

District Superintendent Monitoring Report In-Depth Review

April 2023

Definitions

AGO – Associate Governance Officer
C&MA – The Christian & Missionary Alliance in Canada
CPD – Canadian Pacific District
DEXCOM – District Executive Committee
DS – District Superintendent
IW – International Worker
NMC – National Ministry Centre
OM – Office Manager

Policy Type: Ends

Policy

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. Relational and Spiritual Vitality
 - b. Leader Development
 - c. Mobilization and Multiplication
 - d. Organizational Effectiveness

District Superintendent (DS) Interpretation

DEXCOM charges the DS with the responsibility of facilitating and encouraging pastoral and elder board health by creating (or helping to create) certain environmental conditions. The DS interprets 'environmental conditions' as somewhat synonymous with creating culture and setting a tone that is consistent with the accomplishment of the desired outcomes.



Cultural creation and the establishment of environmental conditions can happen in many ways but the first and most foundational is embodiment: the DS and their team embody and model the desired cultural values and act and lead in ways that spread those cultural values. Further, the DS is responsible for utilizing strategies that help to create the desired culture and environmental conditions and thus help pastors and churches move towards health.

Finally, the DS is responsible for regularly evaluating the effectiveness of those strategies and providing meaningful data to DEXCOM that demonstrates compliance with the policy.

Compliance

Relational and Spiritual Renewal

The annual District Staff Retreat was held in Whistler in November and attendees reported high satisfaction with the retreat. There was significant engagement with Stuart McKnight's teaching on what it means to be embodied. It was a great time of rest, connection, and encouragement for district workers and their spouses.

See the DS Report to DEXCOM as it encompasses reporting on other ministry work in this area.

Leader Development

The primary strategies used by the CPD in this area are as follows:

1. Robust Licensing Process

This well-established process was last amended nationally in 2019, and the alignment has increased the robustness of the licensing process. There were 27 licensing interviews in 2022 and 6 have been held today in 2023.

2. Robust Ordination Process

The DS considers the strong support and approval of boards of elders and lead pastors in the district for ordination as demonstrating compliance. This approval comes in both anecdotal expressions of appreciation and in the formal endorsement of ordinands from elder boards.

The National Licensing and Ordination Committee (NLOC) has been working on alignment in the ordination process. Dwayne is chairing the NLOC and under the direction of the C&MA President, is working on revamping the entire ordination program.



The CPD has contracted with Stuart McKnight to provide theological teaching for ordination cohorts as well as Michelle Derksen (conflict engagement) and Cres Casimong (cultural fluency). Ordination cohort retreats at Stillwood Camp continue to be well received.

There were 12 ordination interviews conducted in 2022.

3. Grip-Birkman Assessment and Coaching

The Lead Team has been utilizing the Grip-Birkman (GB) assessment with new workers since 2015. Workers resonate with the value of this tool for both self-knowledge/self-awareness and ministry fit. We routinely witness participants feeling affirmed in their level of self-understanding as well as harvesting new insights around their needs in their working environment, their stress responses, their core contributions to teams, etc. There have been 18 individual coaching sessions completed in 2022 and 4 to date in 2023.

The CPD has increasingly used a team debrief approach as GB is an effective tool in encouraging healthy team dynamics for church staff. It continues to be implemented by churches in the hiring process and has become part of the leadership culture of the CPD. There have been 2 team coaching sessions completed to date in 2023.

4. Senior Leader Development Cohort

See the DS Report to DEXCOM for more information on this cohort.

5. Committee on Developing Female and Male Leaders

See the DS Report to DEXCOM for more information on this committee.

6. Board Leadership Training

The Board Leadership Training (BLT) module continues to be extremely well-received and multiple churches have requested the training more than once to ensure that elders learn to function well as a board.

Feedback shows that there is an increased understanding of roles, strengthened teams, and enhanced teamwork. Regional training events, board retreats, and on-site or Zoom board training have reached many pastors and elders. Dwayne and Genghis continue to lead training for church boards and as I have time, I provide this training as well. A continued number of requests come in for the development of boards as they transition members.



We are shifting to a regional partnership model with the intention that regional partners will offer BLT annually and as requested by churches in their region. This increases the capacity of district staff for additional ministry needs and strategic engagement with churches. It also increases our reach, allows for teaching to be contextualized regionally and culturally, and increases the availability of training for churches. Dave Driedger has agreed to serve the North region, Steve Foster has agreed to serve the Vancouver Island region, and Grant McDowell has agreed to serve the Kootenay region. Dwayne held a training event for these regional partners in February 2023.

