



Saskatchewan Synod
ELCIC

Governance Manual

INTRODUCTION

The Saskatchewan Synod Governance Manual is intended to be a guide for Synod Council, staff and committee operations. Nothing in this manual is intended to supersede or set aside any specific responsibilities outlined in the ELCIC and Synod Constitution or Bylaws.

Note - italicized reference to time periods will need to be reviewed pending Synod changes to triennial conventions.

Approved by Saskatchewan Synod Council on March 2006

Revisions approved on:

March 2007

April 2010

July 2010

March 2011

October 2013

October 2015

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1 - ROLES IN SASKATCHEWAN SYNOD GOVERNANCE

1.1 Role of the Synod Council

The role of the Synod Council is to direct, guide and set limits on the Council, the Bishop and synodical operations through the process of governance. The Council designs its own governance policies, creates and maintains the strategic plan, delegates management authority to the Bishop, identifies and defines acceptable levels of risk, monitors performance and measures results.

The main focus of the Synod Council is strategic planning. The basic strategic question for the Synod Council to answer is, “What services shall the Synod deliver to which people in what places and in what order of priority?”

Monitoring compliance with limitation and expectation policies, measuring strategic results, monitoring risk management, satisfying regulatory requirements and fulfilling the Synod Council’s responsibility to all its stakeholders completes the Synod Council’s role in governance. (Sec. 2.1 & Sec. 3 further defines this role)

1.2 Role of Individual Synod Council Members

The primary role of the individual Synod Council member is to participate in the process of governance. Synod Council members study information and decision-making materials, participate in discussion and debate, and share in the decision-making process by reaching consensus or voting. (Section 2.2 further defines this role.)

Individual Synod Council members have no authority to act on behalf of the Synod as individuals except by specific delegation from the Synod Council.

1.3 Role of the Bishop

The Bishop is elected by the Synod Convention for a term of *four* years with no limit. According to the Synod Constitution and Bylaws, the Bishop gives spiritual leadership and counsel to the Synod and is the chief executive officer of the Synod. The Bishop is an ex officio member with vote on Synod Council and all Synod committees. The Bishop reports to the Synod Council and the Synod Convention. When this manual uses the term “management”, it refers to the Bishop and Synod Office. (Sec. 4 further defines this role.)

1.4 Roles of the Chair and Vice Chair

The Chair of Synod Council is elected by the Council from among its members for a term of *two* years. As an officer of the Synod, the role of the Chair is to lead the decision-making process of the Synod Council and the Synod Convention. The Chair and Bishop work in a spirit of cooperation to achieve the strategic directions as set by Synod Council within the parameters of good governance. The Chair shall be objective and impartial and shall not lead the discussion to a predetermined conclusion.

The Vice-Chair is elected by the Council from among its members for a term of *two* years. The Vice-Chair shall follow the same principles of leadership in the decision-making process when acting in the role of Chair. The Vice-Chair shall oversee the review processes of the Synod Council. (Sections 2.3 and 2.4 further define these roles.)

1.5 Roles of Secretary and Treasurer

The Secretary and Treasurer are officers of the Synod elected by the Synod Convention upon nomination by the Synod Council for terms of *four* years with no limit. The Secretary and Treasurer are ex officio members of Synod Council with vote and with duties as defined in the Bylaws. (Sec. 2.5 further defines the role of the Secretary. Sec. 2.6 further defines the role of the Treasurer.)

1.6 Role of Synod Council Committees

The primary role of the committees created by Synod Council and described in this Governance Manual is to assist the Synod Council with its governance, not to govern on the Synod Council's behalf.

The committees monitor management's compliance with the Synod Council's limitations and expectations policies. The committees also assist the Synod Council with planning and measurement in the areas of each committee's mandate. The committees advise when asked by management, but do not manage or direct management unless authorized to do so by the Synod Council. The committees may assist the Synod Council in identifying indicators by which strategic results can be measured. (Sec. 2.8 - 2.13 defines each committee's role in a description of that committee's relationship with Synod Council.)

In addition to Synod Council committees, the Synod also works through Standing Committees defined in the Bylaws, task forces created by Synod Council for specific purposes, and management or program committees developed by the Bishop.

1.7 Role of Committee Chairs

The role of committee chairs is to convene and lead the decision-making process of the committees of the Synod. The committee chair, the Bishop or designate, and committee members work in a spirit of cooperation to achieve the strategic directions as set by Synod Council within the parameters of good governance. The chair shall be objective and impartial and shall not lead the discussion to a predetermined conclusion. (Sec. 2.7 further define this role.)

2 - RELATIONSHIP DESCRIPTIONS

2.1 The Synod Council / Saskatchewan Synod Relationship Description

1. Authority

The ultimate source of all the Synod Council's authority is the body of stakeholders. Those stakeholders include primarily the member congregations on the territory of Saskatchewan Synod, rostered ministers, strategic partners of the Synod, and various government authorities which grant the Synod its legal, operational and charitable status.

Synod Council is the governing body of this Synod elected by the Synod in convention. (*Article XI Section 1*)

The sources of moral authority for the Synod Council are the stakeholders of the Synod and appropriate government agencies and departments.

The source of strategic/operational authority is the Saskatchewan Synod in Convention.

The sources of legal/regulatory authority are the governmental authorities where the Synod is registered and where its services are delivered. The Evangelical Lutheran Church in Canada of which the Saskatchewan Synod is a member has regulatory authority in matters of doctrine and church polity.

2. Limitations of Authority

In exercising its moral authority and its legal and regulatory authority, the Synod Council may not cause or allow the Synod to be in violation of federal and provincial laws.

In exercising its strategic/operational authority the Synod Council may not cause or allow the Synod to be in violation of the Constitution or Bylaws of the Synod or National Church.

3. Responsibilities (*cf. Bylaws, Part VII, Sec. 2*)

The governance responsibilities of the Synod Council are to:

- Design the Synod Council's structure and governance processes;
- Provide strategic leadership by determining the Synod's values, beneficiaries and services, vision, mission and priorities;
- Plan, coordinate, supervise and evaluate the activities of the Synod in carrying out its mission and ministry, including development of appropriate policies for Synod Council;
- Be the directors of the corporation and trustees for the Synod;
- Issue letters of call to ordained and diaconal ministers who are full-time officers or staff officials of the Synod, or who are called to special service;
- Fill vacancies until the next convention except as otherwise provided;
- Determine the fact of the incapacity of an officer of the Synod according to the procedures in the Constitution and Bylaws of this church, (*ELCIC Administrative Bylaw, Part XI*)

- Approve candidates for call, ordination or consecration, and admission to the rosters of ordained and diaconal ministers;
- Appoint all committees for which there is no other provision;
- Perform such additional duties as prescribed in the Constitution, the Bylaws, or by resolutions of the Synod Convention;
- Delegate management authority and responsibility to the Bishop;
- Monitor risk management and performance, and measure strategic results.

4. Expectations (*cf. Bylaws, Part VII, Sec. 2*)

The expectations of the Synod Council are described in its strategic plans, in the annual strategic goals of the Synod, and in the annual tactical goals of the Synod Council.

Synod Council shall:

- Carry out its duties in good faith with a reasonable degree of diligence, care, and skill;
- Expect the same standard of conduct from lay and ordained ministers of Council;
- Make and enforce its own policies, including the discipline of its members;
- Abide by the Conflict of Interest Policy of the Saskatchewan Synod
- Maintain confidentiality on sensitive personal and financial matters and matters discussed *in camera*.
- Ensure that the requirements of the Synod Council to civil government authorities and to stakeholders are met.

In fulfilling its strategic and operational responsibility the Synod Council shall seek and follow the counsel of its stakeholders in its strategic planning process and in its governance of the strategic mission and priorities.

5. Accountabilities

The Synod Council is accountable to the stakeholders of the Saskatchewan Synod and to the civil authorities.

The Synod Council's accountability will be exercised by the submission of required documentation to civil authorities and by clear and true reporting to all of its stakeholders including member congregations and strategic partners.

2.2 The Synod Council Member / Synod Council Relationship Description

1. Authority

The Synod Council member is authorized by virtue of his/her election by the Synod in convention or in the case of a mid-term replacement, appointment by the synod council once elected the source of authority is the synod council.

The synod council shall provide costs of synod council meetings, including travel and accommodation, synod council members' liability insurance, synod council materials and resources for orientation and training.

2. Limitations of Authority

Without specific authority from the synod council, an individual synod council member may not:

- Speak officially on behalf of the Synod Council or Synod;
- Enter into any legal or financial agreement on behalf of the Synod;
- Give direction to the Bishop or the management of the Synod.

3. Responsibility

The responsibility of each Synod Council member is to:

- Participate in the governance process of the Synod Council;
- Share in the responsibilities of the Synod Council as defined in the Synod Council/Synod relationship description;
- Represent accurately and support the official positions and decisions of the Synod Council when interacting with the stakeholders and the public;
- Submit his/her resignation from Synod Council to the Chair immediately upon moving to another Conference, so that a replacement may be appointed by Synod Council.

4. Expectations

Each Synod Council member is expected to:

- Participate in an orientation program in the constitution, bylaws, governance manual and strategic plan of the Synod;
- Read reports and study materials provided in preparation for Synod Council meetings;
- Attend all Synod Council meetings and meetings of committees of which he/she is a member or to indicate to the Synod Council or committee chair the reason for his/her inability to attend;
- Participate actively in discussion and the decision-making process;
- Display personal conduct that reflects the values of the Synod;
- Maintain confidentiality on sensitive matters of a personal or financial nature and matters discussed *in camera*.

5. Accountabilities

Accountability in this relationship is mutual.

The Synod Council is accountable to the Synod Council member for providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.

Each Synod Council member shares in the Synod Council's accountability to the stakeholders for achieving strategic results; and in governing the Synod with due diligence and integrity; and to civil governments for compliance with all relevant laws and regulations.

Each Synod Council member is accountable to the Synod Council and to the civil government's regulatory body under whose laws the Synod is registered, for handling the finances of the Synod with integrity.

The Synod Council member is accountable to the Synod Council for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

The components of this working relationship shall be reviewed at predetermined intervals at the initiation of the Synod Council and shall include a:

- Review of the authorization and resources provided and values expressed to the Synod Council member;
- Review of the Synod Council member's performance towards expectations of the responsibilities of the relationship;
- Negotiation of expectations for the next planning period;
- Review of the authorization and resources required for the next period, including plans for personal development.

2.3 Synod Council Chair / Synod Council Relationship Description

1. Authority

The Synod Council Chair receives his/her authority by the election of the Synod Council. (*cf. Constitution Article XII, section 4*)

The Synod Council Chair is authorized by the Synod Council to provide leadership in the process of governance.

The Synod Council shall provide the Synod Council Chair with the resources required for his/her assigned tasks.

2. Limitations of Authority

In the fulfillment of the responsibilities of this position the Synod Council Chair may not:

- Take any action not authorized by the Synod Council
- Speak officially on behalf of the Synod Council or Synod without specific authorization by the Synod Council;
- Direct the decision-making process towards any specific outcome
- Give management direction to the Bishop or his/her staff;
- Cause or allow the Synod Council to be in violation of the limitations of its authority;
- Prevent any proposal from any Synod Council member from being considered.

3. Responsibility

The responsibilities of the Synod Council Chair are to:

- Lead the governance process including preparing the agenda in consultation with the Bishop, ensuring the flow of relevant governance information to the Synod Council and chairing the meetings of the Synod Council and Synod Convention;
- Lead the process of designing and maintaining Synod Council process and procedures;
- Initiate, maintain and monitor the process of strategic planning;
- Lead in the process of delegating authority and responsibility to the Bishop.
- Use discretion to communicate any information received from synod stakeholders with the bishop or synod staff not to provide management direction but to assist and support in a constructive way the work of the synod.

4. Expectations

The expectations of this position shall be negotiated in the *biennial* review of the Synod Council Chair and shall include:

- Preparation for and attendance at every meeting of the Synod Council;
- Flow of all relevant governance information to the Synod Council members;
- Conduct that is consistent with the values of affirmation, involvement and servant leadership;

- Assurance that all decisions are documented accurately in minutes, policies and other documents.

5. Accountabilities

Accountability in this relationship is mutual.

The Synod Council is accountable to the Synod Council Chair for:

- Providing the authorization and resources required for the responsibilities;
- Providing a *biennial* review of the Synod Council Chair's performance;
- Negotiating reasonable expectations of the Synod Council Chair's responsibility;
- Expressing affirmation, involvement and servant leadership in its relationship with the Synod Council Chair.

The Synod Council Chair is accountable to the Synod Council for:

- Performance with respect to the negotiated expectations
- Compliance with the limitations of authority of the position.

2.4 Vice-Chair / Synod Council Relationship Description

1. Authority

The Synod Vice-Chair is elected by the Synod Council from among its members for a term of *two* years. The Vice-Chair receives his/her authority by the election of the Synod Council.

