EXECUTIVE LIMITATIONS POLICY COMPLIANCE – Q1

Q1 General/Management/Personnel/Providing Information & Counsel to the Board

Q2 Treatment of those served by the organization/Public Relations Profile

Q3 Growth/Unexpected Interruption of Executive Director Services & Succession Planning

Q4 Financial Conditions & Budgeting/Asset Protection

The following statements are designed to *proscribe* the authority of the Executive Director. They outline the boundaries of his authority by defining the authority the Board wishes to retain. In areas not specifically addressed, the Executive Director may assume full authority to implement means of accomplishing organizational ends and they will be supported by the Board. This document should be considered dynamic, in that the Board may introduce changes as it gains experience in working with it and the Executive Director with input from the Global Leadership Team.

Category	Description	Compliance Y/N/Partial	Notes/Rationale
1. General			
1.1	The Executive Director may not do anything that (a) is illegal, (b) contravenes the incorporating documents of the organization, (c) violates the biblical commitments and identity of the organization, nor (d) is imprudent.		
2. Management			
2.1	The Executive Director shall, to the greatest extent possible, not be excessively involved in operational management below the level of the Global Leadership Team (GLT), except to establish policy by which the members of the GLT will carry out their management functions, or at the request of members of the GLT for specific input or council.		
4. Personnel			
4.1	Personnel shall be managed within all relevant government legislation in the region of their employment.		
4.2	Recruitment, orientation, supervision and evaluation of personnel shall be done in manner consistent with HFL HR strategy.		
4.3	The Executive Director may not conclude the employment relationship with a member of the Global Leadership Team without encouraging a board represented meeting to thank the staff member, show appreciation and provide opportunity for feedback.		
6. Providing Information and Counsel to the Board			
6.1	The Executive Director may not withhold from the Board information, known by him, that would be essential in the fulfillment of the Board's fiduciary and trusteeship responsibilities.		
6.2	The Board shall be informed at the earliest possible time regarding: 6.2.1. Any material liability or risk of liability; 6.2.2. Any substantial threat to the organization, its staff or operations		
6.3	The Executive Director shall provide regular updates on strategic and operational dashboard indicators identified by the Board.		
6.4	The Executive Director shall provide the Board with evidence of compliance in implementing Board decisions, with relevant feedback, analysis or further recommendations as may be appropriate.		

EXECUTIVE LIMITATIONS POLICIES - Q2

Q1 General/Management/Personnel/Providing Information & Counsel to the Board

Q2 Treatment of those served by the organization/Public Relations Profile

Q3 Growth/Unexpected Interruption of Executive Director Services & Succession Planning

Q4 Financial Conditions & Budgeting/Asset Protection

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Category	Description	Compliance Y/N/Partial	Notes/Rationale
7. Treatment of Those Served by the Organization			
7.1	All service activities shall be conducted within a biblical holistic worldview as articulated by scripture.		
7.2	The Executive Director may not fail to meet commitments made to third parties on behalf of the organization.		
8. Public Relations Profile			
8.1	The Executive Director may not engage in, nor consciously allow, any activity or condition that negatively impacts the public image of the organization.		
8.2	The identity of the organization as followers of Jesus may not be compromised. 8.2.1. The Executive Director shall not allow any condition that undermines a reputation for honesty, integrity and fairness.		
8.3	The Executive Director shall not permit endorsements of any political party to be made on behalf of the organization.		
8.4	All reporting shall be done with the highest level of integrity, with every effort made to avoid even the appearance of misrepresentation of reality.		
8.5	The Executive Director shall ensure that the organization operates with a policy that designates who may or may not publicly represent it to the media or other external publics. 8.5.1. The Executive Director shall not publicly speak on behalf of, nor represent, the organization in areas outside his delegated authority and responsibility. 8.5.2. The Executive Director shall establish and maintain a media relations policy and procedures.		

