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# 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. Relational and Spiritual Vitality
  - b. Leader Development
  - c. Mobilization and Multiplication
  - d. Organizational Effectiveness
2. Through engagement with Official Workers and Boards of Elders, we will encourage local churches to operate in their unique identity and 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 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. Alliance Distinctives
    - ii. Values, Vision, and Mission
    - iii. Strategic Plan



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## Policy Type: Governance Process

### 2. Global Governance Process

The purpose of the District Executive Committee (DEXCOM), on behalf of 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), is to see to it that the Canadian Pacific District of the C&MA:

- a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in DEXCOM Ends policies), and
- b) avoids unacceptable actions and situations (as prohibited in DEXCOM Executive Limitations policies).

#### 2.1. Governance Style

DEXCOM will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on

- a) outward vision rather than an internal preoccupation,
- b) encouragement of diversity in viewpoints,
- c) strategic leadership more than administrative detail,
- d) clear distinction of DEXCOM and District Superintendent roles,
- e) collective rather than individual decisions,
- f) future rather than past or present, and
- g) proactivity rather than reactivity.

Accordingly,

- 2.1.1. DEXCOM will cultivate a sense of group responsibility. DEXCOM, not the staff, will be responsible for excellence in governing.
- 2.1.2. DEXCOM will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting DEXCOM's values and perspectives.

DEXCOM's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.



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- 2.1.3. DEXCOM will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, determining certain agenda items for future meetings, and ensuring the continuance of governance capability. Although DEXCOM can change its governance process policies at any time, it will scrupulously observe those currently in force.
  - 2.1.4. Continual DEXCOM development will include orientation of new DEXCOM members in DEXCOM's governance process and periodic DEXCOM discussion of process improvement.
  - 2.1.5. DEXCOM will monitor and discuss DEXCOM's process and performance. Self-monitoring will include comparison of DEXCOM activity and discipline to policies in the Governance Process and DEXCOM-Management Delegation categories.

## 2.2. DEXCOM Job Description

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

Accordingly, 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. **Governance Process:** Specification of how DEXCOM conceives, carries out, and monitors its own tasks.
  - 2.2.2.3. **DEXCOM-Management Delegation:** How power is delegated, and its proper use monitored; the District Superintendent's role, authority, and accountability.
  - 2.2.2.4. **Executive Limitations:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.



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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, 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 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.

### **2.3. Chief Governance Officer's Role**

The chief governance officer (CGO), a specially empowered member of DEXCOM, assures the integrity of DEXCOM's process and, secondarily, occasionally represents DEXCOM to outside parties.

2.3.1. The Chair of DEXCOM will function in the role of the CGO.

2.3.2. The assigned result of the CGO's job is that DEXCOM behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

2.3.2.1. Meeting discussion content will be only those issues which, according to DEXCOM policy, clearly belong to DEXCOM to decide or to monitor.

2.3.2.2. Information that is for neither monitoring performance nor DEXCOM decisions will be avoided or minimized.

2.3.2.3. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.



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2.3.3. The authority of the CGO consists in making decisions that fall within topics covered by DEXCOM policies on Governance Process and DEXCOM-Management Delegation, with the exception of:

- a) employment or termination of a District Superintendent, and
- b) where DEXCOM specifically delegates portions of this authority to others.

The CGO is authorized to use any reasonable interpretation of the provisions in these policies.

2.3.3.1. The CGO is empowered to chair DEXCOM meetings with all the commonly accepted power of that position, such as ruling and recognizing.

2.3.3.2. The CGO has no authority to make decisions about policies created by DEXCOM within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the District Superintendent.

2.3.3.3. The CGO may represent DEXCOM to outside parties in announcing DEXCOM-stated positions and in stating CGO decisions and interpretations within the area delegated to that role.

2.3.3.4. The CGO may delegate this authority but remains accountable for its use.

## **2.4. Associate Governance Officer's Role**

The Associate Governance Officer (AGO) assists the CGO in assuring the integrity of DEXCOM's process.

