

THE UNITED CHURCH OF CANADA

MEETING OF THE SUB-EXECUTIVE OF THE GENERAL COUNCIL

DRAFT MINUTES

January 31, 2006

(Teleconference Call)

The Sub-Executive of the General Council of The United Church of Canada met from 11:00 a.m. EST until 11:50 a.m. on Monday, January 31, 2006, by teleconference call. The Moderator, The Right Reverend Peter Short, presided.

ATTENDANCE

Voting Members

Lynn Boothroyd, Anne-Marie Carmoy, Jim Jackson, Donald Koots, Marion Pardy, Peter Short, Jim Sinclair, Kent Ward.

Corresponding Members

Ian Fraser, Bruce Gregersen, Janet McDonald, Michael Burke

Regrets: David Giuliano, Stephen Mabee, Barbara Rafuse, Michelle Slater, George Takashima, Carol Hancock, Kim Uyede-Kai

CONSTITUTING THE MEETING

The Moderator opened the meeting with prayer and talked about the work of restoring the ministry of the church in downtown Brantford, Ontario that burned to the ground. The Moderator constituted the meeting with the following words:

"Au nom de Notre Seigneur, Jésus-Christ, seul chef souverain de l'Église, et par l'autorité qui m'a été conférée par le 38^{ième} Conseil général, je déclare ouvert, par la présente, le sous-exécutif du Conseil général et ses travaux dans l'intérêt du Royaume de Dieu."

"In the Name of Jesus Christ, the head of the Church, and by the authority vested in me by the 38th General Council, I hereby declare this meeting of the Sub-Executive of the General Council to be in session for the work that may properly be brought before it to the glory of God."

PROCEDURAL MOTIONS

Corresponding Members

Motion: Jim Sinclair/Jim Jackson

2006-01-31-338

That Ian Fraser, Bruce Gregersen, Janet McDonald, and Michael Burke be corresponding members for this meeting and that Terry Beaumont be the recording secretary for this meeting of the Sub-Executive.

Carried

Minutes of the Sub-Executive of the General Council

The spelling of Anne-Marie Carmoy's name on the second page was corrected.

Motion: Jim Sinclair/Anne-Marie Carmoy

2006-01-31-339

That the minutes of the Sub-Executive of the General Council for January 9, 2006 be corrected and adopted as circulated.

Carried

St. Andrew's/St. Stephen's College Update

The General Secretary gave an update on St. Andrew's/St. Stephen's College including the mediation process with all staff. He noted that the monitoring of this situation by the Sub-Executive has concluded. The General Secretary also recommended that the monitoring group of the Sub-Executive (the General Secretary, Jim Jackson, and Barbara Rafuse) remain in place.

Position Description General Secretary (Appendix A)

Michael Burke outlined the process and input received to update the position description of the General Secretary. He noted that the General Secretary's Supervision Team is responsible for the updated job description with input from various committees and groups.

The Sub-Executive reviewed the job description and made editorial changes as well as the following comments that will be shared with the General Secretary's Supervision Team.

Editorial changes:

- Consistent writing of "Sub-Executive"
- 3rd paragraph in Context – add "in Bermuda" after Canada in the second line.
- Add under working conditions "and/or ecumenical and global partners".
- Formatting of pages – ensure that relevant information is on the same page. i.e. Direct Reports include the reportees on the same page.

Comments included:

- There was a concern that articulating the vision and the theology of the United Church should be highlighted earlier in the job description. This concern is related to the list of competencies in *The Manual*. It was suggested that the competencies be listed before the specific outcomes.
- Specific Outcomes from *The Manual* #14, should the committees that the General Secretary needs be ex officio to be named?
- Specific Outcomes from *The Manual* b#5, should this be divided into 2 points with the "preparation and submission of the annual budget" as a separate point?
- Competency: Personal Effectiveness #3, comments included whether this is expected and assumed and should not be included. Others thought it was a useful point for interviewing.
- Experience – 8th bullet – There was a question about remove "barriers".

Motion: Jim Jackson/Kent Ward

2006-01-31-340

That the job description for the General Secretary, General Council (Appendix A) be approved as revised.

Carried

Michael Burke gave an update on the search process for the General Secretary including the timetable and the posting in the *Observer*, *Credo*, and the *National Post*.

The updates for the information of the Sub-Executive were noted including the update on the Residential Schools agreement.

Closing

The Moderator closed the meeting at 11:50 a.m. with a blessing.

Moderator, Peter Short

General Secretary, Jim Sinclair

Appendix A

Position Description General Secretary

Position Title: General Secretary

Unit: Office of the Moderator and Office of the General Secretary

Supervisor: Executive of the General Council

Date: January 26, 2006

Purpose

“General Secretary. The General Council shall appoint a General Secretary of the General Council, who shall continue in office until a successor is appointed.” (Section 512 of the Manual).