The Synod Council or the Synod Council Chair may request the Vice-Chair to function as Synod Council Chair for a defined period of time. When the role of Chair is delegated to the Vice-Chair, the Vice-Chair shall function within the Synod Council Chair/Synod Council relationship description.

The duration of service as acting Synod Council chair shall be determined at the time of the request.

2. Limitations of Authority

While serving as Synod Council Chair, the Vice-Chair is subject to the limitations of authority for the Synod Council Chair.

3. Responsibilities

The responsibilities of the Synod Council Vice-Chair are to:

- While serving as Synod Council Chair, the Vice-Chair carries the responsibilities of the Synod Council chair;
- When not serving as Synod Council Chair, the Vice-Chair shall assist and support the Synod Council chair in accomplishing his/her tasks;
- Lead the Synod Council in the process of monitoring and measuring according to Section 6 of this manual;
- Lead in the process of the annual review of the performance of the Synod Council, the individual Synod Council members, the Bishop and a process of evaluation of the Synod Council chair.

4. Expectations

While serving as Synod Council Chair, the expectations of the Synod Council Chair shall apply to the Vice-Chair.

5. Accountabilities

Accountability in this relationship is mutual.

The Synod Council is accountable to the Synod Council Vice-Chair for:

- Providing the authorization and resources required for the responsibilities;
- Providing a *biennial* review of the Synod Council Vice-Chair's performance;
- Negotiating reasonable expectations of the Synod Council Vice-Chair's responsibility;

- Expressing affirmation, involvement and servant leadership in its relationship with the Synod Council Vice-Chair.

The Synod Council Vice-Chair is accountable to the Synod Council for:

- Performance with respect to the negotiated expectations
- Compliance with the limitations of authority of the position.

2.5 Synod Secretary / Synod Council Relationship Description

1. Authority

The Synod Secretary receives authority by virtue of his/her election by the Synod in Convention and shall fulfill the expectations of the position as defined in the Constitution and Bylaws (*especially Part VIII, Section 2*). The Synod Secretary shall be elected at Synod Convention according to procedures outlined in the Constitution (*Article XII*) and Bylaws (*Part V, Section 11*).

The Synod Secretary is authorized by the Synod Council to record the actions and decisions of the Synod Council in the official minutes of the Synod Council.

The Synod Council shall provide the Synod Secretary with the resources required for his/her assigned tasks including a recording secretary for the purpose of taking minutes during the Synod Council meetings if requested.

2. Limitations of Authority

In the fulfillment of the responsibilities of this position the Synod Secretary may not:

- Record any action not authorized by the Synod Council;
- Give management direction to the Bishop or the management staff;
- Cause or allow the Synod Council to be in violation of the limitations of its authority.

3. Responsibilities

The responsibilities of the Synod Secretary in relation to the Synod Council are to:

- Manage the recording of minutes, notes and action lists at Synod Council meetings;
- Ensure that all decisions are documented accurately in minutes, policies and other documents;
- Provide minutes, documents and notices of meetings to the Bishop for distribution to Synod Council members in a timely manner;
- Review and endorse documents related to the Rosters of Ordained and Diaconal Ministers and the Roster of Congregations.

4. Expectations

The expectations of this position shall be negotiated in the *biennial* review of the Synod Secretary/Synod Council relationship and shall include:

- Preparation for and attendance at every meeting of the Synod Council
- Timely flow of all relevant information to the Synod Council members, including Synod Council minutes and changes to the documents of the Synod Council.

5. Accountabilities

Accountability in this relationship is mutual.

The Synod Council is accountable to the Synod Secretary for:

- Providing the authorization and resources required for the responsibilities;
- Providing a *biennial* review of the Synod Secretary's performance;
- Negotiating reasonable expectations of the Synod Secretary's responsibility;
- Expressing affirmation, involvement and servant leadership in its relationship with the Synod Secretary.

The Synod Secretary is accountable to the Synod Council for:

- Performance with respect to the negotiated expectations
- Compliance with the limitations of authority of the position.

2.6 Synod Treasurer / Synod Council Relationship Description

1. Authority

The Synod Treasurer receives authority by virtue of his/her election by the Synod in Convention and shall fulfill the expectations of the position as defined in the Constitution and Bylaws (especially Part VIII, Section 3). The Synod Treasurer shall be elected at Synod Convention according to procedures outlined in the Constitution (Article XII) and Bylaws (Part V, Section 11,a,iii.).

The Synod Treasurer is authorized by the Synod Council to oversee the financial affairs and accounts of the Synod according to the policies of the Synod and generally accepted accounting practices (GAAP).

The Synod Council shall provide the Synod Treasurer with the resources required to adequately oversee the financial affairs of the Synod including staff to do the required bookkeeping.

2. Limitations of Authority

In the fulfillment of the responsibilities of this position the Synod Treasurer may not:

- Make financial transactions not authorized by the Synod Council or Synod policies;
- Give management direction to the Bishop or the management staff;
- Cause or allow the Synod Council to be in violation of the limitations of its authority.

3. Responsibilities

The responsibilities of the Synod Treasurer in relation to the Synod Council are to:

- Chair the Finance and Audit Committee of Council and operate within the framework of the Finance and Audit Committee/Synod Council Relationship description;
- Provide timely reports as to the financial affairs and accounts of the Synod, including deeds, mortgages, trust funds, investments, etc.

4. Expectations

The expectations of this position shall be negotiated in the *biennial* review of the Synod Treasurer/Synod Council relationship and shall include:

- Preparation for and attendance at every meeting of the Synod Council;
- Timely flow of all relevant information to the Synod Council members, including Synod financial statements and reports.

5. Accountabilities

Accountability in this relationship is mutual.

The Synod Council is accountable to the Synod Treasurer for:

- Providing the authorization and resources required for the responsibilities;
- Providing a *biennial* review of the Synod Treasurer's performance;
- Negotiating reasonable expectations of the Synod Treasurer's responsibility;
- Expressing affirmation, involvement and servant leadership in its relationship with the Synod Treasurer.

The Synod Treasurer is accountable to the Synod Council for:

- Performance with respect to the negotiated expectations;
- Compliance with the limitations of authority of the position.

2.7 Committee Chair / Synod Council Relationship Description

1. Authority

The committee chair receives his/her authority by appointment of Synod Council.

The committee chair is authorized by the Synod Council to provide leadership of the committee process.

The Synod Council shall provide the committee chair with the material resources required for his/her assigned tasks.

2. Limitations Of Authority

In the fulfillment of the responsibilities of this position the committee chair may not:

- Take any action not authorized by the Synod Council;
- Direct the decision making process towards any specific outcome;
- Give management direction to the Bishop or his/her staff;
- Cause or allow the committee to be in violation of the limitations of its authority.

3. Responsibility

The responsibilities of the committee chair are to:

- Lead the committee process including preparing the agenda and chairing the meetings of the committee;
- Ensure that all decisions are documented accurately in minutes, policies and other documents;
- Ensure that the Synod Council's expectations of the committee are fulfilled.

4. Expectations

The expectations of this position shall be negotiated in the *biennial* review of the Committee Chair / Synod Council relationship and shall include:

- Preparation for and attendance at every meeting of the committee;
- Flow of all information relevant information to the committee members;
- Conduct that is consistent with the values of the Synod.

5. Accountabilities

Accountability in this relationship is mutual. The Synod Council is accountable to the committee chair for providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.

The committee chair is accountable to the Synod Council for performance with respect to the negotiated expectations and for compliance with the limitations of authority of the position.

The components of this working relationship shall be reviewed at pre-determined intervals at the initiation of the Synod Council and shall include a:

- Review of the authorization and resources provided and values expressed to the committee chair;
- Review of the committee chair's performance towards expectations of the responsibilities of the relationship;
- Negotiation of expectations for the next planning period;
- Review of the authorization and resources required for the next period.

2.8 Committee & Task Force / Synod Council Relationship

These points pertain to all committees and task forces established by Synod Council.

1. A majority of the committee members shall constitute a quorum.
2. The Synod Council shall provide the resources, physical and financial, needed for the committee to fulfill its assigned task.
3. Members are expected to attend all meetings of the Committee/Task Force.
4. Members shall maintain confidentiality on sensitive personal, financial and *in camera* matters.
5. Committee meetings may be held in person or by teleconference.
6. Synod Council shall confirm or renegotiate the relationship description biennially unless otherwise noted in the specific committee / task force relationship.

2.9 Officers' Committee / Synod Council Relationship

1. Authority

The Synod Officers' Committee is comprised of the Bishop, Synod Council Chair, Synod Council Vice-Chair, Synod Secretary and Synod Treasurer. The Synod Council chair shall serve as the chair for this committee.

2. Limitations of Authority

Advising the Synod Council on matters relating to the affairs of the Synod, the committee may not, without additional authorization by the Synod Council:

- Manage the day-to-day operations of the Synod;
- Give management direction to the Bishop or his/her staff;
- Enter into a conflict of interest with respect to providing oversight of the Synod.

3. Responsibilities

The Officers' Committee shall:

- Assist the Synod Council in the execution of their responsibilities.
- Be available to provide counsel to the Bishop when asked.
- Assist in the establishment of the format, schedule and agendas for Synod Council meetings.
- Review Synod Council and Convention minutes to ensure all directions have been handled.
- Work in co-operation with the Bishop to recommend to Synod Council:
 - a format for the Synod Council report to the convention.
 - a format to report and advance the strategic plan.
 - the convention schedule including length, dates, locations and facilities, including workshops, training and educational sessions.

4. Expectations

The Officers' Committee shall meet as requested by the Bishop or the Synod Council chair.

5. Accountabilities

The Officers' Committee shall be accountable to Synod Council.

The Officers' Committee shall report to each Synod Council meeting the following:

- Dates of meetings and committee members present
- Decisions, actions and recommendations of the committee

2.10 Finance and Audit Committee / Synod Council Relationship Description

1. Authority

The Finance and Audit Committee is appointed by the Synod Council *biennially* following each convention and shall function with the authority of the Synod Council within the terms of its relationship. The Synod Council may fulfill the functions of this committee itself.

Membership shall consist of not less than three and not more than five, at least two of whom shall be members of Synod Council. At least one member shall have a financial designation.

The elected Treasurer shall be the Chair of the committee.

2. Limitations of Authority

Advising the Synod Council on matters of finance, the committee may not, without additional authorization by the Synod Council:

- Manage the day-to-day operations of the Synod;
- Give management direction to the Bishop or his/her staff;
- Monitor management performance not covered in financial limitations policies;
- Request reports not required for the monitoring of financial limitations policies;

Advising the Synod Council on matters of financial audit and internal controls, the committee may not enter into conflict of interest.

3. Responsibilities

As a committee supporting the Synod Council in financial matters, the committee shall:

- Review Bishop limitations and expectations policies with respect to finances and recommend changes to the Synod Council;
- Monitor financial limitations and expectations policies in accordance with the monitoring schedule;
- Receive action plans from the Bishop when financial limitations policies are violated and report significant violations to the Synod Council;
- Consider and recommend to the Synod Council the appointment of external auditors and their remuneration;
- Review the external auditors' management letter and management's response;
- Review financial reports submitted to regulatory agencies;
- Oversee the Bishop's Discretionary Endowment Fund.

4. Expectations

The committee shall meet not less than 4 times per year, not later than sixty days following the end of any quarter of the fiscal year.

Members will respect the sensitive nature of information provided to the Finance and Audit Committee and will not disclose information other than in reports required by government, Synod Council and auditors.

The committee shall provide copies of monitoring reports to each Synod Council member in a timely manner.

5. Accountabilities

The Finance and Audit Committee shall be accountable to Synod Council.

The committee shall report the following to each Synod Council meeting:

- Dates of meetings and committee members in attendance;
- Summary of financial policy recommendations;
- Summary of monitoring of financial limitations policies.

2.11 Governance Committee / Synod Council Relationship Description

1. Authority

The Governance Committee is appointed by the Synod Council *biennially* following each convention and shall function with the authority of the Synod Council within the terms of its relationship description for the purpose of helping the synod achieve its stated priorities, specifically effective governance.

Membership of the Governance Committee shall consist of the Synod Secretary and two other members, one of which must be a Synod Council member. The Bishop or bishop's designate and the Council chair are ex-officio to this committee.

The Synod Secretary shall be the Chair of the committee.

2. Limitations of Authority

Advising Synod Council on matters relating to the governance of the Synod, the committee may not, without additional authorization by the Synod Council:

- Manage the day-to-day operations of the Synod;
- Give management direction to the Bishop or his/her staff;
- Enter into conflict of interest with respect to governance.

3. Responsibilities

The committee shall review and recommend to Synod Council amendments to the Synod Constitution and Bylaws, the Governance Manual and Synod policies.

4. Expectations

Meetings shall be held at least once per year at the call of the Chair.

5. Accountabilities

The Governance Committee shall be accountable to Synod Council.