2.4.1. The AGO will be elected every two years by DEXCOM from among the DEXCOM members. The election will occur at the DEXCOM meeting prior to District Conference and the position will be assumed immediately after District Conference.

2.4.2. The assigned result of the AGO's job is to provide expertise in the area of governance to assist the CGO in the task of ensuring that DEXCOM behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

2.4.2.1. The AGO will monitor DEXCOM agendas and meetings to ensure:



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- 2.4.2.1.1. Meeting discussion content will be only those issues which, according to DEXCOM policy, clearly belong to DEXCOM to decide or to monitor.
  - 2.4.2.1.2. Information that is for neither monitoring performance nor DEXCOM decisions will be avoided or minimized and always noted as such.
  - 2.4.2.1.3. That the CGO is informed of any deviation from policy governance and will assist the CGO in correcting this. The AGO will have the liberty to address the CGO and/or DEXCOM when it is in session in order to alert them to the behaviours or actions that contravene DEXCOM Policy.
- 2.4.3. The AGO will assist the CGO in crafting agendas.
  - 2.4.4. The AGO has no authority to make decisions about policies created by DEXCOM within Ends and Executive Limitations policy areas. Therefore, the AGO has no authority to supervise or direct the District Superintendent.

## **2.5. District Secretary's Role**

The District Secretary is an officer of the District whose purpose is to ensure the integrity of DEXCOM's documents.

- 2.5.1. The assigned result of the Secretary's job is to see to it that all DEXCOM documents and filings are accurate and timely.
  - 2.5.1.1. Policies will be current in their reflection of DEXCOM decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or DEXCOM member recognitions need not be placed in policy.
  - 2.5.1.2. Policies will rigorously follow Policy Governance principles.
  - 2.5.1.3. Bylaws elements necessary for legal compliance and for consistency with the principles of Policy Governance will be known to DEXCOM.
  - 2.5.1.4. The Secretary is responsible for the minutes of DEXCOM and all General Meetings of the District
- 2.5.2. The authority of the Secretary is access to and control over DEXCOM documents. This may require a reasonable amount of staff time.



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## 2.6. District Treasurer's Role

The District Treasurer is an officer of the District whose purpose is to supervise the receipt and disbursement of all funds intended for expenditure for District purposes, as directed by DEXCOM.

- 2.6.1. The assigned result of the Treasurer's job is that DEXCOM has all the information it requires to assure itself that financial goals are being carried out properly, and that all government and C&MA requirements are being met.
  - 2.6.1.1. The Treasurer will report to DEXCOM areas of deviation from what DEXCOM has required.
  - 2.6.1.2. The Treasurer will chair the regular DEXCOM's Finance Committee meetings.
  - 2.6.1.3. The Treasurer will provide financial and budgetary reports as requested by DEXCOM.
  - 2.6.1.4. The Treasurer shall present the auditor's report to the membership at the District Conference.
- 2.6.2. The authority of the treasurer allows them to have full access to District financial records and access to the Director of Finance.
  - 2.6.2.1. Although the Treasurer works closely with the Director of Finance and the District Superintendent, they do not have authority over them. The authority remains with DEXCOM.
  - 2.6.2.2. DEXCOM, not the Treasurer, is required to ensure that the District Superintendent follows the financial policies laid out by DEXCOM.

## 2.7 District Superintendent's Role

The District Superintendent has a multi-pronged role within the District:

- 2.7.1 Within the C&MA the District Superintendent has been given the primary responsibility for the oversight of the work of the District (Policy on District Organization, Article 2, 2.3.1). In their work within the District, the District Superintendent is amenable to DEXCOM. The District Superintendent is not in authority over DEXCOM in its governance function and cannot give direction to DEXCOM in this area.