“The primary duty of the General Secretary of the General Council is to be the senior staff and administrative officer of the General Council, its Executive, and its Sub-Executive. No other responsibilities should be laid upon or assumed by the General Secretary that would interfere with the effective functioning in this primary area. The General Secretary must assist the Executive of the General Council to discharge the responsibilities as set out in section 524, and especially subsection 524(a).” (from Section 513 in *The Manual*).

The General Secretary provides leadership in the direction, management and coordination of the affairs of the church. In conjunction with the Moderator, who is the presiding officer of the General Council, the chief executive officer of the church, (Section 8.5) and its primary spokesperson (Section 511), the General Secretary has a significant role in articulating the vision, theology and polity of the church, as determined by the General Council.

Reporting Relationships

The General Secretary is accountable to the General Council and the Executive of the General Council. The Executive has appointed a standing committee called the General Secretary,

General Council Supervision Committee, to provide, on behalf of the Executive, supervision and accountability for the performance of the General Secretary. The Executive of the General Council names one of its member appointees as chair of this committee.

The General Secretary has nine (9) direct reports:

General Council Minister, Racial and Gender Justice provides leadership in the development of strategies and tools to enable changes in policies and practices in the area of Racial Justice and Gender Justice.

General Council Minister, Planning Processes takes the lead in establishing the processes needed for strategic planning; facilitation of meetings of the General Council; development, monitoring and tracking triennium work plans; overseeing research and environmental scans; and evaluation and communication.

General Council Minister, Regional Relations provides leadership in nurturing relationships and developing strategies and processes to encourage connections between and among the regions and the whole church

General Council Minister, Resources for Mission and Ministry is accountable for the leadership and management of the following units: Resource Production and Distribution, Financial Services, Ministry and Employment Policies and Services, and Information Technology Services.

General Council Minister, Programs for Mission and Ministry is accountable for the leadership and management of the following program units: Ethnic Ministries; Faith Formation and Education; Justice, Global and Ecumenical and Inter-faith Relations; Ministries in French; and Support to Local Ministries.

Legal/Judicial Counsel (2) provides legal and judicial resources to the Office of the General Secretary, General Council; co-ordinates legal contacts for General Council Office and Conferences; develops resources for the denomination with regard to church court and legal procedures; administers formal hearings and appeal processes for General Council; drafts rulings for the General Secretary; and carries oversight of property and incorporation matters.

General Council Officer, Residential Schools Steering Committee is accountable for the co-ordination of all aspects of the issues related to residential schools including, legal, pastoral, communications, alternative dispute resolution possibilities, healing initiatives and financial planning; makes recommendations, as required by the Sub-Executive of the General Council; provides reports to the meetings of the Executive of the General Council; and provides staff resources to the Steering Committee.

Executive Assistant to the General Secretary provides executive level office management and administrative support for the General Secretary of the General Council.

Context

Some appreciation for the scope of responsibilities of the General Secretary may be gained by considering the nature and size of the current church organization.

The United Church of Canada exists as a national body to contribute to God's mission and to share the ministry of Jesus Christ. It is a large and complex enterprise, with an extraordinarily broad scope of aims, from individual fellowship, care and spiritual transformation to social justice and cultural change in the wider society. Like all organizations, it also needs to provide for sustainable growth and renewal, adapt to changing circumstances, function effectively and efficiently, provide a healthy workplace, and comply with all legal requirements.

The United Church of Canada is Canada's largest Protestant denomination. With a total membership of 608,000 in 3,583 local congregations across Canada and Bermuda and over 3,000 staff and ministry personnel, it is organized into a four-court structure with a General Council, 13 regional Conferences, 91 Districts/Presbyteries and 2,314 Pastoral Charges. As well as having a national presence through congregations in all parts of Canada, the United Church is an active participant, nationally and globally, in interdenominational and interfaith activities. According to Statistics Canada, in a recent survey, almost 3 million individuals indicated some affiliation with the United Church.

As well as having thousands of ministry personnel, the United Church has several hundred staff members in its national and conference offices, integrated in their work with hundreds of volunteers who are elected and appointed members of committees of the General Council, its Executive and Conferences. This does not include the General Council itself which has over 370 elected commissioners and participants at triennial meetings.

The United Church operates theological schools and education centres, owns and manages significant physical assets across the country, and manages a pension plan with more than \$1 billion in assets. The annual operating budget of the General Council office is approximately \$60 million (2006) while the amount raised by congregations annually is approximately \$358 million (2003).

Although in some respects the General Secretary may be considered to have the responsibilities of a chief operating officer, this analogy is incomplete. The General Secretary has broader responsibilities, and is required to interpret, to offer Opinions and to make Rulings on polity, procedures and practices of the United Church.