Mobilization and Multiplication

The primary strategies used by the CPD in this area are as follows:

1. Champion Church Planting and the Launching of New Ventures

We are encouraged by many positive developments in our New Venture work! See the DS Report to DEXCOM for more information on New Ventures.

2. Hungry for Life (HFL) Partnership

A Memorandum of Understanding was signed in December 2020 between the CPD and Hungry for Life to facilitate short-term teams from the CPD engaging with C&MA IWs and national churches (initially in Northern Iraq). Discussions are underway about renewing this partnership. Lisa has been trained as an HFL Missions Focusing Consultant to work with CPD churches in preparing, accompanying, and debriefing teams.

See the DS Report to DEXCOM for more information on this partnership.

3. IW Home Assignment (HA)

See the DS Report to DEXCOM for more information on IW and church interaction.

4. Missions Coaching

CPD pastors and mission committees continue to contact Lisa to seek help in refocusing their mission committee or being more intentional about incorporating missions into the regular life of their church.

One of the tools Lisa uses is Interface (by Simply Mobilizing), a six-hour seminar designed to help church leaders guide their churches into becoming truly missional.



Organizational Effectiveness

The primary strategies used by the CPD in this area are as follows:

1. Operational Policies to Support Lead Team Functioning

- These policies are available on StaffShare and policies affecting all staff are reviewed annually with the entire office team.
- Two policies are reviewed by the Lead Team at each meeting.
- A significant revision to the *Anti-Harassment and Bullying Policy and Procedures* was completed in 2023.

2. Employee Handbook for Orienting and Supporting Staff

- The Handbook was significantly revised and updated in 2023 and is available on StaffShare for all staff.
- The Handbook is reviewed with all staff annually in spring.

3. Annual Performance Reviews

- Reviews include the completion of a review report by the employee, an interview between the employee and their supervisor(s), verbal agreement on any changes to employee responsibilities or requests for improved performance, and written confirmation of those changes.
- Employee reviews were last completed in December 2021 for all staff. To better align reviews to the rhythm of the ministry year, annual reviews will now take place in June moving forward. Reviews for all staff will be scheduled for June 2023.

4. Technology Usage

- Full Microsoft365 suite
- ACS On Demand database & connected Church Life smartphone app
- Virtual Private Network (VPN) that allows network connection outside the office
- Shared drive for all staff
- Staff access to myCPD for resources
- Use of Zoom and Microsoft Teams for virtual meetings



5. Information Management

- Employing systems for managing the flow, management, and storage of information and documents of workers and churches.
- Utilizing tracking systems including those for supporting and tracking workers in the licensing and ordination process, personnel changes, committee work, and church bylaws.
- Maintaining consistent standards for communication and documentation.
- In February 2023 the District Office moved to electronic recordkeeping only. This is a long-term project that will involve the transition from paper to digital records.
- The use of pacificdistrict.ca and myCPD to provide resources to churches and workers. Both websites are in the process of a significant refresh and rebranding.

Policy

2. Through engagement with Official Workers and Boards 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.

DS Interpretation

This policy requires the DS to accurately discern and respond to the *uniqueness* of each local church in all the ways listed. This calls for empathetic observation and understanding of each church. DEXCOM requires that the DS and their team respect the uniqueness of each local church.

DEXCOM requires that the DS and their team contextualize their interactions, interventions and coaching with churches in light of their uniqueness. The district team must live in the dynamic tension of centralization (what is required of all churches) and decentralization (how may district/national policies, strategies, programs, etc. be adapted to the uniqueness of a local church).

DEXCOM requires that the DS and their team be more than bureaucrats in interacting with churches; DEXCOM requires the district team to function with a measure of sensitivity and artistry.



When should a particular requirement be adapted, relaxed, toughened, or set aside (perhaps temporarily) in light of local circumstances? When would a district requirement of some kind be experienced as deeply discouraging, even crushing by the local church? Can the district discern between a mandatory (deal-breaking) requirement and a less central one where there's room for adaptation?

How can the district deliver assistance that is customized to each specific local church, knowing its unique strengths and weaknesses? How can the district encourage and lift a local church given its self-understanding of its vision and mission where Jesus has placed it?

Compliance

As monitoring information, I offer the following examples of the district acting with this respect for church uniqueness in recent years:

- On several occasions, the DS has authorized an organized church to function temporarily with only three elders instead of the required four. To insist on the letter of the law would require the church to lose its status as an organized church and revert to that of a developing church, only to require reversing that again if the church is successful in electing a fourth elder to the board.
- Creation of a Chinese translation of the *Model Church Bylaws* to allow organized Chinese churches to better understand their church bylaws.
- Flexible requirements for newly licensed workers (ex. three classes instead of Foundations for Ministry, allowing a female worker qualified for a portable license to choose a non-portable status and delay ordination to focus on family commitments with young children).
- Flexibility with church loans to allow churches to pay interest only for a period of time due to financial hardship.
- Accommodating the uniqueness of house churches through safety and risk management guidelines tailored to home gatherings.
- Supporting and facilitating a co-lead pastor model for a church.