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- 2.7.2 The District Superintendent is also amenable to the President of the C&MA with respect to national programs and objectives.
  - 2.7.3 The District Superintendent is a member of, and shall serve as or appoint the chair of, DEXCOM.
  - 2.7.4 The District Superintendent as a member of DEXCOM does not have special exemption from following the policies of DEXCOM. They are accountable to DEXCOM the same as any other DEXCOM member.

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

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, 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 CGO. 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.
- 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 DEXCOM except to repeat explicitly stated DEXCOM decisions.



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- 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 DEXCOM on any matter, irrespective of the member's personal position on the issue.

## **2.9. DEXCOM Committee Principles**

In principle, DEXCOM committees, when used, will be assigned so as to reinforce the wholeness of DEXCOM's job and not to interfere with delegation from DEXCOM to District Superintendent.

- 2.9.1. The following principles apply to all DEXCOM Committees:
  - 2.9.1.1. DEXCOM committees may not speak or act for DEXCOM except when formally given such authority for specific and time limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the District Superintendent.
  - 2.9.1.2. DEXCOM committees cannot exercise authority over staff. The District Superintendent works for the full DEXCOM and will therefore not be required to obtain approval of a DEXCOM committee before an executive action.
- 2.9.2. Other than the standing committees on Finance, Licensing and Ordination, and Bylaws, the following principles apply:
  - 2.9.2.1. DEXCOM committees are to help DEXCOM do its job, not to help or advise the staff. Committees ordinarily will assist DEXCOM by preparing policy alternatives and implications for DEXCOM deliberation. In keeping with DEXCOM's broader focus, DEXCOM committees will normally not have direct dealings with current staff operations.
  - 2.9.2.2. Committees will be used sparingly and ordinarily in an ad hoc capacity.



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- 2.9.2.3. This policy applies to any group that is formed by DEXCOM action, whether or not it is called a committee and regardless of whether the group includes DEXCOM members. It does not apply to committees formed under the authority of the District Superintendent.
  - 2.9.2.4. DEXCOM shall determine the mandate, term, and members of DEXCOM committees.
  - 2.9.3. The Finance committee is formed to facilitate the role of Treasurer and to act as an advisory committee to the staff on financial issues. The Treasurer will keep DEXCOM informed on financial issues.
    - 2.9.3.1 The Finance committee has a dual role. Firstly, the Finance committee will act in a financial monitoring and advisory capacity for DEXCOM. Secondly, it will participate in decision making and give advice as a committee reporting to the Director of Finance. In this second role, the Finance Committee acts under the authority of the District Superintendent.
  - 2.9.4. The Licensing and Ordination Committee works in conjunction with the District Superintendent to provide oversight of the licensing and ordination of district personnel. The Committee Chair will keep DEXCOM informed on licensing and ordination issues.
  - 2.9.5. The Bylaws Committee exists to assist DEXCOM and the CPD with respect to church and District Bylaws as well as DEXCOM governance-related matters. The Committee Chair will keep DEXCOM informed on matters related to church and District Bylaws and on matters related to DEXCOM governance.

## **2.10. Cost of Governance**

Because poor governance costs more than learning to govern well, DEXCOM will invest in its governance capacity.

- 2.10.1. DEXCOM skills, methods, and supports will be sufficient to ensure governing with excellence.
  - 2.10.1.1. Training and retraining will be used to orient new members and candidates for membership, as well as to maintain and increase existing members' skills and understandings.
- 2.10.2. DEXCOM will establish its cost of governance budget for the next fiscal year during the yearly budgeting process. This may include funds for training, third party monitoring, surveys, focus groups, etc.



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## Policy Type: DEXCOM-Management Delegation

### 3. Global DEXCOM-Management Delegation

DEXCOM's sole official connection to the operational organization, its achievements, and conduct will be through the District Superintendent.

#### 3.1. Unity of Control

Only officially passed motions of DEXCOM are binding on the District Superintendent.