The Governance Committee shall report to each Synod Council meeting the following:

- Dates of meetings and committee members present;
- Decisions, actions and recommendations of the Committee.

2.12 - Rostered Ministers Compensation Review Committee / Synod Council Relationship Description

1. Authority

The Rostered Ministers Compensation Review Committee is appointed by the Synod Council *biennially* following each convention and shall function with the authority of the Synod Council within the terms of its relationship description for the purpose of helping the Synod achieve its stated priorities, specifically to advise the Synod Council on the matter of compensation for rostered ministers

The committee shall consist of five members who have particular skills or training appropriate to the mandate of the committee, at least two of whom are members of Synod Council. The Synod Council shall appoint the Chair of the committee.

2. Limitations of Authority

This committee shall advise the Synod Council on matters of compensation for rostered ministers.

3. Responsibilities

The Rostered Ministers Compensation Review Committee shall:

- Annually recommend to Synod Council compensation guidelines to be used by congregations and agencies within the Synod to remunerate rostered ministers:
 - Prepare a document with guidelines including salary adjustments, and a rationale for the guidelines;
 - Include such matters as housing, utilities, professional expenses, pension and health benefits.
- Receive and respond to feedback from congregations and rostered ministers.

4. Expectations

The Rostered Ministers Compensation Review Committee shall meet at least once per year.

While the members of this committee will be, by necessity, in a conflict of interest due to their rostered status or congregational membership, all members are to work for the greater good of the Synod and its members.

5. Accountabilities

The Rostered Ministers Compensation Review Committee shall be accountable to Synod Council.

The Rostered Ministers Compensation Review Committee shall report to each Synod Council meeting the following:

- Dates, times and attendance of all meetings
- Proposed compensation guidelines with rationale.

2.13 Congregational Constitution Review Committee / Synod Council Relationship Description

1. Authority

The Congregational Constitution Review Committee is appointed by the Synod Council *biennially* following each convention and shall function with the authority of the Synod Council within the terms of its relationship description for the purpose of helping the Synod achieve its stated priorities, specifically in regard to reviewing and approving revisions to congregational constitutions (cf. Synod Constitution Article VI, Section 1.)

Membership of the Congregational Constitution Review Committee shall consist of not less than three and not more than four members, at least one of whom shall be a member of Synod Council. The Synod Council shall appoint the members of the committee and the chair.

2. Limitations of Authority

This committee shall receive and review proposed changes to congregational constitutions and approve or advise according to the Model Constitution for Congregations.

When revisions are in keeping with the Model Constitution for Congregations, the committee has authority from Synod Council to approve the changes and report the action to Synod Council.

When revisions diverge from the Model Constitution for Congregations, then the committee shall make a recommendation to the Synod Council for action.

3. Responsibilities

This committee shall, in cooperation with the Synod Council:

- Receive requests from congregations to review their congregational constitution;
- Consult with congregations regarding any changes the congregation wishes to make;
- Approve or recommend to Synod Council approval of amendments to congregational constitutions and communicate the decision to the congregation.

4. Expectations

Meetings shall be held at least once a year at the call of the Chair.

5. Accountabilities

The committee shall report to each meeting of Synod Council the following:

- Dates of meetings and committee members present
- Decisions, actions and recommendations of the committee.

2.14 Funding Allocation Committee / Synod Council Relationship Description

1. Authority

The Funding Allocation Committee is appointed by Synod Council biennially following each convention and shall function within the authority of the Synod Council within the terms of its relationship description for the purpose of helping the synod allocate designated funds to project applicants.

Membership of the Funding Allocation Committee shall consist of three members, one of which will be a Synod Council member. The Bishop or a representative and the Synod accountant shall serve as advisors to this committee. The Synod Council shall appoint the Chair of the committee.

2. Limitations of Authority

Advising the Synod Council on matters relating to the allocation of funds, the committee may not, without additional authorization by the Synod Council:

- Manage the-day-to-day operations of the Synod;
- Give management direction to the Bishop or his/her staff;
- Enter into conflict of interest with respect to allocating funds.

3. Responsibilities

The Funding Allocation Committee shall:

- Recommend criteria to Synod Council for the allocation of designated funds to approved applicants
- Develop applications and reporting requirements for applicants to use when applying for project funding from designated synod accounts
- Promote awareness throughout the synod of designated synod accounts available for project funding
- Receive, review and recommendation applications to Synod Council for project funding according to the criteria approved for designated synod accounts
- Receive and monitor reports related to the approved funding applications.

The Synod Designated Funds that the Funding Allocation Committee shall have oversight of include:

- Compassionate Justice Funds
- Circle of Life Aboriginal Ministry Funds
- Rural Internship Funds
- Youth Ministry Fund

4. Expectations

The Funding Allocation Committee shall meet at least twice per year.

5. Accountabilities

The Funding Allocation Committee shall be accountable to Synod Council.

The Funding Allocation Committee shall report to each Synod Council meeting the following:

- Dates of meetings and committee members present
- Decisions, actions and recommendations of the committee
- Reports and update on the projects funded through the designated synod accounts.

2.15 Investment Management Committee / Synod Council Relationship Description

1. Authority

The Sask Synod Investment Management Committee is appointed by the Bishop and Treasurer biennially following each convention and shall function with the authority of the synod Council within the terms of its relationship description for the purpose of helping the Synod achieve its stated priorities, specifically in regard to responsibly investing and monitoring the investment funds of the Synod.

The committee shall consist of up to five members and will include the Synod Treasurer. The Bishop or an appointed representative of the Bishop shall serve as a member of the committee and the other members shall have particular skills or training appropriate to the mandate of the committee. The Synod accountant will be an advisor to this committee.

The Committee shall appoint the chair from among their members.

2. Limitations of Authority

This committee shall advise the Bishop and Treasurer on matters of investing Synod funds.

3. Responsibilities

The Investment Management Committee shall:

- a) Oversee and direct the investment funds owned or held in trust by Saskatchewan Synod, as authorized by the Constitution and Bylaws. The Bishop, with the counsel of the Investment Management Committee shall engage one or more investment managers as agents of Saskatchewan Synod and shall delegate to the manager or managers, day-to-day investment decisions, subject always to the Investment Policy Guidelines of Saskatchewan Synod;
- b) Review the Investment Policy Guidelines at least once every two years and recommend amendments to the Synod Council;
- c) Meet as often as necessary to administer the investment policy of Saskatchewan Synod according to the standards of a prudent advisor;
- d) Regularly monitor and supervise the performance of the investment manager(s) and its conformity to the investment policy;
- e) Document its decisions and reasons for them;
- f) Report regularly through the Bishop and Treasurer to the Finance and Audit committee of Synod Council.

4. Expectations

The committee shall meet at least once per year at the call of Chair.

Members will respect the sensitive nature of information provided to the Investment Management Committee and will not disclose information other than in reports required by government, Synod Council and auditors.

The Synod Investment Management Committee shall be accountable to the Synod Council through the Bishop and the Finance and Audit Committee.

5. Accountabilities

The committee, through the Finance and Audit Committee, shall report annually to Synod Council the following:

- Dates, times and attendance at all meetings
- Returns on investments
- Decisions, actions and recommendations of the committee.

2.16 Future with Hope Task Force / Synod Council Relationship Description

1. Authority

The Future with Hope Task Force is appointed by the Synod Council and shall function with the authority of the Synod Council within the terms of its relationship description for the purpose of helping the Synod achieve its stated priorities, specifically to advise the Synod Council on matters of re-structuring, organizing and shaping the Synod to grow in mission.

Membership on the Task Force will be from five to seven members, representing the various areas of the Synod, lay and clergy, and at least one member from Synod Council. The Task Force shall elect from among themselves a chair.

2. Limitations of Authority

The Task Force shall advise the Synod Council on matters related to the restructuring, organizing and shaping of the Synod to grow in mission.

3. Responsibilities

The Task Force will advise the Synod Council regarding national and synod convention initiatives to move to triennial conventions, establish synodically recognized ministries and realign congregations into ministry areas.

The Task Force will apply the Dream Team findings to the following specific tasks:

- a) Changes to the number, boundaries, structure and mandate of conferences
- b) Changes to the nominating process for synod council
- c) A nominating process for delegates to the proposed new national convention structure
- d) Policies for synodically recognized ministries and specialized ministries.

4. Expectations

The Task Force shall meet as frequently as necessary to accomplish its tasks.

The Task Force will consult widely with the congregations and members throughout the Synod.

5. Accountabilities

The Task Force is accountable to Synod Council.

The Task Force shall report to each Synod Council meeting the following:

- Dates of meetings and task force members present
- Decisions, action and recommendation of the Task Force.

The Task Force will have their final report ready for presentation to the 2018 Synod Convention.

2.17 Call Manual Working Group / Synod Council Relationship Description

1. Authority

The Call Manual Working Group is appointed by the Synod Council and shall function with the authority of the Synod Council within the terms of its relationship description for the purpose of helping the Synod achieve its stated priorities, specifically to presenting and updated version of the Call Manual.

Membership on the Working Group will be four members, representing the lay and clergy, including at least one member from Synod Council and the Bishop.

The Working Group shall select a chair from among their members.

2. Limitations of Authority

The Working Group shall advise the Synod Council on matters related to the Call Manual.

3. Responsibilities

The Working Group will present an updated version of the Call Process Manual for approval at the Fall 2015 Synod Council Meeting.

4. Expectations

The Working Group shall meet as frequently as necessary to accomplish its tasks.

The Working Group will consult widely with the congregations and members throughout the Synod, and with other Synods and National Church as required.

5. Accountabilities

The Working Group is accountable to Synod Council.

The Working Group shall report to each Synod Council meeting the following:

- Dates of meetings and members present
- Decisions, action and recommendation of the Working Group.

The Working Group's work will be complete when the Call Manual updates have been approved by Synod Council.

3 - SYNOD COUNCIL PROCESS AND PROCEDURES

Note: the word “shall” means the action is required. The word “may” means the action is optional.

3.1. Orientation of Council Members

Members shall be requested to provide to the Bishop prior to their first meeting a paragraph of introduction with information about the member’s involvement in the local congregation and wider church, profession or work experience, hobbies and areas of interest.

The Synod Office will ensure that each new member receives a Governance Manual including minutes from the previous two years of Council meetings and Synod Convention. Each new member shall read and sign a Privacy Policy and provide personal information required for the Synod’s corporate registration.

The Chair and Bishop shall ensure that new members receive orientation prior to their first meeting. Incumbent Council members will be encouraged to participate in new member orientations.

3.2 Synod Council Member Expenses

Synod Council meeting venue costs, member and staff travel costs and the cost of accommodation at Synod Council meetings or retreats are the responsibility of the Synod and shall be reimbursed to members upon submission of an expense report with receipts (if applicable).

Synod Council members are encouraged to share rides and otherwise economize when traveling on behalf of the Synod. The Synod does not reimburse childcare, wages lost due to Council responsibilities or supply ministry expenses.

3.3 Election of Officers

Elections for the offices of Chair and Vice-Chair shall be held at the first Synod Council meeting following each Synod convention. (*cf. Constitution Article XII, Sec. 3.4*) The election for each office shall proceed in order by ecclesiastical ballot.

The Secretary and Treasurer are elected by the Synod Convention in a manner consistent with the Synod Constitution and Bylaws.

3.4 Appointment of Committee Chairs

Committee Chairs shall be appointed to terms of *two* years at the first Synod Council meeting following the Synod Convention.

3.5 Removal of Elected Officers and Council Members

The Chair, Vice-Chair and individual Synod Council members may be removed from office by a two-thirds majority vote of the remaining Synod Council members. Removal of Bishop, Secretary or Treasurer shall proceed according to the ELCIC Bylaws.

3.6 Regular and Extraordinary Synod Council Meetings

The Synod Council shall hold at least two meetings annually. (*cf. Bylaws, Part VI, Section 4*) The dates, venue and duration of regular meetings in the biennium shall be determined at the first meeting following the Synod Convention.

Changes to dates, venue and duration may be made by majority vote at any time before the meeting being changed.

The Chair, the Bishop, or any three voting members of the Synod Council may call an extraordinary meeting of the Council. There shall be a minimum of 48 hours between the notice of meeting and the meeting itself. See Sections 3.16 and 3.17 for guidelines for e-meetings and teleconference meetings.

3.7 Synod Council Meeting Preparation

The Synod Council Chair, after consultation with the Bishop, shall prepare a proposed agenda. The agenda shall be structured to include the four major areas of the council's responsibilities: Synod Council Process and Procedures; Strategic Planning; Delegating Authority to the Bishop; and Monitoring and Measuring. Each meeting shall include time for an *in camera* session.

A complete Synod Council docket (hard copy or electronic) shall be delivered to each Synod Council member not less than seven days before the meeting.