Policy

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 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

DS Interpretation

DEXCOM requires the DS to serve as a broker of connection and alignment between CPD churches and the NMC and the national vision and priorities of the C&MA in Canada. Toronto and the NMC are a long way away from Courtenay-Comox, Fort St. John, or Cranbrook. In Canada and BC, regionalism must be taken seriously.

DEXCOM requires that the DS and their team embody and advocate for:

- the ethos and values of our family of churches as encoded in our ‘compass documents’ (the C&MA Manual)
- the initiatives mandated by General Assembly and the C&MA Board of Directors
- the vision of our President and the Global Leadership Team

Compliance

I provide the following monitoring information:

- It remains my desire for the CPD to work in collaboration with the NMC. As such, I am engaged in monthly DS Network meetings, and biannual Global Leadership Team and Implementation Team meetings where the C&MA ethos, vision, and strategy are developed and implemented.
- A review of our digital content demonstrates that the district has extensively promoted and educated our Official Workers about the President’s vision using our News Update and website. Both the News Update and website have included information on initiatives such as the Local Church Annual Report, the Official Worker’s Survey, General Assembly, Envision, the Jaffray Project, Defend Dignity projects, disaster relief, myAlliance, etc.
- We invited the President to be present at and participate in District Staff Retreat 2022 and District Conference 2023.
- Our LT, support staff, and district partners extensively participate, collaborate, and partner with the national and district dimensions of our family of churches, as follows:



- Stacy and Kim's participation on the national DS Administrative Team
- Erin's participation on a national policy advisory group
- Erin's participation with the Clergy Abuse Response Team (CART) working group
- Erin's participation in the denomination-wide information system project
- Dwayne's leadership of the NLOC
- Genghis' involvement with the Canadian Chinese Alliance Churches Association (CCACA)
- Genghis' participation on the Board of Governors of Ambrose University
- Lisa's participation on the National Mobilizer Team
- Lisa's participation in the Digital Mentoring Ministry Cohort in Gateway
- Lisa's leadership and participation in the Home Ministry Retreat for IWs on Home Assignment
- Andy's engagement with the National New Venture Implementer Network
- Geoff Stewart's participation as both a district partner and Chair of the National Youth Network
- Carmen Kinniburgh's participation as both a district partner and on the Next Gen Committee
- I support the CPD Chaplains Committee and National Chaplains Committee through participation on the district committee
- I am chairing the Alliance Canada Theological Commission

Policy

4. Global Executive Constraint

The District Superintendent shall not cause or allow any organizational practice, activity, decision, or circumstance that is:

- a) in conflict with the C&MA Manual or District Bylaws,
- b) in conflict with organizational outcomes as defined by DEXCOM (Ends),
- c) either unlawful or, imprudent,
- d) in violation of commonly accepted Christian, professional, and business ethics, or
- e) in conflict with DEXCOM or District Operational policies



DS Interpretation

DEXCOM requires that the District Office functions ethically and in alignment and accordance with all applicable legislative and executive limitations.

Compliance

Compliance is met through the submission of biannual monitoring reports to DEXCOM.

Policy

4.1 Treatment of Ministry Recipients

With respect to interactions with Ministry Recipients or those applying to be Ministry Recipients, the District Superintendent shall not:

- 4.1.1. Elicit information for which there is no clear necessity.
- 4.1.2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.
- 4.1.3. Fail to abide by Canadian Anti-Spam Legislation

DS Interpretation

DEXCOM requires that the District Office functions in compliance with all relevant privacy and use of personal information legislation.

Compliance

District Office staff annually review the CPD Privacy Policy. Each church in the CPD has a current privacy policy in place, with the exception of Vancouver Mandarin Church, whose requirement was waived by the DS due to unique circumstances. The DS has designated the Assistant DS for Executive Administration and Governance (ADS-EAG) as the Privacy Officer for the CPD.

No privacy complaints or requests have been received. The CPD Privacy Policy is scheduled to be reviewed on April 25, 2023.



Policy

4.2. Treatment of Staff

With respect to the treatment of paid and volunteer staff, the District Superintendent shall not cause or allow conditions that are unfair or undignified.

The District Superintendent will not:

- 4.2.1. Operate without written personnel rules that:
 - a) clarify rules for staff,
 - b) provide for effective handling of grievances, and
 - c) protect against wrongful conditions or treatment.
- 4.2.2. Fail to acquaint staff with the District Superintendent's interpretation of their protections under this policy.