- 3.1.1. Decisions or instructions of individual DEXCOM members, officers, or committees are not binding on the District Superintendent except in rare instances when DEXCOM has specifically authorized such exercise of authority.
- 3.1.2. In the case of DEXCOM members or committees requesting information or assistance without DEXCOM authorization, the District Superintendent can refuse such requests that require, in the District Superintendent's opinion, a material amount of staff time or funds, or are disruptive.

#### 3.2. Accountability of the District Superintendent

The District Superintendent is DEXCOM's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as DEXCOM is concerned, is considered the authority and accountability of the District Superintendent.

- 3.2.1. DEXCOM will never give instructions to persons who report directly or indirectly to the District Superintendent.
- 3.2.2. DEXCOM will not evaluate, either formally or informally, any staff other than the District Superintendent.
- 3.2.3. DEXCOM will view District Superintendent performance as identical to organizational performance, so that organizational accomplishment of DEXCOM-stated Ends and avoidance of DEXCOM-proscribed means will be viewed as successful District Superintendent performance.



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### **3.3. Delegation to the District Superintendent**

DEXCOM will instruct the District Superintendent through written policies that prescribe the organizational Ends to be achieved, and proscribe organizational situations and actions to be avoided, allowing the District Superintendent to use any reasonable interpretation of these policies.

- 3.3.1. DEXCOM will develop policies instructing the District Superintendent to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not ends issues as defined here are means issues.
- 3.3.2. DEXCOM will develop policies that limit the latitude the District Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to DEXCOM even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. DEXCOM will never prescribe organizational means delegated to the District Superintendent.
- 3.3.3. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
- 3.3.4. As long as the District Superintendent uses any reasonable interpretation of DEXCOM's Ends and Executive Limitations policies, the District Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the District Superintendent shall have full force and authority as if decided by DEXCOM.
- 3.3.5. DEXCOM may change its Ends and Executive Limitations policies, thereby shifting the boundary between DEXCOM and District Superintendent domains. By doing so, DEXCOM changes the latitude of choice given to the District Superintendent. But as long as any particular delegation is in place, DEXCOM will respect and support the District Superintendent's choices.

### **3.4. Monitoring District Superintendent Performance**

Systematic and rigorous monitoring of the District Superintendent's job performance will be against the organizational accomplishment of DEXCOM policies on Ends and organizational operation within the boundaries established in DEXCOM policies on Executive Limitations.



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- 3.4.1. Monitoring is simply to determine the degree to which DEXCOM policies are being met. Information that does not do this will not be considered to be monitoring information.
  - 3.4.2. DEXCOM will acquire monitoring information by one or more of three methods:
    - 3.4.2.1. By internal report, in which the District Superintendent discloses interpretations and compliance information to DEXCOM.
    - 3.4.2.2. By external report, in which an external, disinterested third party selected by DEXCOM assesses compliance with DEXCOM policies.
    - 3.4.2.3. By direct DEXCOM inspection, in which a designated member or members of DEXCOM assess compliance with the appropriate policy criteria.
  - 3.4.3. In every case, DEXCOM will judge
    - a) the reasonableness of the District Superintendent's interpretation and
    - b) whether data demonstrate accomplishment of the interpretation.
  - 3.4.4. The standard for compliance shall be any reasonable District Superintendent interpretation of DEXCOM policy being monitored. DEXCOM is final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favoured by DEXCOM members or by DEXCOM as a whole.
  - 3.4.5. All policies that instruct the District Superintendent will be monitored at a frequency and by a method chosen by DEXCOM. DEXCOM can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.