3.8 Governance Manual and Strategic Plan Reviews

A review of the Governance Manual shall take place annually at the Fall Synod Council meeting. The Governance Committee shall prepare and lead the review. The annual review may include all or part of the Governance Manual.

A review of the Strategic Plan shall take place annually at the Spring Synod Council meeting of the year. The Officers shall facilitate the review. The annual review may include all or part of the Strategic Plan.

3.9 Quorum

The quorum for meetings of the Synod Council is a majority of members.

3.10 Discussion and Voting

- i. The Chair shall determine the protocol for the presentation of information and for discussion by Synod Council members. Discussion may occur on a subject before a specific motion is made and seconded. Motions shall be made and seconded before debate may begin. Once moved and seconded, the motion shall be recorded by the recording secretary and read aloud before debate commences.
- ii. The Chair shall ensure that each Synod Council member has ample opportunity to give expression of his/her own opinion and shall ensure that no Synod Council member dominates the discussion or demonstrates inappropriate behavior.
- iii. Amendments, substitute motions or changes in wording require a motion and a second after the original motion has been seconded. The amendment, or the motion to substitute, or the motion to change wording shall be decided by vote before the amended, substituted or modified motion is further debated and put to a vote.
- iv. Decisions may be made by consensus. (cf. Appendix B) When consensus is not possible, decisions shall be made by voting. A simple majority of the votes cast is required to pass a motion unless otherwise specified by the Synod Council.
- v. A show of hands shall be acceptable unless a Synod Council member requests a vote count or a secret ballot.
- vi. The Chair shall not make or second a motion, speak for or against a motion, or vote on a motion except in the case of a tie vote. For any agenda item where the Chair wishes to express a personal opinion and vote, the Chair may defer to the Vice-Chair. In such cases the Chair shall not lead any portion of the decision-making process.
- vii. Unless otherwise specified in this Governance Manual, meeting procedures shall follow the most recent edition of *Bourinot's Rules of Order*. The Synod Council Chair may appoint a parliamentarian to monitor the meeting procedures.

3.11 Minutes - Recording, Distribution, Approval

The Synod Council minutes are the only official record of Synod Council action. All decisions and actions recorded in the official minutes shall be considered as official action of the Synod Council. Decisions and actions not recorded in minutes shall not be considered official.

The Synod Secretary shall submit draft Synod Council minutes to the Synod Council Chair and Bishop within one week following the Synod Council meeting. After draft minutes are reviewed by the Chair and Bishop, the Secretary shall circulate the minutes

to Council members for comment within seven days, after which the Bishop may post them on the Synod website clearly marked “draft”.

The minutes shall be reviewed for approval at the next Synod Council meeting and shall become the official record of action at the previous Synod Council meeting. Approved minutes shall be posted on the website. A signed copy shall be retained in a permanent file in the Synod office.

3.12 Communications

Individual Synod Council members are free to communicate with members of the staff and volunteers at any time. In doing so the following guidelines shall be followed:

- Information may be requested provided no financial resources or significant time is required of the staff to provide the information.
- Advice may be freely offered provided that it is understood that such advice is not regarded as management direction.
- The Bishop shall be copied in communication that may affect the management of his/her staff and volunteers.

The Bishop shall be the official communicator of Synod Council decisions.

3.13 Correspondence Addressed to Chair or to Synod Council

Governing principles: The Synod Bishop is the official spokesperson for the Synod. The Chair does not communicate on behalf of Synod Council without the expressed authorization of the Synod Council.

- When correspondence is received, the Chair and Bishop shall consult and determine who should reply to the letter. Response should be sent within five days acknowledging receipt of the letter.
- Both the Chair and Bishop shall be provided copies of the original letter and reply.
- In the case of a simple or straightforward request, the reply may address the questions and concerns raised in the letter.
- If the matter is deemed not to be simple or straightforward, the reply may acknowledge receipt of the letter and state that more time will be required to fully address the questions and concerns raised. In this case, the Chair and Bishop may consult with members of Synod Council and then respond further to the letter.
- The Chair and Bishop may decide to consult with the Council prior to giving a full reply in which case the initial reply should indicate a date when a further reply may be expected.
- Copies of correspondence and replies shall be provided to members of Synod Council for information no later than the next regular Council meeting.
- If the matter is deemed to be confidential, the recipient shall obtain from the writer of the letter prior permission to forward copies of the letter to the Bishop or Chair and members of Synod Council.

Copies of correspondence shall be kept in a binder and shall be available to members of Synod Council at its meetings. Copies of correspondence deemed to be confidential shall not be included in the binder without the consent of the writer. When correspondence is more than two years old, it may be removed from the binder but retained in the Synod office files.

3.14 Staff and Guest Attendance

The Synod Council may invite any person, staff or guest, to attend its meetings as an observer, presenter or participant. Normally, the Chair in consultation with the Bishop shall approve the invitation to non-members of council.

Granting of voice for a staff member or guest to speak or participate in discussion shall be by majority vote of Synod Council.

Granting of seat at the Council table for staff members and guests shall be by majority vote of Synod Council.

3.15 Teleconference Meetings

Notice of a Teleconference Meeting shall be given at least 48 hours prior to the meeting time and shall include the time and date of the meeting, the agenda, and instructions about calling into the meeting. Notice may be given by phone, mail or email.

Participants are asked to respond to the notice of meeting in order to determine if a quorum will be available.

An agenda shall be distributed in advance of the meeting. Only the announced agenda may be discussed at the meeting. Documentation shall be distributed with the agenda to ensure that Council members are able to make an informed decision.

At the beginning of the meeting, roll call shall be taken and recorded in the minutes.

The Council Chair shall ensure that time is used efficiently and that all participants have opportunity to express their views.

All action shall follow normal procedures. A voice vote by roll call may be requested by any member of Synod Council.

Minutes of the meeting shall be recorded, approved and distributed following the procedure for normal meetings.

3.16 Email Meetings (E-Meetings)/E-Votes

The Council may conduct an official meeting of the Council via email (E-meeting) for the purpose of transacting business on behalf of this Synod.

Each member of the Council shall ensure access to a functioning computer equipped with modem and email software for connectivity to the other participants.

No E-meeting shall exclude any member of the Council unless that member excuses him/herself from the E-meeting.

The Bishop, in consultation with the Council Chair, shall:

- Ensure that email addresses of all participants are current and that all emails related to the E-meeting are addressed to all participants;
- Initiate each E-meeting;
- Establish each E-meeting with an identifying code, agenda name, beginning and ending date/time, and publish the procedure for participation in the e-vote;
- Announce the outcome of the decision-making process of the E-meeting within five days of the end date of the E-meeting.
- Inform the Council of the guest participation of a non-Council member, e.g. specialist, legal counsel, etc. The Council Chair shall determine the beginning and end of such participation and shall declare the same to all participants.

The Council Members shall:

- Sign in before the published beginning time/date to indicate participation in the E-meeting;
- Register prior to the conclusion of the voting period their vote on the motion or indicate their decision to abstain from voting.

Notice of an E-meeting shall be 48 hours. Each E-meeting shall have a beginning date/time and an end date/time established at the beginning of the E-meeting, ordinarily not less than five days.

An E-meeting shall have no more than one agenda item. The agenda item shall appear in the subject line of each email exchanged during the meeting.

For a decision to be properly before the meeting, a motion shall be made and seconded. Discussion of the motion shall follow. When the vote is called, each Council member shall record their vote for or against or their abstention.

Minutes of the E-meeting shall be circulated and approved and recorded in full at the next regular meeting of the Council.

3.17 Mail Votes

The Bishop, in consultation with the Council Chair, shall prepare and post to Council members by registered mail together with a stamped, addressed envelope for return of the ballot, a package of information that includes:

- the issue(s) to be decided,
- information required for making an informed decision,

- a ballot, and
- the deadline for return of the ballot

The ballot shall state the motion to be voted upon, the sequence number of the motion (SC-), and spaces to indicate response, date and signature.

A return of a majority of ballots postmarked by the deadline shall constitute a quorum.

The results of the motion shall be circulated and approved and recorded in full at the next regular meeting of the Council.

3.18 In Camera Sessions

Sensitive issues such as personnel matters or financial transactions will occasionally obligate the Council to observe greater respect for confidentiality and for the freedom of speech encouraged by privacy.

In camera sessions shall be conducted as follows:

- Every regular meeting of Synod Council shall include an *in camera* session.
- *In camera* sessions shall commence upon the agreement of a simple majority of Council members present.
- Minutes may be taken during *in camera* sessions.
- Motions adopted in the *in camera* session will be recorded in the public minutes after the *in camera* session is adjourned.
- The items of business discussed *in camera* are for the information of the Council only. Any documents distributed in an *in camera* session shall be returned to the Secretary at the conclusion of the session. One copy shall be filed in the Synod office and the remaining copies will be destroyed.
- In general practice, only Council members shall attend *in camera* sessions. Other individuals may attend at the invitation of the Council.

3.19 Conflict Resolution

The Synod Council shall follow the guidelines for conflict resolution contained in Matthew 18:15-17 and 1 Corinthians 6:1-8. Thus the principles of any conflict resolution process shall include the following:

- A forgiving spirit on the Council's part will be the foundation of any conflict resolution process,
- The process shall begin with direct negotiation and proceed to mediation and arbitration as required.
- The process shall be fair and transparent and shall seek to uphold the dignity of all persons.
- The process shall seek justice first and reconciliation second, recognizing that justice is necessary in order to achieve reconciliation.

This policy addresses the following potential conflicts:

1. Conflicts in which the Synod Council is directly involved such as:
 - Conflicts within the Synod Council;
 - Conflicts between the Synod Council and persons or groups in direct relationship to the Synod Council (members/staff/volunteers);
 - Conflicts between the Synod Council and persons or groups outside a direct relationship to Synod Council.

In cases where the Synod Council is one of the parties in the conflict, the Synod Council shall attempt to negotiate the conflict. Should those efforts fail, the Synod Council shall seek to resolve the conflict through mediation before submitting the conflict to arbitration.

2. Conflicts which the Synod Council is being asked to arbitrate such as:
 - Conflicts between persons or groups within the Synod Council;
 - Conflicts between persons or groups within the Synod Council and persons or groups outside the Synod Council.
 - Appeals by a congregation or a rostered minister of decisions made by a Synod Committee.
 - Appeal of a decision by the Bishop's Office.

In cases where the Synod Council is not one of the parties in the conflict but is being asked to arbitrate the conflict, the Synod Council shall not become involved until all efforts at negotiation and mediation (whether described in policy or not) have been exhausted.

Where those efforts have failed Synod Council can agree to be the arbiter of the conflict, or appoint an arbitration committee to facilitate the arbitration.

The following components shall be part of the process:

1. The person or group making the allegation(s) shall be identified.
2. The person or group to whom the allegation(s) is/are directed shall be identified.
3. The allegation(s) shall be made in writing to avoid assumptions or misperceptions, hearsay or irresponsible criticism.
4. The allegations shall be accompanied by information that supports the allegation(s).
5. Both the allegation(s) and the supporting information shall be shared with the person(s) or group to whom the allegation(s) are directed.
6. At the discretion of the Synod Council/Arbitration Committee the allegation(s) shall be presented to the Synod Council/Arbitration Committee in the presence of the person(s) or group to whom they refer.
7. The person(s) or group to whom the allegation(s) are directed shall have an opportunity to request additional information in writing and respond to the allegation(s) in the presence of the person(s) bringing it.

8. The Synod Council/Arbitration Committee shall have the opportunity to ask both parties for clarification or information.
9. The Synod Council/Arbitration Committee may meet *in camera* to consider the conflict. If new information presents itself at this point, the process will revert back to the fifth point above, and this information will be shared with the person(s) or group to whom the allegations are directed.
10. The Synod Council/Arbitration Committee shall report its decision to both parties in writing.
11. Under exceptional circumstances (e.g. sexual harassment, fraud) there may be delays in the conflict resolution process to allow for external investigation.

3.20 Appeal of Decisions by the Bishop's Office

1. Appeals may be made on the following basis:

Decisions of the Bishop's office shall be open to appeal with respect to whether or not due process was followed by the Bishop, Synod staff or related committees in the execution of their responsibilities. Due process shall be measured by adherence to the constitutions, bylaws and enactments of this church.

2. Appeals may be made by:

Appeals may be made by congregational councils or by rostered ministers. Lay members of congregations may not appeal decisions of the Bishop's office without the support of their congregational council.

Steps in the Appeals Process shall include:

1. Direct negotiation with the Bishop

In light of Matthew 18:15, it is understood that the first approach to conflict resolution is the direct approach by the one wronged to the person who is accused of having done wrong.

The first step is direct negotiation with the Bishop.

2. Contacting the Chair of the Synod Council

When direct negotiation does not result in satisfactory resolution, appeals of decisions of the Bishop's office shall be addressed to the Synod Council Chair. The appeal shall be in writing and signed and shall provide details regarding the decision in dispute and all the facts that pertain to the situation, including when and how the Bishop was approached to resolve the dispute.

