

3. Linkage of Board with Program and Operations Council (POC)

Approved January 24, 2007:

The Board will hold the Program and Operations Council (POC) accountable for the operational organization, its achievements and conduct, and for operating under **an annual strategic plan developed jointly by the Board and POC in consultation with the congregation, and approved by the Board.**

3.1 The Program and Operations Council:

The Program and Operations Council shall consist of all called ministers, and elected lay leaders consistent with the bylaws. The Board may appoint the additional lay members of the Program and Operations Council

3.2 Unity of Control:

Only decisions of the Board acting as a body are binding on the Program and Operations Council.

1. Decisions or instructions of individual Board members, officers, committees or Church members are not binding on the Program and Operations Council except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or Board committees requesting information or assistance without Board authorization, the Program and Operations Council is expected to decline such requests that require, in the Program and Operations Council's opinion, a material amount of staff/volunteer time or funds, or are disruptive.

3.3 Accountability of Program and Operations Council:

The Program and Operations Council is the Board's principal link to operational achievement and conduct. Accordingly, all authority and accountability of volunteer and paid staff (including non-employee consultants) is considered by the Board to be the authority and accountability of the Program and Operations Council.

1. The Board will never give instructions to persons who report directly or indirectly to the Program and Operations Council.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Program and Operations Council and all ministers.
3. The Board will view Program and Operations Council performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed Means will be viewed as successful Executive performance.

3.4 Communication and Support of the Board:

The Program and Operations Council shall not cause or allow the Board to be uninformed, misinformed or unsupported in its work. The Program and Operations Council shall:

1. Submit monitoring data required by the Board in a timely, accurate, complete, and understandable fashion.
2. Present all other types of information to the Board in a manner that is timely, accurate, complete, concise, understandable, and facilitates decision-making.
3. Inform the Board in a timely manner of relevant trends, public policy initiatives, anticipated adverse media coverage, material external and internal changes, staffing decisions, and particularly changes in the assumptions upon which any Policy has previously been established.

4. Advise the Board if the Program and Operations Council perceives the Board to be out of compliance with its own policies on Governance Process and Board-Executive Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the POC.
5. Recommend changes in Policies, the need for which become known to them.
6. Deal with the Board as a whole except when fulfilling individual requests for information, or responding to members duly charged by the Board.
7. Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

3.5 Delegation to the Program and Operations Council:

The Board's job is generally confined to establishing top-level policies, leaving implementation and subsidiary policy development to the Program and Operations Council. Accordingly, the Board will instruct the Program and Operations Council through written policies that prescribe the organizational Ends to be achieved and proscribe Means to be avoided, allowing the Program and Operations Council to use any reasonable interpretation of these policies. The Board may change **the annual plan** and executive limitation, thereby changing the latitude of the Program and Operations Council.

3.6 Monitoring POC Performance:

Systematic and rigorous monitoring of Program and Operations Council job performance will be solely in light of the expected Program and Operations Council job outputs: organizational accomplishment of Policies on Ends, and organizational operation within the boundaries established in Policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Policies are being met. Data that do not do this will not be considered to be monitoring data. The Board will acquire monitoring data by one or more of three methods:
 - a. By internal report, in which the Program and Operations Council discloses compliance information to the Board
 - b. By **external report**, in which an external, disinterested third party selected by the Board assesses compliance with Policies
 - c. By **direct Board inspection**, in which a designated Board member or members, or the Board as a whole, assess compliance with the appropriate policy criteria. In every case, the standard for compliance shall be any reasonable Program and Operations Council interpretation of the Policy being monitored.
2. All policies that instruct the Program and Operations Council will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

3.6.1 Program and Operations Council Reports

Program and Operations Council Reports		
Report	Timing	Content
Ministers' Reports	Monthly, Sep. - June (church program year)	Noteworthy in last month related to Ends/ Annual Plan /policy issues
POC / Management Report	Monthly	Includes issues that need to be addressed, particularly in relation to policy governance issues; treatment of congregants (complaints and functioning of complaint policy) and staffing/personnel updates. Significant budgetary, administrative and operational issues, particularly in relation to policy governance issues
Program Health Survey	Yearly	How are council and associated programs functioning and addressing Ends?
POC Teamwork	Yearly	Self-evaluation of POC
Compensation and Benefits	As needed	Changes and big-picture issues such as living wage

Budgeting	Yearly	Present proposed budget and how it addresses Ends/Annual Plan
Financial Activities	Monthly	Includes comparison of budgeted/actuals, any issues requiring Board action, any grant or contract activity
Asset Management/ Building Utilization	Yearly (before the budget cycle)	What is the state of the building? Repairs and repair schedule; occupancy report (inside/outside group usage)

3.7 Annual Review of the POC

The Board will conduct an annual review of the Program and Operations Council (procedure and timing to follow).

3.8 Monitoring Board Performance:

The Board systematically will monitor its own performance, relative to its Governance Process and Board-POC Linkage policies, by including a portion of these policies for review semi-annually