DS Interpretation/Compliance

The policy attaches value to the dignity and fair treatment of district staff as well as their morale and ministry effectiveness. All of these would be negatively affected by the absence of clear guidelines for office conduct, grievance procedures, protections from favouritism, etc.

Compliance

The DS has directed the OM to accept responsibility for the implementation and annual communication to all staff of the contents of the *CPD Employee Handbook* and the *Anti-Harassment and Bullying Policy and Procedures* which contain the relevant guidelines, protections, and procedures.

The OM will proactively brief the staff on the DS's interpretation of staff members' protections as contained in the Handbook. Staff will be given the opportunity to raise questions about any aspect of the Handbook's content and the interpretation of any individual provision or protection.

The annual review of the *CPD Employee Handbook* and the *Anti-Harassment and Bullying Policy and Procedures* is scheduled for April 25, 2023.

Policy

The District Superintendent will not:

- 4.2.3 Fail to develop and implement emergency procedures and ensure all appropriate personnel are trained in these procedures.



DS Interpretation

The policy requires both the *implementation* of comprehensive emergency procedures along with periodic *training* and *reminders* of the procedures for all staff.

Compliance

All staff are briefed annually on fire safety and general safety procedures for the office. The CPD arranges for annual inspections of fire extinguishers and for the Surrey Fire Department to inspect fire mitigation systems annually.

The annual staff safety briefing is scheduled for April 25, 2023.

The annual Surrey Fire Department inspection was completed on February 6, 2023. The fire alarm and extinguishers were inspected on March 21, 2023. Both inspections passed with no issues noted.

Policy

The District Superintendent will not:

- 4.2.4. Offer employment without:
 - 4.2.4.1. due diligence on a candidate's history
 - 4.2.4.2. a written offer of employment, including a position description and terms of engagement and disengagement
 - 4.2.4.3. prior approval by DEXCOM of any applicant for a permanent position who is not at arm's length from any permanent employee

DS Interpretation

The policy requires that District Office effectiveness and interests are guarded by a best practices approach to hiring staff.

Compliance

The DS or designate will carefully review the applicant's resume and interview the references provided. A favourable criminal record check (including a vulnerable sector check) will be required as a condition of employment and be placed in the candidate's employment file when hired. A written offer of employment and position description will be provided to the employee and a copy of each placed in their employment file.



The DS will not hire a permanent employee who is not at arm's length from any current permanent District Office employee without prior approval of DEXCOM before any offer of employment is presented. If hiring an employee who is not at arm's length, the DS will review the steps of the hiring process (up to the point of presenting an applicant with an offer of employment) with the AGO to ensure compliance with Executive Limitations and best practices. The AGO will confirm that references were interviewed and will review the *Offer of Employment* and *Position Description* documents before certifying compliance.

No permanent employees have been hired.

Policy

The District Superintendent will not:

- 4.2.5 Violate the *Employment Standards Act* of BC, employment policies of the C&MA, or the Canadian Pacific District Employee Handbook

DS Interpretation

The policy requires that the District Office abide by all relevant legislation and best practices for the hiring, supervising, and terminating employment, if necessary, of all staff.

Compliance

The DS will review these documents on an annual basis. The DS has directed the OM to carefully monitor all district human resources practices for conformity to these standards. Any oversight or lack of compliance will be rectified within 15 business days of awareness and will be reported to DEXCOM immediately.

No grievances have been filed.

Policy

The District Superintendent will not:

- 4.2.6 Fail to create and maintain appropriate personnel files that comply with the *Personal Information Protection Act*.

DS Interpretation/Compliance

The policy requires that all district personnel files are complete, properly stored and secured, and comply with all relevant legislation.



Compliance

The DS has directed the OM to fulfill all aspects of this policy. Any reported lack of compliance will be corrected within five (5) business days of awareness and will be reported to DEXCOM.

All district staff personnel files are complete and current.

Policy

The District Superintendent will not:

- 4.2.7 Fail to act in accordance with the C&MA Manual *Policy on Discipline, Restoration and Appeal for Official Workers* for employees that are Official Workers.

DS Interpretation

The policy requires that the district implement the *Policy on Discipline, Restoration, and Appeal for Official Workers* for licensed employees in a scenario where the DS believes that discipline is necessary.

Compliance

If, in the opinion of the DS, such discipline shall be necessary, before proceeding to implement the policy the DS will inform the AGO of their intentions and they shall review the policy together. In situations where discipline is required, the DS will inform DEXCOM that such proceedings are taking place and of the outcome of the disciplinary process.

No such discipline was required during the reporting period.