The Chair will first ascertain that "direct negotiation" has been attempted. If the individual or group has not already made a direct approach to the Bishop to

resolve the dispute, the Chair will instruct the individual or group to do so in a manner in keeping with Matthew 18.

The Chair shall report an appeal to the Bishop immediately and provide a copy of the written appeal to the Bishop. The Bishop shall make a written response to the appeal, or, if the appeal involves actions by staff or committees under the jurisdiction of the Bishop, the Bishop may involve the named party in preparing a written response.

3. Mediation through the Chair of the Synod Council

In the event that direct negotiation has failed, the Synod Council Chair and Vice-Chair shall direct the mediation. A meeting shall be arranged between those making an appeal and the Bishop's office. The goal of mediation is resolution through conversation and understanding.

The Chair shall report the incidence of an appeal, but not the source of the appeal or its subject matter, to the next regular Synod Council meeting.

4. Arbitration by Synod Council:

In the event that mediation fails, the Synod Council Chair and Vice-Chair shall refer the appeal to Synod Council for arbitration. Synod Council Governance Policy 3.19 specifies a method for arbitration for Conflicts which the Synod Council is being asked to arbitrate." In to order to alleviate any perception of bias towards either party, the Chair and Vice-Chair shall excuse themselves from the arbitration process which will be lead by the Secretary and Treasurer.

After receiving written submissions from both parties, Synod Council or a task force appointed by the Council shall meet with the parties to arbitrate a resolution to the appeal.

4 - STRATEGIC PLANNING PROCESS

The Synod Council shall ensure continual development and updating of a strategic plan to guide the operational goals of the Synod. The plan shall look ahead at least four years into the future. Because of rapid changes in opportunity and in the cultural and political environment in which the Synod mission takes place, the strategic plan shall be reviewed and revised at the Spring Synod Council meeting of each year. The strategic plan shall be reported in full to each Synod Convention in order to receive input from key stakeholders in the plan.

Consultation with stakeholders is a vital component to a strategic plan that will inspire member congregations, rostered ministers, staff, and volunteers to commit themselves to the success of the plan. That consultation shall remain a regular component of each annual planning process.

The following paragraphs describe sections of the strategic plan and how the Synod Council may develop, review and revise the sections. The current strategic plan shall be included in the Synod Council Policy Manual.

4.1 Context

4.1.1 Historical Factors

Significant events and milestones in the formation and development of Saskatchewan Synod form the historical context in which strategic planning takes place over time. Identification of and review of these historical factors on an annual basis will ground strategic planning in important events that have shaped the synod.

4.1.2 Environmental Factors

Significant aspects in the spiritual/religious, economic, cultural, and political, environment in which Saskatchewan Synod operates may inform the development and review of the synod's strategic plan and may suggest topics for study or input at strategic planning sessions of the Synod Council.

4.2 Values

The Saskatchewan Synod has values inherent in its identity and embedded within the governing documents of the synod. In addition, the Synod Council may identify values specific to the present reality, organization and mission.

4.3 Relationships

4.3.1 Internal Beneficiaries are groups within Saskatchewan Synod who are served by and serving with us.

4.3.2 External Strategic Partners are groups closely related but external to Saskatchewan Synod who are served by and serving with us.

4.3.3 Stakeholders are groups that are affected by the mission of the Synod.

4.4 Services

The strategic plan shall identify what services we shall provide to which people in which places. Because circumstances, opportunities and needs can change significantly and rapidly, the Synod Council shall review these variables annually in the strategic planning process.

4.5 Places

Synod Council shall specify the primary and secondary locations where services are delivered.

4.6 Vision

Vision indicates what will be the future effect of the services provided by synodical administration. The Synod Council shall review the vision statement annually as part of the strategic planning process.

4.7 Mission

The mission states what the synod hopes to accomplish in order to achieve its vision. The Synod Council shall review the mission statement annually.

4.8 Priorities

Priorities are the weighing of staff time and budget dollars expended to achieve the vision and mission of the synod, recognizing that certain activities and expenditures are “givens” and not discretionary for the effective functioning of the synod. The Synod Council shall review and revise its strategic priorities annually to determine how best to allocate limited resources to fulfil its mission.

4.9 Strategic Outcomes and Goals

Strategic outcomes and goals are an expression of intent for accomplishing the strategic plan of the Synod. Strategic goals are SMART: that is Specific, Measurable, Achievable, and Relevant to the vision, mission and priorities, and Time-limited. Strategic Goals express “what” the Synod wants to accomplish, not “how” the synodical administration will achieve the mission and priorities through tactical goals. The Synod Council shall review and set strategic outcomes and goals annually.

4.10 Critical Success Factors

The Strategic Plan is completed with a list of those factors in the management of the Synod’s service delivery that are critical to the success of its vision and mission. These form the bridge between the strategic governance of the Synod Council and the tactical management of the Bishop. Identifying the critical success factors allows the Synod Council to monitor the Bishop’s management of risk without becoming directly involved in management.

Critical success factors may address the following subjects among others.

- Capital needs, Financing (operating credit), Financial management, Fund development, Operating funding, Reserves

- Governance

- Management, Planning, Services, Staff and Volunteer Treatment

- Monitoring and measuring

- Public Relations, Relationships with members, Relationships with government, Strategic alliances

- Values

After the critical success factors have been identified, the Synod Council shall identify indicators and measurements that form a risk/success continuum.

5. DELEGATING AUTHORITY AND RESPONSIBILITY TO THE BISHOP

The Synod Council shall delegate all authority and responsibility for management of the Synod's infrastructure and fulfilling the mission and strategic outcomes and goals to the Bishop. The Synod Council shall instruct the Bishop of any limitations of authority and expectations of responsibility in writing (see Sec. 5.2). No limitations or expectations may be assumed or implied. Limitations and Expectations Policies may be added, modified or deleted as required from time to time.

The Synod Council shall hold the Bishop singularly accountable for performance related to the management of the Synod's infrastructure and for accomplishment of the synod's outcomes and goals. S/he is also singularly accountable for compliance with limitations of authority and expectations of responsibility. The Bishop is the only staff accountable directly to the Synod Council.

The Synod Council shall request all information for strategic planning, monitoring performance and measuring results against the strategic plan directly from the Bishop who may delegate the requests to appropriate staff members or volunteers. The Synod Council may, with the Bishop's approval, make such requests directly.

The Synod Council may in exceptional circumstances delegate temporary authority and responsibility to other staff members. In such cases the Bishop shall be informed of the authority and responsibility being delegated and of its recipient and duration. The Synod Council may not hold the Bishop accountable for management performance or strategic or tactical results in such cases.

5.1 Bishop/Synod Council Relationship Description

5.1.1 Authority

Following election by the Synod at a regular or special convention, the Bishop functions with authority from the Synod Council and shall be the Chief Executive Officer of the Synod, and an ex officio member of all committees of this Synod.

The Bishop has full authority to discharge all duties and obligations of that office as mandated in the Constitution, the Bylaws and by resolution of Synod Council. (*cf. Constitution, Article XIII, Sec 1*)

The Synod Council shall provide budgeted resources required for the successful fulfilment of the responsibilities of the position.

Resources delegated to the Bishop include paid and volunteer human resources, financial resources for operations and a compensation package.

5.1.2 Limitations of Authority

The Bishop operates within the parameters of the:

- Constitution and Bylaws of this Synod and the ELCIC
- Policies adopted by the Synod Council and ELCIC as outlined in the attached Appendix A1 and A2
- Bishop limitations of authority and expectations policies (Sec. 5.2)
- Strategic plan as approved by the Synod Council
- Legal and regulatory limitations imposed by the Evangelical Lutheran Church in Canada and the provincial and federal governments.

5.1.3 Responsibilities

It is the Bishop's responsibility to lead the processes of planning, resource development and management of the Synod. Specifically, s/he shall:

- Provide pastoral leadership and counsel to ordained and diaconal ministers, congregations and conferences of this Synod. (*cf. Constitution, Article XIII, Sec. 2*)
- Provide the Synod Council with the organizational information it needs for its governance responsibilities, including strategic planning, infrastructure, resource development, monitoring performance and measuring strategic results.
- Develop and maintain healthy relationships between the Synod Council and the stakeholders: including member congregations, rostered ministers, strategic partners, staff and volunteers and regulatory authorities.
- Prepare tactical and financial plans in compliance with the strategic plan and Bishop Limitations and Expectations policies
- Develop and manage the human and financial resources of the Synod and its infrastructure to achieve the strategic goals of the Synod.
- Maintain a current management policy manual.
- Fulfill the Duties of the Bishop as described in the Synod *Bylaws, Part IX*.

5.1.4 Expectations

The expectations for this position are contained in the:

- Governance manual, especially the Bishop Limitations and Expectations Policies (Sec. 5.2)
- Strategic plan as agreed by the Synod Council
- Tactical goals presented annually by the Bishop

The Bishop is also expected to:

- Oversee staff and program committee members in keeping with Biblical principles and the policies of this Synod.
- Report to the Synod Council and the Synod Convention all significant matters affecting the mission and ministry of the Synod (*cf. Bylaws, Part VIII, Section 1. b- g*).

- Model and promote the Synod's values.
- Maintain and develop teamwork at all levels of the Synod
- Ensure that the relationships between the Synod and its stakeholders are open and co-operative.

5.1.5 Accountabilities

Accountability in this relationship is mutual. The Synod Council is accountable to the Bishop for providing the authorization, resources, affirmation, involvement and servant leadership required for the successful realization of the responsibilities of the position.

The Bishop is accountable to the Synod Council for performance of expressed expectations within the limitations of authority of the position. S/he is also accountable for behaviour consistent with the values of affirmation, involvement and servant leadership.

The components of this working relationship shall be reviewed annually at the initiation of the Synod Council and shall include:

- Review of the authorization and resources provided and values expressed to the Bishop
- Review of the Bishop's performance including progress towards strategic goals, annual tactical goals and the Bishop's personal developmental goals.
- Negotiation of tactical goals and other expectations for the next year
- Review of the authorization and resources required for the next year, including plans for personal development.

5.2 Bishop's Limitations and Expectations Policies

Clear limitations of authority and expectations of responsibility are communicated to the Bishop through this section of policies. Policies shall be prepared by the Synod Council or one of its committees in consultation with the Bishop and recommended to the Synod Council for approval after which they shall be recorded in this manual.

Development of these policies shall be monitored annually by the Synod Council or one of its committees ensuring that limitations and expectations are added, modified or deleted in such a way that the Synod Council retains oversight of management through governance.

5.2.1 Tactical and Financial Planning

Limitations

With respect to tactical and financial planning, the Bishop may not plan for the expenditure of more operational or capital funds than are reasonably projected to be received in the year(s) included in the plans.

Expectations

With respect to operational and financial planning, the Bishop is expected to enable the Synod Council to fulfil its fiduciary responsibilities and maintain its integrity in financial matters. Accordingly, the Bishop is expected to create an annual tactical or financial plan which:

- is complete no later than one month after the beginning of the fiscal year
- complies with the strategic plan and priorities in its allocation of resources
- contains enough detail to enable accurate monitoring, including accurate projections of income and expenditure, the separation of capital and operational items, cash flow and audit trails
- includes a contingency plan not less than 2% and no more than 10% of the cost of the congregational benevolence budgeted for the year
- Includes a commitment to National Church Benevolence in the amount of 28% of benevolence received.

5.2.2 Financial Condition

Limitations

With respect to operating the Synod in a sound and prudent financial manner the Bishop may not allow the Synod to be put at risk financially, or cause the Synod Council members to be in violation of their responsibilities. Accordingly, he/she may not:

- expend more operational funds than have been received in any financial year,
- expend funds on operations not included in the Strategic Plan

Expectations

With regard to the management of the Synod's finances, the Bishop is expected to:

- maintain all of the Synod's accounts in a timely manner in compliance with generally accepted accounting practices
- invest funds in accordance with the Saskatchewan Synod Investment Policy Guidelines
- notify the Synod Council in a timely manner of any financial event which could affect the financial security of the Synod
- if the financial condition violates these limitations, provide a plan for regaining compliance at the same time that the violation of limitations is reported

- adhere to the Tactical and Financial Planning policies in any revision of the plans.

5.2.3 Capital Expenditures

Limitations

With respect to proper control of capital expenditures the Bishop may not incur capital expenditure:

- in excess of funds specifically given as restricted funds
- for items which are not required for the normal operations.
- In excess of \$ 40,000 per expenditure without the explicit approval of Synod Council.

Expectations

The Bishop is expected to report all purchases when this policy is monitored.

5.2.4 Capital Assets

Limitations

With respect to minimizing losses of the Synod's capital assets the Bishop may not:

- allow the disposal of assets at less than market value,
- sell or dispose of assets of a value in excess of \$ 40,000 without the explicit approval of Synod Council.