<b>Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Month</b>
Ends	Internal	Annually	April
Global Executive Constraint	Internal	Annually	April
Strategic Planning	Internal	Biennially	April (Even Year)
Treatment of Ministry Recipients	Internal	Annually	April
Treatment of Staff	Internal	Annually	April
District Human Resources Management	Internal	Annually	April
Compensation and Benefits	Internal	Annually	October
Emergency DS Succession	Internal	Annually	October
Financial Planning and Budgeting	Internal	Annually	October
Financial Condition and Activities Monitoring	Internal	Annually	October
Financial Updates	Internal	Biannually	April, October
Audit	External	Annually	April
Church Loans	Internal	Annually	April
Asset Protection	Internal	Annually	October
District Risk Management Policies	Internal	Annually	April
Communication and Support to DEXCOM	Direct Inspection	Annually	April
District Conference (DC) Preparation and Process	Internal	Biennially	October (Even Year)
Church Bylaws	Internally	Annually	October

### **Policy Type: Executive Limitations**

#### **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.



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#### **4.1. Strategic Planning**

The District Superintendent shall not fail to develop a strategic vision and plan designed to accomplish the District's Ends.

#### **4.2. Treatment of Ministry Recipients**

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

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

#### **4.3. 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:

- 4.3.1. 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.
- 4.3.2. Fail to acquaint staff with the District Superintendent's interpretation of their protections under this policy.
- 4.3.3. Fail to develop and implement emergency procedures and ensure all appropriate personnel are trained in these procedures.
- 4.3.4. Offer employment without:
  - 4.3.4.1. due diligence on a candidate's history
  - 4.3.4.2. a written offer of employment, including a position description and terms of engagement and disengagement
  - 4.3.4.3. prior approval by DEXCOM of any applicant for a permanent position who is not at arm's length from any permanent employee





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- 4.3.5. Violate the *Employment Standards Act* of BC, employment policies of the C&MA, or the Canadian Pacific District Employee Handbook.
  - 4.3.6. Fail to create and maintain appropriate personnel files that comply with the *Personal Information Protection Act*.
  - 4.3.7. Fail to act in accordance with the C&MA Manual *Policy on Discipline, Restoration and Appeal for Official Workers* for any employees that are Official Workers.

#### **4.4. District Human Resource Management**

In the District Superintendent's management of operational achievement and conduct the District Superintendent will not:

- 4.4.1. Fail to actively facilitate the releasing of women and men into ministry and into leadership roles at every level throughout the district, with a particular focus on addressing the cultural and systemic barriers women commonly navigate. The District Superintendent will not fail to have at least one operational standing committee that is focused on this goal and that women and men will be equally represented on the committee.

#### **4.5. Compensation and Benefits**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the District Superintendent shall not cause or allow jeopardy to financial integrity or to public image.

The District Superintendent will not:

- 4.5.1. Change the District Superintendent's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
- 4.5.2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 4.5.3. Create obligations over a longer term than revenues can be safely projected and, in all events, subject to losses in revenue.

#### **4.6. Emergency District Superintendent Succession**

In order to protect DEXCOM from sudden loss of District Superintendent services, the District Superintendent shall not permit there to be less than one other executive sufficiently familiar with DEXCOM and District Superintendent issues and processes to enable them to take over with reasonable proficiency as an interim successor.



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#### **4.7. Financial Planning and Budgeting**

The District Superintendent shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from DEXCOM's Ends priorities, risk financial jeopardy, or fail to be derived from the strategic plan.

The District Superintendent will not allow budgeting to:

- 4.7.1. Risk incurring those situations or conditions described as unacceptable in the DEXCOM policy "Financial Condition and Activities."
- 4.7.2. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.7.3. Be presented to District Conference without receiving prior approval of budgets from DEXCOM.

#### **4.8. Financial Condition and Activities**

With respect to the actual, ongoing financial condition and activities, the District Superintendent shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from DEXCOM priorities established in Ends policies.

The District Superintendent will not:

- 4.8.1. Allow circumstances that would result in the loss of charitable status with the Canada Revenue Agency (CRA) or any other situation that would undermine the fiduciary obligations of the Board.
- 4.8.2. Expend more funds than budgeted, or have been received if less than budget, or are reasonably expected to be received without appropriate DEXCOM authorization.
- 4.8.3. Expend designated donated funds for any purpose other than designated except according to policy.
- 4.8.4. Fail to settle payroll and debts in a timely manner.
- 4.8.5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.8.6. Fail to retain a minimum of three months operating costs plus one year of average interest costs on the Loan Development Fund Loan Program (minimum \$500,000) in cash reserves.