EXECUTIVE LIMITATIONS POLICIES Q3

- Q1 General/Management/Personnel/Providing Information & Counsel to the Board**
Q2 Treatment of those served by the organization/Public Relations Profile
Q3 Growth/Unexpected Interruption of Executive Director Services & Succession Planning
Q4 Financial Conditions & Budgeting/Asset Protection

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Category	Description	Compliance Y/N/Partial	Notes/Rationale
9. Growth			
9.1	Failure to consider ways to grow the capacity of the organization to fulfill its mission shall not be acceptable.		
9.2	Growth may not exceed the capacity of the organization to implement its vision with available human and material resources.		
9.3	Strategic plans for growth shall be predicated on reasonable assurance of sustainability.		
10. Unexpected Interruption of Executive Director Services & Succession Planning			
10.1	The Executive Director shall operate with an established back up plan for the leadership of the organization in the event that his ability to lead was unexpectedly interrupted. 10.1.1. This plan would be known by the Board and Global Leadership Team. 10.1.2. This plan would be in effect until altered by the Board.		
10.2	The Executive Director shall ensure there is a depth of leadership and management within the organization that enables a successful management succession plan for all leadership positions.		
10.3	The Executive Director shall provide timely disclosure, with a minimum of three months, to the Board of his leadership intentions to ensure an effective Executive Director succession plan can be well managed by the Board. This requirement shall not be restricted to anything that may surface in the regular Executive Directorial evaluation process.		

EXECUTIVE LIMITATIONS POLICIES Q4

Q1 General/Management/Personnel/Providing Information & Counsel to the Board

Q2 Treatment of those served by the organization/Public Relations Profile

Q3 Growth/Unexpected Interruption of Executive Director Services & Succession Planning

Q4 Financial Conditions & Budgeting/Asset Protection

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Category	Description	Compliance Y/N/Partial	Notes/Rationale
3. Financial Conditions and Budgeting			
3.1	The Executive Director may not do anything that will create a material liability, outside of what would normally be assessed and covered, to the organization, nor to individual members of the Board.		
3.2	The Executive Director may not permit any material, non-budgeted operating deficit.		
3.3	The Executive Director may not remit funds, given in trust, in any way that deviates from a Board-approved plan.		
3.4	The Executive Director may not present a budget that: 3.4.1. Omits the necessary maintenance of assets in an effort to reduce expenditures. 3.4.2. Cannot be reasonably executed within the human resource capabilities of the organization.		
3.5	The Executive Director may not pledge, or otherwise commit, assets to a project that were properly directed to another except within the guidelines of the Restricted Gift Policy.		
3.6	The Executive Director may not allow designated project accounts to be in a deficit position for a period of time greater than three months.		
3.7	The Executive Director shall not consider nor present any financial plan to the Board that would have the effect of creating indebtedness exceeding 50% of the value of the organization's assets.		
3.8	An annual, external audit of financial operations shall be performed by a Board-approved accounting firm.		
3.9	The Executive Director will not allow the support level of a staff member to drop below 75% of his/her financial goal. If this occurs the Executive Director will relieve him/her from some or all of his/her responsibilities to focus on support. If a staff member does not return to 100% within six months, the Executive Director will meet with him/her to re-evaluate his/her role as a supported staff member.		
3.10	The Executive Director will inform the Board when the operating fund falls below a \$90,000 surplus.		

EXECUTIVE LIMITATIONS POLICIES Q4

Q1 General/Management/Personnel/Providing Information & Counsel to the Board

Q2 Treatment of those served by the organization/Public Relations Profile

Q3 Growth/Unexpected Interruption of Executive Director Services & Succession Planning

Q4 Financial Conditions & Budgeting/Asset Protection

5. Asset Protection			
5.1	There may not be any material, non-budgeted write down of assets, apart from standardized depreciation as required by accounting standards.		
5.2	The Executive Director may not engage in the unbudgeted acquisition or disposal of assets over \$5,000.		
5.2.1	The Executive Director may, however, engage in the acquisition of unbudgeted Gift In Kind at any time.		
5.3	The Executive Director shall define, and annually review, all critical assets necessary to ensure the successful continuation of the ministry of the organization and shall establish structures, systems and processes to ensure their preservation 5.3.1 This listing shall include the security of digital and hard-copy records.		
5.4	A risk management policy shall be established and kept current. 5.4.1 The Executive Director shall ensure that insurance coverage is reviewed annually and covers such things as assets, third party liability, Directors and Officers liability, and other matters covered by the risk management policy.		