Expectations

Additionally, the Bishop is expected to:

- maintain a reasonable level of property and liability insurance for the Synod
- take all reasonable steps to minimize fraud, losses and liability claims
- maintain net assets above a level sufficient to meet the Synod's liabilities
- plan for the replacement of depreciating capital assets

5.2.5 Restricted or Designated Funds

Limitations

With respect to the restricted funds and assets the Bishop may not:

- Spend restricted funds for a purpose other than that for which they were restricted.

Expectations

The Bishop is expected to consult the donor or restricting body before disposing of or moving restricted assets outside of the restriction before the end of its normal

economic life. The Bishop will operate with due diligence in dealings with restricted or designated funds.

5.2.6 Banking Operations

Limitations

With respect to the operation of bank accounts the Bishop may not:

- open, close or amend a bank account in the name of the Synod without a resolution being passed by the Synod Council members
- enter into a loan or overdraft agreement on behalf of the Synod without the authorization of Synod Council.

Expectations

In order that the Synod Council may comply with its responsibility regarding the operation of bank accounts the Bishop is expected to report the situation of the banking operations through the Finance Committee to Synod Council.

5.2.7 Staff and Volunteer Treatment

Limitations

In relating to staff and volunteers the Bishop may not:

- impose work expectations on any staff that have not been negotiated, agreed and confirmed in writing.
- discriminate based on gender, status or sexual orientation.
- expect competencies that have not been previously stated and agreed upon prior to the beginning of the work or volunteer relationship.

Expectations

In relating to the Synod Council, staff and volunteers, the Bishop is expected to demonstrate the values of affirmation, involvement and servant leadership.

In relating to staff and volunteers the Bishop is also expected to:

- respond to staff and volunteer concerns promptly.
- provide adequate financial compensation for the level of responsibility the person holds.
- abide by the Personnel Policy Manual in relating to staff.

5.2.8 Synod Council Governance Support

Limitations

With respect to providing Governance Support to the Synod Council the Bishop may not:

- withhold information from the Council pertinent to their role to direct, guide and set limits through the process of governance.

Expectations

In supporting the Synod Council's governance process, the Bishop is expected to:

- Attend all Synod Council meetings
- Ensure that monitoring information is made available to the Synod Council or committee in a timely, accurate, understandable and comprehensive manner
- Comply with the regulatory guidelines set out in current legislation.

6. REPORTING, MONITORING AND MEASURING

6.1 Monitoring Critical Success Factors

The Synod Council shall monitor Strategic Plan Critical Success Factors on a quarterly, annual or biennial basis, depending on the indicators of results (Sec. 6.4)

6.2 Monitoring Bishop Limitations/Expectations

The Synod Council shall monitor the Bishop's compliance with the limitations of authority and expectations of responsibility according to the following schedules:

Bishop's Limitations and Expectations	Frequency	Report submitted to:	Spring	Fall
Tactical, Finance, Regulatory	Quarterly	Finance Committee	X	X
Financial Condition	Quarterly	Finance Committee	X	X
Capital Assets	Annually	Finance Committee		X
Capital Expenditures	Annually	Finance Committee		X
Restricted/designated	Annually	Finance Committee		X
Banking Operations	Annually	Finance Committee		X
Council Governance Support	Biennially	Governance Committee		X
Stakeholder Treatment	Annually	Governance Committee		X

Standing and Program Committees	Frequency	Report submitted to:	Spring	Fall
Standing Committees:				
Examining	Semi Annually	Bishop	X	X
CTEL	Semi Annually	Bishop	X	X
Canadian Mission	Semi Annually	Bishop	X	X
Lutheran Campus Ministry	Semi Annually	Bishop	X	X
Program Committees:				
Youth Ministry	Annually	Bishop		X

Companion Synod	Annually	Bishop		X
Other committees and task forces	As needed	Originating person or group		X

6.3 Monitoring Synod Council Committees

The Synod Council shall monitor its own committees with respect to their limitations of authority and the expectations of responsibility according to the following schedule:

Committees of Council:	Frequency	Report submitted to:	Spring	Fall
Governance	Semi Annually	Council	X	X
Finance and Audit	Semi Annually	Council	X	X
Rostered Ministers Compensation Review	Semi Annually	Council	X	X
Congregational Constitution Review	Semi Annually	Council	X	X
Mutual Ministry Comm.	Semi Annually	Council	X	X
Convention Planning Task Force	Annually	Council	X	X

6.4 Measuring Strategic Results

The Synod Council shall measure the results of its strategic plan to fulfil its mission and priorities. The basis of measurement shall be the indications set within the strategic plan.

The Synod Council shall measure progress toward the strategic outcomes and goals by reviewing the indicators of results on an annual basis as part of the strategic planning process. On the basis of this evaluation the Synod Council may make revisions to priorities and strategic goals for the following year.

6.5 Monitoring Synod Council Performance and Relationships

The Vice-Chair is responsible for ensuring that Synod Council performance and relationships are monitored on a regular basis according to the following principles: Accountability in all relationships is mutual. The “source of authority” is accountable to the recipient of authority to provide authorization, resources, affirmation, support and servant leadership.

The “recipient of authority” is accountable to the source of authority for performance of responsibilities: with respect to the negotiated expectations and for compliance with the limitations of authority of the position being reviewed.

The components of this working relationship shall be reviewed at pre-determined intervals at the initiation of the source of authority and shall include:

- Review of the authorization and the resources provided by the source of authority
- Review of the recipient’s performance
- Negotiation of plans and expectations for the next planning period
- Review of the authorization and resources required for the next period, including plans for personal development.

Review committee chair shall make an oral report to Synod Council with copies of relationship reviews to be maintained in a file in the Bishop’s office.

As part of its accountability process, the Synod Council shall have its own performance reviewed. The Synod Council shall also complete *annual* relationship reviews for the Bishop and other officers and for its committees.

6.5.1 Synod Council Review

The review of Synod Council performance shall be assigned to one member of the Synod Council and one outside person appointed by Synod Council and qualified in reviewing the process of governance.

Office or Committee	Frequency	Reviewers	Review done & reported
Synod Council	<i>Biennially</i>	Vice Chair and 1 non-member	Fall meeting in year before Synod Convention

6.5.2 Officers’ Relationship Reviews

The review of the officers - bishop, chair, vice-chair, secretary and treasurer/Synod Council relationships shall be delegated to two Synod Council members appointed by the Synod Council. The reviewers’ annual appointment may be renewed.

Office or Committee	Frequency	Reviewers	Review done & reported
Bishop	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Chair	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Vice Chair	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Secretary	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Treasurer	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention

6.5.3 Committee and Chair Relationship Reviews

The review of the committee/Synod Council relationship shall be delegated to two members appointed by the Synod Council and who are not members of the committee whose relationship is being reviewed.

Committee	Frequency	Reviewers	Review reported
Governance	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Finance and Audit	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Rostered Ministers Compensation Review	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Congregational Constitution Review	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Mutual Ministry	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Convention Planning Task Force	<i>Biennially</i>	2 Council Members	Fall meeting in year of Synod Convention
Examining	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Theological Education and Leadership	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Canadian Mission	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention
Lutheran Campus Ministry-Saskatoon	<i>Biennially</i>	2 Council Members	Spring meeting in year of Synod Convention

6.5.4 Synod Council Member Relationship Review

The review of the Synod Council member relationships shall be delegated to the Governance Committee.

	Frequency	Reviewers	Review reported
Council Members	<i>Biennially</i>	Governance Committee	Fall meeting in year before Synod Convention

6.5.5 Bishop/Synod Relationship Review

At least once per term the review of the Bishop/Synod Council relationship shall be delegated to the chair and two members of the Synod Council appointed by the Synod Council who shall report to Synod Council at the spring meeting. The review committee shall consult with a segment of the synod community as part of the review.

A 360' Review will be held in the last year of the Bishop's term.

6.6 Monitoring Synod Policies Approved by Council

Policy	Frequency	Reviewers	Review Reported
Investment Guidelines	Biennially	Governance	First year following convention
Outdoor Ministries Affiliation Document	Biennially	Governance	First year following convention
Sabbatical Policy	Biennially	Governance	First year following convention
Criminal Record Check	Biennially	Governance	First year following convention
Youth Ministry Fund	Biennially	Governance	First year following convention
Convention Procedures Manual	Biennially	Governance	First year following convention
Policy for Anniversaries of Ordination and Consecration	Biennially	Governance	First year following convention
Policy to Protect Personal Information	Biennially	Governance	First year following convention
Call Process Manual	Biennially	Governance	First year following convention
Synod Management Policy Manual	Biennially	Governance	First year following convention
Personnel Policies	Biennially	Governance	First year following convention
IMCF Memo of Understanding	Biennially	Governance	First year following convention

6.7 Accountability to Civil Authorities

The Synod Council shall ensure that all documents required by the government are filed in accordance with the laws of the civil authorities.

6.8 Accountability to Members and Other Stakeholders

The Synod Council shall report fully and accurately the results of its strategic plan to the Synod in convention.

6.9 Governance Manual Review Schedule

Section of Manual	Frequency	Reviewers	Year Reviewed
Roles in Saskatchewan Synod Governance (Section 1)	Once every four years	Governance Committee	Year 3 (2019 / 2023)
Relationship Descriptions (Section 2)	Once every four years	Governance Committee	Year 2 (2018 / 2022)
Synod Council Process and Procedures (Section 3)	Once every four years	Governance Committee	Year 1 (2017 / 2021)
Strategic Planning (Section 4)	Reviewed at every face to face meeting	Synod Council/ Synod Officers	Full biennium before strategic plan expires
Delegating Authority and Responsibility to the Bishop (Section 5)	Once every four years	Governance Committee	Year 1 (2017 / 2021)
Reporting, Monitoring and Measuring (Section 6)	Once every four years	Governance Committee	Year 4 (2020 / 2024)
Appendices	Once every four years	Governance Committee	Year 3 (2019 / 2023)

**APPENDIX A1
NATIONAL CHURCH POLICIES and MANUALS**

Candidacy Manual, ELCIC (2011)	www.elcic.ca/documents
“Called to Full Communion” and related Anglican/Lutheran policies	www.elcic.ca/documents
Companion Synod Program Handbook	www.elcic.ca/documents
Ecumenical Shared Ministry Handbook	www.elcic.ca/documents
Honorary Assistant Pastor, ELCIC (2006)	www.elcic.ca/documents
Initial Call Guidelines, ELCIC (2003)	
Manual re: Discipline of Rostered Ministers, ELCIC	www.elcic.ca/documents
Model Constitution for Congregations, ELCIC	www.elcic.ca/documents
Non-Stipendiary Calls Guidelines, ELCIC (2003)	
Pension and Group Benefits Plans, ELCIC	www.elcic.ca
Policy to Protect Personal Information, ELCIC (2004)	www.elcic.ca/documents
Retired Rostered Ministers Guidelines, ELCIC	
Sexual Abuse or Harassment Policy, ELCIC (2006)	www.elcic.ca/documents
Short Term Disability Policy, ELCIC (2007)	

**APPENDIX A2
SYNOD POLICIES and MANUALS**

* indicates that the policy is approved by and subject to periodic review by the Synod Council (incomplete)

*Call Process Manual (2015)	www.sasksynod.elcic.ca/synod-documents
*Criminal Record Check Policy (2007)	www.sasksynod.elcic.ca/synod-documents
*IMCF Memo of Understanding	
*Investment Policy Guidelines (2015)	
*Personnel Policies Handbook (2015)	
*Policy for Anniversaries of Ordination and Consecration (2006)	
*Rostered Ministers Compensation Guidelines	www.sasksynod.elcic.ca/synod-documents
*Sabbatical Policy for Synod Bishop and Assistants (2007)	
*Synod Management Policy Manual	
*Transition Policy and Procedures for a New Bishop (under development)	
*Youth Ministry Fund Policy (2011)	

Appendix C

Relationship Review Processes and Forms

(Reference Governance Manual 6. Reporting, Monitoring and Measuring)

Process for Reviewing Officers:

The following process can be conducted by phone, Skype, email, face-to-face or any combination that works for the committee and the officer.

- a. The appointed Synod Council members will determine which of them will be the contact person for specific officers. The contact person will provide a copy of the review form to the appropriate officer(s).
- b. Each officer completes the form and forwards his/her responses to the contact person.
- c. The review committee reviews the forms and, if necessary, convenes a meeting between them and the officer to prepare a final report to the Synod Council. The form and timing of this meeting will be determined by the needs that arise from the review form.
- d. The officer and review committee sign the final report after discussion, and present it to the Council at the appropriate meeting.

Process for Reviewing Committees:

The following process can be conducted by phone, Skype, Survey Monkey, email, face-to-face or any combination that works for the review committee and the Chair of the Committee/Task Force being reviewed.