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- 4.8.7. Fail to maintain the total indebtedness of the District at less than or equal to 20% of the building and land asset base of the District and its churches. The evaluation of the building and land value will be through the most recent BC Assessment Authority valuation.
  - 4.8.8. Fail to ensure that the auditor is given access to all financial records.
  - 4.8.9. Fail to maintain complete and accurate financial records by funds and accounts in accordance with law and the *Accounting Standards for Not-for-Profit Organizations*.
  - 4.8.10. Knowingly allow anyone with a conflict of interest to participate in any decision in which a personal, financial benefit might accrue to them.
  - 4.8.11. Fail to bring any recommended changes to the District Operating Fund assessment rate to DEXCOM prior to District Conference for preliminary approval before bringing to the District Conference for final approval.
  - 4.8.12. Fail to obtain prior approval from DEXCOM before the purchase of real estate or buildings for District Office use or disposal of any real estate and buildings.
  - 4.8.13. Fail to bring any proposed substantive changes to the benefits of District and church staff to DEXCOM for approval.
  - 4.8.14. Fail to bring to DEXCOM, at least every two years, a list of proposed authorized signatories for the District. Authorized signatories will be determined and approved by DEXCOM.

#### **4.9. Church Loans**

- 4.9.1. Fail to remain within stated approval limits regarding church loans.

The District Superintendent shall not fail to develop fiscally prudent church loan administration policies and require that those policies be adhered to.

The District Superintendent will not:

- 4.9.1.1. The limits are as follows:

- 4.9.1.1.1. For a general-use church loan or line of credit from a financial institution, the Finance Committee may approve a maximum amount of \$250,000.



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- 4.9.1.1.2. For a church building expansion or improvement project, a loan of up to 100% of the total project cost or 75% of the total equity of the existing church properties plus the project cost, whichever is lower. The Finance Committee may approve a maximum amortization period of 15 years.
  - 4.9.1.1.3. For a church that does not own any real property at the time of a church building loan application, a loan of up to 75% of the proposed project cost.
  - 4.9.1.1.4. The Finance Committee may approve a maximum church building loan amount of \$1,000,000.
  - 4.9.1.2. Loans exceeding any of the abovementioned approval limits must be brought to DEXCOM for approval.
  - 4.9.1.3. If the actual cost of a building project exceeds what was originally planned for and a higher loan amount is required, the District Superintendent may approve an incremental loan of up to 10% of the loan amount originally applied for. Any amount exceeding that must be brought to DEXCOM.
  - 4.9.1.4. Approval of a loan application means approval of the indebtedness; it does not automatically guarantee the availability of the loan funds. For a LDF Loan, the availability of funds is dependent on the cash flow situation of the District at the time the loan funds are required.
  - 4.9.2. Fail to ensure that a written loan agreement is in place for each loan advanced from the District's Loan Development Fund and that each loan is administered in accordance with the provisions of the respective loan agreement.

#### **4.10. Asset Protection**

The District Superintendent shall not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

The District Superintendent will not:

- 4.10.1. Fail to insure adequately against theft and casualty and against liability losses to DEXCOM members, staff, and the organization itself.
- 4.10.2. Fail to have adequate Employee Dishonesty insurance in place in order to protect District funds.



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- 4.10.3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
  - 4.10.4. Unnecessarily expose the organization, its DEXCOM, or staff to claims of liability.
  - 4.10.5. Fail to ensure that the purchases are based on prudent judgment, sound financial practice including precaution against conflict of interest, and comparative pricing.
  - 4.10.6. Fail to protect intellectual property, information, and files from loss or significant damage.
  - 4.10.7. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
  - 4.10.8. Fail to ensure all volunteers of the District and its churches are covered by accident insurance.