Several conditions and circumstances contribute to the context for the functions that the General Secretary is expected to carry out. Although the Moderator is elected as the chief executive officer and spokesperson for the United Church, the position of Moderator is held for what is, for a chief executive officer, the relatively short time of three years. In addition, General Councils and Executives meet infrequently, every three years and twice a year, respectively. They have considerable turnover in membership. Fundamental to the church organization is its court system, which, as a whole and in its distinct parts, must be supported and co-ordinated, with its elected members, staff and volunteers. It is the Office of the General Secretary, through the General Council offices, that provides the essential long-term continuity that not only enables the implementation of church policies established by General Council and its Executive, but also

aids and advises in the development of such policies. Thus, the role of General Secretary is more complex than implied by the terms “senior staff” or “administrative officer”, and in some respects encompasses the leadership, authority and accountability expected of a chief executive officer.

The context for the position includes the degree of complexity or sensitivity with key relationships and the nature of their communication requirements for interaction. For the General Secretary, these are extremely broad within and outside the church. They arise from the church’s internal diversity and organizational structure, its external commitments and initiatives, and always new challenges.

Among those challenges for the General Council, its Executive, and the General Secretary is the establishment of clear policies that reflect long-term planning and support of strategic priorities for the church. These include effective staff development plans, contributing to the life of the United Church Foundation and current planning for office accommodation when the present General Council office lease expires in 2015.

It is also a challenge for the General Secretary to ensure that the General Council and its Executive are properly informed and orientated to fulfill their governance roles effectively. In meeting this need, the General Secretary and all other senior staff members have the difficult task of acting with imagination and initiative in bringing opportunities and issues before the governing bodies, while at the same time not to be leading, or seen to be leading them to foregone conclusions.

Dimensions

Number of General Council staff and Ministry Personnel	3,000
GCO Salary Budget (<i>including pension & benefits</i>)	\$60,000,000
Congregational Giving, Local & Mission	\$358,000,000
Pension Assets	\$1,100,000,000
Endowment Funds	\$60,000,000
Insured value of land, buildings, contents	\$3,130,000,000

Specific Outcomes

(a) From *The Manual*: Section 513

The primary duty of the General Secretary of the General Council is to be the senior staff and administrative officer of the General Council, its Executive, and its Sub-Executive. In discharging this primary duty, the General Secretary shall be responsible for the following, *inter alia*:

1. The preparatory work for the meetings of the General Council, its Executive, and its Sub-Executive, including the preparation of agendas, printed reports, and other documentation that facilitate deliberation on matters of policy;
2. To record and to circulate a report of the deliberations of the General Council, its Executive, and its Sub-Executive;
3. Through the structures of the United Church, including Presbyteries, Conferences, and General Council working units, to arrange for the implementation of the decisions of the

General Council, its Executive and its Sub-Executive, and in this regard to be the co-ordinating officer for the United Church;

4. To facilitate the work of the Committees and Commissions of the General Council, and to arrange for adequate staff, without necessarily assuming the secretarial responsibilities;
5. To call together regularly the General Council Ministers and to call together regularly the lead staff of the General Council working units, for the purpose of co-operation and co-ordination within the United Church. The primary purposes of such meetings shall be to implement policy decisions set out by the General Council, its Executive, or its Sub-Executive. The General Secretary of the General Council shall be the permanent presiding officer of these meetings;
6. To make rulings on questions of jurisdiction or interpretation with respect to all matters of the polity, procedures, and practices of the United Church;
7. To prepare, together with the Manual committee, changes to *The Manual* that are required because of policy established from time to time by the General Council or by its Executive on referral from the General Council, for consideration by the General Council. The General Secretary shall prepare any Manual revisions for publication, and answer all enquiries with respect to the provisions of *The Manual*;
8. To prepare, for submission through the Executive of the General Council to the appropriate unit, the annual budget of the United Church as it relates to interdenominational bodies, inter-church relationships, the General Council office, and any other matters related to the work of that office;
9. To have custody of the seal of the United Church and of the records, documents, and papers of the General Council;
10. To report to the General Council those senior staff persons who will retire within the three (3) years following the rise of the General Council;
11. To provide a newly elected Moderator with an orientation handbook and information about the budget for the work of the Moderator, and to convene the meeting referred to in subsection 510(d);
12. To have responsibility for the oversight of the routine work connected with the office of the Moderator;
13. To be ex officio a member of any Committee appointed to direct the work of planning or research;
14. Subject to this section, to represent the United Church in inter-church relationships only as required by the General Council;
15. To be a general liaison officer for the courts of the United Church with special reference to such regional offices as may be established; and
16. To perform such other duties as the General Council may direct.