- a. The Synod Council Vice Chair will contact the committee/taskforce chairs to:
 - a. inform them of the review process and enlist their cooperation, and
 - b. provide a copy of the Relationship description.
- b. The review committee will:
 - a. choose a contact to lead the review process for specific committees/task forces, and
 - b. provide a Committee Relationship Review Form to committee/task force chairs with a deadline for response.

The review committee summarizes the results, reviews with the Vice-Chair and gets sign off on the report. The report is shared with Synod Council at the appropriate meeting.

Process for Reviewing Synod Council Members:

- a. The Governance Committee will distribute the Review Questionnaire to Council Members in the Synod Council meeting docket.
- b. The Council members will fill in the questionnaire and bring it to the Council meeting to hand in to the Governance Committee at the first session.
- c. The Governance Committee will make arrangements to meet, review the questionnaires during the Synod Council Meeting.
- d. The Governance Committee or a representative will meet with individual Council members if there is a specific concern with a relationship.
- e. The Governance Committee will report to the Council at the end of the Council meeting.

Officer Relationship Review Form

Name of officer: _____

Office held: _____

Reviewers' names: _____

Date of this review: _____

Review Rationale (6.5 Monitoring Synod Council Performance and Relationship Reviews and 6.5.2 Officers' Relationship Reviews)

Working Environment

1. Has Council been able to affirm and support the officer and involve him/her in decisions that affect his/her work?

Yes No Comments:

Please refer to the Relationship Description for this officer in Governance Manual to answer the following questions.

Authority

1. Does the officer have sufficient authority to carry out his/her responsibilities effectively?

Yes No Comments:

2. Does this officer have the skills and experience to do his/her work?

Yes No Comments:

3. Does this officer have the time, information, and resources to do his/her work?

Yes No Comments:

4. Does this officer receive information in time to do his/her work effectively?

Yes No Comments:

Limitations of Authority

1. Do these limitations allow sufficient authority for the officer to fulfill his/her responsibilities?

Yes No Comments:

Responsibilities

1. Are these responsibilities stated clearly enough?

Yes No Comments:

2. Do these responsibilities represent the current needs of the Synod?

Yes No Comments:

Expectations

1. Is the officer able to meet these expectations?

Yes No Comments:

2. Does the officer reflect Synod Council's stated values in his/her performance?

Yes No Comments:

Accountabilities

1. Is there adequate communication between the officer and Council throughout the year?

Yes No Comments:

2. Does the review process demonstrate the mutual nature of accountability?

Yes No Comments:

For Action

1. Identify any desired changes to the relationship description:

2. Identify any desired changes to the means employed by the officer to fulfill his/her responsibilities:

3. Identify any desired additional resources or training for the officer:

Committee Relationship Review Form

Name of Committee: _____

Name of Committee Chair: _____

Date of this review: _____

Review Rationale (6.5 Monitoring Synod Council Performance and Relationship Reviews and 6.5.3 Committee and Chair Relationship Reviews)

Review Questions:

1. What is going/ working well for your committee?

2. What isn't working?

3. What additional support or resources would help your committee do their work?

4. Goals:

5. Other comments or suggestions:

For Action

1. Identify any desired changes to the relationship description:

2. Identify any desired changes employed by the committee to fulfill their responsibilities:

3. Identify any desired additional resources or training for the committee:

**ELCIC – Saskatchewan Synod
Synod Council Relationship Review Form**

Reviewer name: _____

Period covered by this review: _____

Date of this review: _____

Review Rationale (6.5 Monitoring Synod Council Performance and Relationship Reviews and 6.5.1 Synod Council Review)

Part I

For each of the following questions, please circle one of the following:

1 – Never, 2 – Rarely, 3 – Occasionally, 4 – Frequently or 5 – Consistently, N/A if the item is not relevant

In relationship to the Bishop, Synod Council (SC) is the source of authority.

1. Values

The SC provides Affirmation of the bishop’s role and function.

1 2 3 4 5 N/A

The SC members demonstrate Involvement in the work of the Bishop and the Bishop’s office through awareness of the day to day function and the progress towards shared goals.

1 2 3 4 5 N/A

The SC provides a role model of Servant Leadership for the Bishop and the leadership of the congregations of Sask Synod.

1 2 3 4 5 N/A

2. Authority

a. Authorization

As the source of the Bishop’s authority, the SC grants the Bishop the authority to make decisions that are necessary to carry out responsibilities affectively.

1 2 3 4 5 N/A

The Bishop is able to take initiative without first having to obtain permission.

1 2 3 4 5 N/A

b. Resources

SC makes its resources available to the Bishop to use within the limitations it has placed upon the Bishop, and,

1 2 3 4 5 N/A

Those resources are sufficient to allow the Bishop to efficiently carry out responsibilities.

1 2 3 4 5 N/A

SC is cognizant of the Bishop's workload and neither over burdens nor fails to respect the Bishop's capacity for service.

1 2 3 4 5 N/A

c. Competencies

SC members have the personal skills, abilities and experience needed to provide leadership to the Bishop and the synod.

1 2 3 4 5 N/A

3. Limitation of authority

The SC sets clearly defined limitations for the Bishop.

1 2 3 4 5 N/A

The SC does not manage the Bishop's activities within the scope of the limitations it has set for the position.

1 2 3 4 5 N/A

4. Responsibility

The SC meets or delegates to the Executive committee to meet in a timely manner to facilitate the work of the Bishop and office.

1 2 3 4 5 N/A

5. Expectations of responsibility

The SC clearly states the responsibilities of the Bishop.

1 2 3 4 5 N/A

6. Accountability

The SC undertakes to examine and communicate to the Bishop regarding the progress of work;

1 2 3 4 5 N/A

And the state of the joint working relationship

1 2 3 4 5 N/A

Part II

In relationship to the Sask Synod ELCIC, Synod Council (SC) is the recipient of authority.

1. Values:

Sask Synod's vision is "Strengthening Faith Communities For Service". As the body which functions as the synod's decision making faculty between the times when the synod meets in convention, SC conducts itself so as to enable the Bishop and the Synod office to fulfill that game plan.

1 2 3 4 5 N/A

2. Authority

a. Authorization

The SC recognizes that its authority is granted by the Sask Synod in convention and that is charged to serve in the synod's stead between conventions. As such, it conducts itself to advance the synod's game plan.

1 2 3 4 5 N/A

b. Resources

As a recipient of authority from the Sask Synod, SC makes its resource requirements known to the synod.

1 2 3 4 5 N/A

c. Competencies

SC encourages conference member congregations to consider the required skill sets in seeking individuals willing to serve as candidates for election to the SC.

1 2 3 4 5 N/A

3. Limitation of authority

The SC remains faithful to the synod's Constitution and Bylaws.

1 2 3 4 5 N/A

4. Responsibility

The synod council is responsible to the synod to carry out the duties listed in the Constitution and Bylaws.

From Part VII Section 2 of the Bylaws:

a. Plan, coordinate, supervise and evaluate the activities of the synod in carrying out its mission and ministry, including development of appropriate policies for synod council;

1 2 3 4 5 N/A

b. Elect a chairperson from among its members for a term of two years. The election shall be held at the first synod council meeting following each Synod convention.

1 2 3 4 5 N/A

c. Be the directors of the corporation and trustees for this synod;

1 2 3 4 5 N/A

d. Issue letters of call to ordained and lay diaconal ministers who are full-time officers or staff officials of the synod, or who are called to special service;

1 2 3 4 5 N/A

e. Fill vacancies until the next convention except as otherwise provided;

1 2 3 4 5 N/A

f. Determine the fact of the incapacity of an officer of the synod according to the procedures in the constitution and bylaws of this church;

1 2 3 4 5 N/A

g. Approve candidates for call, ordination and admission to the rosters of ordained and lay diaconal ministers;

1 2 3 4 5 N/A

h. Appoint all committees for which there is no other provision;

1 2 3 4 5 N/A

i. Carry out duties in good faith with a reasonable degree of diligence, care, and skill;

1 2 3 4 5 N/A

j. Expect the same standard of conduct from lay, ordained and diaconal members;

1 2 3 4 5 N/A

k. Make and enforce its own policies, including the discipline of its members;

1 2 3 4 5 N/A

l. Perform such additional duties as prescribed in the constitution, the bylaws, or by resolutions of this synod in convention.

1 2 3 4 5 N/A

Section 3 of the Bylaws

Synod council shall appoint an ordained minister to assume the duties and responsibilities of the bishop in the event of the resignation, incapacity, or death of the bishop, pending the election of a new bishop at the next regular or specially called synod convention.

1 2 3 4 5 N/A

Section 4 of the Bylaws

Synod council shall hold at least two meetings annually.

1 2 3 4 5 N/A

5. Accountability

The SC is accountable to the membership of the ELCIC Sask Synod in convention and meets this obligation by: Reporting to the convention and;

1 2 3 4 5 N/A

SC members participating in the convention, and;

1 2 3 4 5 N/A

By incorporating the convention's resolution into its ongoing mission planning.

1 2 3 4 5 N/A

Timeline for Reviews (Vice Chair)

First Meeting Post Convention (October)

1. Elect synod council members to sit on review process.

Second Meeting Post Convention (March)

1. Vice Chair to contact chairs of Synod Committees to be reviewed to inform them of the importance of the review process.
2. Provide review documents to Reviewers and go over review process with the reviewers.
3. Contact Synod Council Reviewer to arrange review to take place at the next meeting.

Fall Meeting Prior to Convention (October)

1. Synod Council to be reviewed at this meeting by outside reviewer.
2. Synod Council Officers to be reviewed at this meeting.
3. Vice Chair to follow up with Committee reviewers.

Spring Meeting Prior to Convention (March)

1. Review reports due in February for inclusion in docket for meeting.

Pre Convention

1. Meet with reviewers to evaluate process.
2. Submit final report to Synod Council with any recommendations.

Appendix D1

Introduction to the Relationship Model™

1.0 Relationships

People live and work within relationships. Relationships are the human operating system. In order to make our lives and our work successful and fulfilling, we need to apply the natural principles of relationships by establishing the values, structures and the processes of relationships throughout our Synod.

In the Relationship Model™ values, structure and processes form the basis of governance, leadership, management and service delivery. The roles of governance, leadership and management differ, but the principles that underlie them are the same. There is a continuity of design from the organization's membership to the point where the clients receive the services.

A successful working environment is one in which there is a balance between the fulfillment of the individuals doing the work and the fulfillment of the people for whom the work is done. The organization itself is like the fulcrum of a seesaw that supports the dynamics of the process of maintaining this delicate and dynamic balance of fulfillment benefiting both staff and clients.

Putting emphasis on healthy relationships means investing a great deal of attention on the values, the structures and the processes that make up relationships. We have all observed that healthy and fulfilled men and women are more productive than unhealthy, dysfunctional people are.

Understanding how to build and maintain healthy working relationships is critical for successful management of human and financial resources. The basic design of relationships is disarmingly simple. Yet the application of these values, structures and processes is a lifelong experience, and a complex one at that. It is necessary to maintain a focus on the design of relationships in order to succeed at living out the Relationship Model™.

1.1 Values

Our values determine our behavior. In order to have an effective organization, all who work together must share the same values. When values are shared there is a built-in tendency to be able to work with the same operating system -- within the same structure and with the same processes. There are many categories of values and many values in each category. The list of our values is as long as we want it to be. In the Relationship Model™ we have identified three core relationship-oriented values. Together they form the foundation of successful working relationships.

1.1.1 Affirmation

Affirmation is fundamental to healthy and productive relationships. Affirmation is the most elemental of all values. It encourages, builds, enables, empowers and ensures the fulfillment of each individual in the organization. It encourages calculated risk. Affirmation enables

mistakes to fuel a learning culture instead of a blame culture. Our affirmation of ourselves and others is the most significant factor influencing the structure and the processes of our relationships.

1.1.2 Involvement

The concept of involving people in the matters that affect them is a principle introduced by God at the time of creation. God chose to involve the first couple in the work of caring for the world into which God placed them. God also involved them in creation itself by giving them the authority and the responsibility to reproduce themselves. In the New Testament the Lord involved his disciples and each of us in the challenge of the great commission. Involvement produces a strong sense of ownership for those who have responsibility related to what they helped to shape and plan.

1.1.3 Servant Leadership

Servant leadership is a quality that characterizes those who are the source of authority to others in a relationship-oriented organization. Servant leadership includes such values as care, concern, valuing the worth of others, service and support. Servant leadership can be demonstrated by anyone who is in a position of authority in an organization. In any organization everyone has some authority. We often think of authority in a “top-down” manner. Our organizational charts, which place the “highest” level of authority at the “top”, suggest the opposite of the kind of authority that supports those above. A better organizational “chart” is the image of the tree where those with the most authority support those above.

1.2 Structure

1.2.1 Authority

Authority includes authorization, resources (human and financial resources, information and time) and competencies. As in a tree nutrients rise to nourish the entire tree and its fruit, authority flows upwards to the top of the organization to empower its people to produce services for the clients. Authority at any level in the organization is always limited by the person or group who is delegating authority to others.