#### **4.11. District Risk Management Policies**

The District Superintendent shall not fail to develop minimum safety and risk management policies and require that all churches in the District create their own policy that adheres to the minimum standard. Such policies must include, but need not be limited to, policies relating to:

1. Children and youth ministry
2. Vulnerable persons

4.11.1. The District Superintendent will not fail to inform DEXCOM of the current policy.

#### **4.12. Communication and Support to DEXCOM**

The District Superintendent shall not cause or allow DEXCOM to be uninformed or unsupported in its work.

The District Superintendent will not:

- 4.12.1. Neglect to submit monitoring data required by DEXCOM as laid out in this policy manual in a timely, accurate, and understandable fashion, as well as relevant data.
- 4.12.2. Allow DEXCOM to be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy of DEXCOM regardless of DEXCOM's monitoring schedule.



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- 4.12.3. Allow DEXCOM to be without decision information required periodically by DEXCOM or let DEXCOM be unaware of relevant trends.
  - 4.12.4. Let DEXCOM be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.
  - 4.12.5. Allow DEXCOM to be unaware of changes to legislation which may materially affect the District.

#### **4.13. District Conference Preparation and Process**

The District Superintendent shall not fail to plan the dates of District Conference.

The District Superintendent shall not fail to ensure proper and adequate preparation is made for each District Conference, including meeting notification to member churches, delegate selection, appointment of Conference officers, report dissemination, credential confirmation, guest speakers, and Conference facilities and shall not fail to report to DEXCOM any significant violations of mandated Conference process.

#### **4.14 Church Bylaws**

The District Superintendent shall not fail to:

- 4.14.1 Retain a copy of the latest DEXCOM-approved church bylaws for each church in the district.
- 4.14.2 Ensure that all CPD churches complete a full bylaw review every five (5) years.
- 4.14.3 Track the compliance of individual churches with the DEXCOM-mandated bylaw revision schedule and report the status of compliance to DEXCOM annually.



<b>Revision Date</b>	<b>Comments</b>
March 2015	Final first revision of manual. Approved Executive Limitations, Governance Process, and Board-Management Delegation policies in March 2015 DEXCOM meeting.
October 2015	Addition of policy 2.2.3.1.3 to address DEXCOM quorum.
March 2016	Global Ends Policy added. Addition of 2.9.3.1, 4.2.4.3, 4.4.11, 4.4.12 (and sub-points), and reworking and additions to sub-points of 2.8.2.
October 2016	Addition of Second Level Ends. Addition of 4.4.13, 4.11, and 4.11.1 to Executive Limitations.
April 2017	Revision of the Policy Monitoring Schedule and 4.4.2. Addition of 4.4.14 and 4.6.8.
October 2017	Addition of 2.8.2.4.1 to Governance Process.
April 2018	Revision of 2.7.1.
April 2019	Revision of 3.4, 4.26, 4.27, 4.11, and addition to the Policy Monitoring Schedule of District Risk Management Policies.
April 2020	Editorial – reordering of 1 b., c., and d. to align with NMC and DS reporting.
October 2020	Revision to Ends section to add an introduction to statement 2 and to decapitalize “Ethos” in statement 3. “Licensed Workers” corrected to “Official Workers” throughout.
April 2021	Addition of new clause as 2.4.1, addition of 2.6.1.5, revision to 2.1.3, and editorial changes to 2.1 d), 2.6.1, and 2.6.1.2.
October 2021	Correction of GAAP to ASNPO in 4.4.9 and of “bonded” to Employee Dishonesty insurance in 4.6.2, addition of new executive limitations 4.12 and 4.12.1
October 2022	Removal of 2.6.1.5 and 4.7.2, revision of 4. a) and e), 4.2.1 c), 4.3, and section 4.4.12.
November 2022	Revision of Ends statement.
April 2023	Revision of 2.9.2, 2.95, addition of new executive limitations 4.13, 4.13.1, 4.13.2, and 4.13.3.
October 2023	Reorganization of 2.2.2, revision of 2.7.3, addition of executive limitations on church loans, reorganization of section 4.