(b) In fulfilling the duties and responsibilities as indicated in *The Manual*, The General Secretary shall have accountabilities in the following general functions:

1. Support of the General Council, its Executive and Sub-Executive to enable them to fulfill their governance roles and responsibilities effectively. Ensuring that the Moderator is well briefed and properly supported in his/her position.
2. With a high profile and strong leadership, direction of the membership of the church towards the vision and work of the General Council.

3. Leadership and management of the General Council and Conference staff, and the direction, development and supervision of the senior leadership team of General Council Ministers in the General Council Office.
4. Human resource management. The General Secretary provides direct oversight to 300 General Council employees and indirect leadership to some 2,600 ministry personnel. Ensures ongoing succession planning within the General Council Office, especially with respect to the Senior Leadership Team.
5. Ensuring that there is effective stewardship of the denominations resources and assets.
6. Preparation and submission of the annual budget.

Qualifications/Competencies

The requirements listed below are representative of the knowledge, skill and ability required. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

Competencies:

Competency: Understanding of The United Church of Canada

Definition: Understanding the Church's theology, polity and mission.

1. Can articulate the theology of the United Church.
2. Understands the Church's mission and priorities.
3. Appreciates the political dynamics that exist inside and outside the church.
4. Understands how the role of the General Secretary may impact on the broader church.
5. Can articulate a vision for the United Church.

Competency: Comprehensive Thinking

Definition: Taking a broad scale, long term view; assessing options and implications.

1. Makes decisions, sets priorities, and develops goals on the basis of future potential.
2. Analyzes for long-term outcomes.
3. Encourages employees to participate on teams that will expose them to the bigger picture.

Competency: Interpersonal Communication

Definition: Developing and maintaining positive relationships; exchanging ideas and opinions.

1. Treats others with respect.
2. Communicates openly and honestly.
3. Communicates with tact.
4. Resolves conflicts in a positive way.
5. Expresses self verbally in a clear and organized way.
6. Expresses facts and thoughts in writing in a clear and organized way.

Competency: Leadership

Definition: Motivating, influencing, and supporting others to accomplish team and organizational goals.

1. Uses position authority to support team and individual efforts.
2. Gains support of others to accomplish work.
3. Uses knowledge of organization and relationships to achieve results.
4. Thinks "big picture".

5. Communicates vision for organizational success that sparks excitement in others.
6. Sets direction for the future as well as the present.
7. Uses knowledge of emerging trends and external forces to set direction.
8. Rewards behaviour that supports organizational values.
9. Confronts inappropriate behaviour.
10. Communicates high standards and expects ethical behaviour.
11. Leads by personal example.
12. Keeps confidences and honours commitments.
13. Capable of supervising in a collegial setting
14. Capacity to understand budget processes and financial statements at a high level.

Competency: Personal Effectiveness

Definition: Developing oneself, achieving results, and solving problems. Planning, organizing, and managing one's own time and work.

1. Encourages a work culture of continuous learning, information sharing, and professional development.
2. Provides direction and support to team members and assigns challenging work.
3. Learns from what went well and what did not go well on projects.
4. Guides team towards making effective decisions.
5. Collaborates with team members and teams before making important decisions.
6. Plans ahead to organize and deploy resources effectively.
7. Delegates work and authority.
8. Reviews progress toward accomplishing team goals.

Education

University degree, preferably at the graduate level, and experience working in a theological context.

Experience

- A minimum of 10 years related experience, with some experience in developing and leading teams of senior leaders.
- Proven ability to effectively work with elected member governing bodies.
- Solid knowledge of the mission and ministry of The United Church of Canada; experience in its structures, and a member of The United Church of Canada.
- Ability to bring theological perspective and understanding to policy, practices and programs.
- Knowledge of, and commitment to, the ecumenical and inter-faith processes.
- Knowledge of, and commitment to, cultural diversity.
- Extensive exposure to The United Church of Canada's courts and committee structure.
- Ability to see the "big picture", take decisive action when warranted, and identify and remove barriers that reduce efficiency.
- Effective delegation, encouragement and supports of others in their work.

Language skills

- Ability to articulate the vision and theology of The United Church of Canada with superior written and oral communication skills.
- Predisposition to listen, hear, and model openness to diverse ideas.

- Excellent presentation skills
- French proficiency would be an asset

Working Conditions

Like most positions in the General Council Office, the General Secretary position is considered to work in normal office conditions. The exceptions include longer working hours and travel. The General Secretary may be required to travel throughout Canada, including remote areas. Some international travel may include visits to developing countries and/or ecumenical and global partners. In addition, some meetings require the General Secretary to sit for extended periods of time without the ability to move around, unless spelled off by another individual.