1.2.2 Limitations of Authority

Limitations are the elements of a relationship that define the boundaries of authority and therefore the extent of our freedom in fulfilling our responsibility. Limitations are normally expressed in negative terms. In an organization defining limitations of authority eliminates the need for returning to the source of authority repeatedly for permission to act. Limitations may be adjusted to maintain a balance between authority and responsibility.

1.2.3 Responsibility

Responsibility is the broad description of the purpose for a position within the organization. It is usually contained in the relationship description of an individual or a group. Healthy relationships always balance authority and responsibility. Responsibility is further defined by the expectations of the responsibility.

1.2.4 Expectations of Responsibility

Expectations are the adjusting components of responsibility. In a relationship-oriented organization expectations are negotiated, not imposed, in order to achieve a balance with the authorization and resources that are available. They are usually expressed in the form of goals and standards. Goals may be strategic or tactical. Standards may range from the minimum quality we expect of one another to the quality to which we aspire.

1.2.5 Accountability

Accountability is the monitoring and measuring component of a relationship. The first role of accountability is to monitor the balance of authority and responsibility in each relationship and to monitor compliance with limitations and expectations. The second role is to measure strategic and tactical results. The annual relationship review is the primary opportunity for accountability. Often given a negative connotation, accountability in The Relationship Model™ gives an opportunity for recognition and learning as well as correction. It is a neutral concept.

1.3 Process

Process is critical to the success of any group. The six core processes of governance are:

- Communication
- Decision-Making
- Conflict Resolution
- Strategic Planning
- Delegating Authority and Responsibility
- Monitoring and Measuring

1.4 Principles

The combination of values, structure and process may be synthesized into ten basic principles that define The Relationship Model™. Using these principles as a checklist can assist the Synod Council to verify that the values, structures and processes used within the organization are consistent with the Relationship Model™. The checklist can also assist the Synod Council to identify weaknesses and to give guidance toward making adjustments that will improve relationships and productivity.

1.4.1 The organization seeks a balance between the fulfillment of the needs of the clients and the personal fulfillment of the staff and volunteers.

1.4.2 The affirmation, involvement and servant leadership of every individual and group at every level in the organization are vital to the success of the organization.

1.4.3 Authority, responsibility and accountability are the primary components of all relationships. Limitations of authority and expectations of responsibility are the secondary components.

1.4.4 Circles of authority and responsibility are defined clearly and are maintained equal in size by negotiating limitations of authority or by expectations of responsibility.

1.4.5 The Synod Council, acting on information from all stakeholders, is responsible for strategic planning: defining beneficiaries, services/needs, vision, mission and priorities, monitoring performance and measuring results.

1.4.6 The Bishop is responsible for managing the delivery of services to the clients in accord with Synod Council-stated priorities and for achieving the strategic goals within the limitations of the authorization and resources available.

1.4.7 Each individual has a share in responsibility for creating, owning, understanding and implementing the mission of the organization.

1.4.8 Decision-making proceeds from shared values, vision and mission, not unilaterally from the Synod Council or the Bishop. Decisions are made as close as possible to where they are implemented.

1.4.9 The organization is results oriented. Indicators of results are identified. Strategic and tactical goals are set in balance with available resources. Results are measured.

1.4.10 Accountability is mutual. The source of authority is accountable to the recipient for providing adequate authorization and resources. The recipient is accountable to the source for achieving results.

Summary

The Relationship Model™ offers the most natural means of giving an effective design to our organization. No major paradigm shift is required. At the same time, we will realize how important it is to use the conceptual framework that this model offers when we build a governance structure and when we process information.

Appendix D2 Definition of Terms

Authority – the first component of a relationship. Authority at any level in the organization is always limited by the person or group who is delegating authority to others. In the Relationship Mode the circle of authority includes authorization, resources and competencies. Power, when used in a positive sense, is synonymous with authority.

Authoritarian – the name given to the value system on the continuum of values related to the use of authority. With this value system “might is right” and obedience produces rewards. An authoritarian value system can result in abuse of power and harm to healthy relationships.

Authorization – one of three components of the circle of authority along with resources and competencies. Authorization may be thought of as having “the keys to the car.” It is delegated by the source of authority at the point of hiring and ends when the working relationship ends.

Beneficiaries – the groups of people whom the members through the Synod Council choose to serve. Beneficiary groups may be described by their type and by their geographical location. Direct beneficiaries are distinguished from stakeholders who are indirect beneficiaries of the mission.

Bishop – the head of the organization, elected by the Synod and authorized by the Synod Council primarily to lead the process of managing the infrastructure, including strategic planning and achieving the strategic goals within the limits of the authority delegated by the Synod Council. The Bishop receives authority and responsibility from the Synod Council and is accountable to the Synod Council. The Bishop has no authority or responsibility for governance.

Charity – a charitable organization, sometimes called a non-profit organization. A charity exists by the authority and support of its stakeholders and the authority of the civil government of the country in which it is based.

Committee – a group designated by the Synod Council to assist the Synod Council with the development of governance policies and with monitoring the Bishop’s compliance with the limitations policies of the Synod Council. Committees have a singular responsibility to assist with governance and have no responsibility for management except by special authorization from the Synod Council.

Consensus – an official form of decision-making in which the Synod Council agrees without a vote on a decision or a course of action. Consensus may be unanimous, if every Synod Council member agrees with the decision. Consensus also exists when some Synod Council members agree with the decision while others prefer a different decision but express a willingness to support the decision of the majority or plurality.

Consensus is not achieved when one or more Synod Council members do not agree to support the decision of the majority or plurality. In this case the decision-making process must default to a vote by the Synod Council members present.

Critical Success Factors – the factors that the Synod Council determines are critical to the success of achieving the Mission of the organization. These form the final component of the Strategic Plan and form a bridge between the strategic and the tactical (governance and management) functions. The Bishop is expected to address the Critical Success Factors in the Tactical Plans, enabling the Synod Council to monitor the Bishop's management of risk without becoming involved in managing as a Synod Council function.

Expectations – one of two secondary components of a relationship. Expectations are associated with responsibilities and are usually expressed in the form of goals. The quality of expectations may be expressed as minimum standards and standards to which we aspire.

Forgiveness - is the expression of affirmation in a relationship that has become broken. It allows us to accept the offending party even though there is no hope of return of what was taken by the offending party: money, health, reputation, life. Forgiveness sets the forgiving person free from hate and the need for retaliation.

Goals – an expression of the expectations of responsibility. Goals may be strategic or tactical and are always negotiated by the source and the recipient of delegated authority to assure the balance between authority and responsibility. S.M.A.R.T. Goals are specific, measurable, achievable, relevant to the mission and priorities and time-limited.

Governance – the process by which a Synod Council maintains control of its responsibility. Governance involves designing Synod Council structure and process, directing strategic priorities, delegating authority and responsibility and measuring and monitoring results. Governance is a more effective method of control than management for larger and more complex organizations. The Synod Council is accountable to the stakeholders for achieving strategic results and to the appropriate government agency or department for remaining within the limitations of civil law.

Governance Manual – the name of the manual that describes the values, structure and process of governance for an organization. This manual is within the authority given to the Synod Council by its members to approve and revise as necessary.

Healthy Relationship – a working relationship is healthy when a balance exists between the authorization, resources and competencies on the one hand and the expectations expressed in goals and standards on the other. In the case of an entire organization, the relationship between the staff and the clients is healthy when client satisfaction (productivity) and staff fulfillment (satisfaction) are in balance.

Justice - is the acknowledgement by the offending party, or a third party with authority in the matter, of the wrong that was committed. Justice includes a fair compensation for what can be repaid. Repayment can take one or more forms of: acknowledgment, apology, amends, restitution, fine imprisonment or capital punishment.

Laissez-faire – the name given to a value system on the continuum of values related to the use of authority in an organization where conflict tends to be avoided or denied. To varying degrees, this value system exhibits lack of clarity on roles and responsibilities. Traditions and assumptions are more common than policies and goals. In its extreme form, *laissez-faire* is identified by a complete abdication of authority.

Leadership – the process of enabling individuals and groups to express their values, realize their potential for service and personal fulfillment. Leadership is characterized by being affirming, involving and supporting. All individuals in the organization have an opportunity to provide leadership to others.

Limitations – the limiting and defining element of delegated authority. Limitations are normally expressed in negative terms to create the Circle of Authority, which defines clearly our freedom in fulfilling our responsibility. Defining limitations to authority eliminates the need for returning to the source of authority repeatedly for permission to act.

Management – the process by which the staff transforms the strategic direction of the Synod Council into services and programs that benefit the stakeholders. Management works within the defined Circle of Authority to fulfill the expectations of its Circle of Responsibility and is accountable to the Synod Council both for strategic results and for remaining within the limitations of authority.

Minutes – the official record of the Synod Council containing the result of the governance process in the form of policies and strategic decisions, as well as exceptional management decisions. The Synod Council minutes are the only way the Synod Council communicates its decisions and directions to the staff through the Bishop.

Mission – a term given to the statement that contains the core reason for the organization's existence.

Model – a design that provides the framework for a Synod Council members and the Bishop to develop the structure and process (form and function) of governance and management for the organization to fulfill its Mission.

Not-for-profit – a type of organization in which the purpose is to deliver products and services to clients, not for profit, but as an expression of the values of the members and stakeholders. Sometimes called “non-profit” the organization may generate a surplus even though that is not its mission.

Organization – a generic name given to a corporate entity or charity. The term includes the entire organization including the membership, Synod Council and staff.

Policies – Policies are the expression of the Synod Council decision-making process.

There are four types of policies:

1. Synod Council process and procedures
2. Strategic direction
3. Delegating authority and responsibility to the Bishop
4. Synod Council accountability (monitoring and measuring).

Reconciliation - is the restoration of a broken relationship which can only be achieved after forgiveness, justice and repentance have been experienced by both parties in the broken relationship. It is the weld that unites brokenness.

Relationship Model – a name describing a model focusing on the values, structure, and processes of relationships in an organization. Usually used to distinguish from an authoritarian structure, a relationship-centered structure is based on the three core values of affirmation, involvement and support. The three core components of a relationship are authority, responsibility and accountability. Secondary elements of The Relationship Model are limitations of authority and expectations of responsibility. The model is realized through the processes of governance, leadership, management and service delivery.

Repentance & Amends - are the willing expressions of an offending party to "right the wrong". It may take the form of an apology, public acknowledgement, financial compensation, time. These expressions may precede or follow forgiveness.

Responsibility – the second component of a relationship. Responsibilities within an organization are typically described in a committee Terms of Reference or an individual job description. Responsibility is further defined by expectations of the responsibility.

Stakeholders – individuals and groups who have a “stake” in the organization, similar to the shareholders in a for-profit corporation. In a charity they include the donors, members, strategic partners and the clients of the organization. Stakeholders are the “owners” of the charity. The Synod Council consults the individuals within these groups for strategic direction and is accountable to them for the strategic results of the charity. The term encompasses both the direct beneficiaries of the services and those who benefit indirectly.

Strategic – describes the focus of the Synod Council’s responsibility, the “what” of an organization by defining the value, beneficiaries and the needs to be addressed, vision for the future, purpose and priorities and allocation of funds. The result of all the Synod Council’s strategic direction to the staff is contained in the Strategic Plan of the organization.

Synod Council– the highest governing body in the Synod. Elected by its members, the Synod Council receives its authority from its members and other stakeholders and the government. Responsibilities include designing and implementing its own structure and process, directing strategic priorities, delegating management authority and responsibility to the staff and determining results by measuring and monitoring.

Synod Council Chair – a member of the Synod Council, elected by the Synod Council primarily to lead the process of governance. The Synod Council Chair may also represent the organization to other organizations, to the stakeholders and to the civil authorities. The Synod Council Chair receives authority and responsibility from the Synod Council and is accountable to the Synod Council. The Chair normally has no authority or responsibility for management.

Synod Council Members – members of the Synod Council. Synod Council members have been entrusted by those who elected or appointed them with the direction and governance of the organization. The emphasis on the word “Synod Council member” is on the authority component of governance. Synod Council members are individually accountable to the stakeholders and civil governments for their personal behavior and collectively accountable to them for their governance of the organization.

Tactical – describes the focus of management responsibility, the “how” of an organization, including the development and management of programs for delivering the services directed by the Synod Council, the process of budgeting and financial management and the management of staff and volunteers.

Values – a complex set of convictions held by the members of a charitable organization. Values include many levels: core beliefs and personal values, interpersonal relationship values and organizational values. People display their values by their behavior.

Vision – a futuristic and idealistic view of what can result from realizing the mission of the organization. A vision stays just beyond the strategic planning horizon, drawing, encouraging and challenging the organization towards its potential. The focus is on the difference that the organization will make in the world, not on the organization itself.