

Unitarian Universalist Church of Delaware County
Board-Lead Minister Linkage Policies
Adopted April 14, 2008 by the Board of Trustees

Policy #1: Unity of Control

Only decisions of the Church Board acting as one body, one voice, stated in officially passed motions, are binding on the Lead Minister.

1. The Board will not give directives to persons who report to the Lead Minister. This does not preclude informal conversations or meetings between board members, Lead Minister and staff for the purpose of exchanging information.
2. Decisions or instructions of individual Board Members or committee members are not binding on the Lead Minister except in rare instances when the Board has authorized such an exercise of power.
3. Unless directed by the full Board, the Lead Minister can decline requests for information from individual Board members or committees that may require in the Lead Minister's opinion, a significant amount of staff time and resources.

Policy #2: Lead Minister Role:

The Lead Minister is the head of the staff, both paid and volunteer, and is accountable to the Church Board. The Board shall instruct the Lead Minister through written policies, delegating interpretation of and limitations of said policies to said Lead Minister. The Lead Minister shall implement or cause to be implemented means to accomplish the Ends, within the limitations established by the Board.

Policy #3: Accountability of the Lead Minister:

With the exception of Board Committees, all authority and accountability of paid and volunteer staff are considered by the Church Board to be the authority and accountability of the Lead Minister. The board will not issue directions to persons who report directly or indirectly to the Lead Minister. Accordingly,

1. The Board will not evaluate either formally or informally any staff other than the Lead Minister.
2. The Lead Minister will be accountable for the organizational performance in so far as it meets and furthers the Ends as defined by the Board and does not exceed the Limits.

Policy #4: Delegation to the Lead Minister:

The Board sets top level policies that reflect the priorities of the congregation and leaves the work of implementing the policies to the Lead Minister, who is responsible for the day-to-day operations of the Church and for guiding the paid staff and volunteers. The Board gives all authority for implementing policy to the Lead Minister.

1. The Church Board will provide direction to the Lead Minister through written policies that articulate Ends to be achieved and describe organizational situations and actions to be avoided (Executive Limitations). The Board will develop policies that limit the latitude the Lead Minister may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive limitations policies.
2. The Lead Minister may use any reasonable interpretation of the board's Ends and Executive Limitations policies.
3. The Board may change its Ends and Executive Limitations policies. By so doing, the Board changes the latitude of choice given to the Lead Minister, as chief executive. But so long as any particular delegation is in place, the Board and its members will respect and support the Lead Minister's choices. The Lead Minister will not be held accountable for past performance that doesn't meet new or changed Ends or violates new or changed limitations.
4. The Lead Minister may request that the Board reevaluate and make changes to the Ends and Limitations where appropriate.
5. If the Ends are not being met despite reasonable efforts by the Lead Minister, the Board and the Lead Minister will discuss adjustments and or changes to strategies and or Ends and Limitations.

Policy #5: The Lead Minister shall provide such reports to the Board as reasonably necessary to keep the Board properly informed of work towards accomplishment of the Ends, including but not limited to: Quarterly and Annual reports.

Policy #6: Monitoring the Lead Minister's Performance:

Regular and systematic monitoring of the Lead Minister's job performance will be measured by progress towards achievement of "Ends" within Executive Limitations policies. Monitoring is done to determine the degree to which Church Board policies are being met. Data that do not do this will not be considered to be monitoring data.

1. The Church Board will acquire monitoring data by one or more of the following three methods:
 - a. By Internal report, in which the Lead Minister discloses information relevant to the achievement of Ends, to the Church Board.

- b. By external report, in which the Committee on Ministry and/or an external, disinterested third party selected by the Church Board, assesses compliance with the existing Ends and Limitations.
 - c. By direct Church Board inspection, in which a Board member or the Board as a whole, or a Church Board committee, assesses compliance information. This is a board inspection of documents, activities or circumstances directed by the Board which allows a “reasonably prudent person” test of policy compliance.
2. Communication: Information relevant to Lead Minister performance and adherence to policies can be sought from the Lead Minister, the congregation or from subsets thereof.

Frequency and Method of Regular Monitoring

Policy	Method	Frequency
Treatment of Staff/Volunteers	Internal Report	Annually
Treatment of Congregants	Internal Report	Monthly
Financial Planning/Budgeting	Internal Report	Annually
	External Report	Annually
Financial Condition/Activities	Internal Report	Monthly
	External Report	Bi-Annually
Endowment Fund	Internal Report	Annually
Asset Protection	Internal Report	Monthly
Asset Utilization	Internal Report	Monthly
	External Report	Bi-Annually
Compensation & Benefits	Internal Report	Annually
	External Report	Annually
Grants & Contracts	Internal Report	Monthly
Commu. & Council to Board	Internal Report	Monthly
Professional Development	Internal Report	Annually
Lead Minister Absence	Internal Report	Annually
Lead Minister Well-being	Internal	Annually
Ends	Internal	TBD

3. Once a year, the Board will conduct a formal evaluation of the Lead Minister, with input from the Committee on Ministry. This evaluation will focus on the monitoring data on Ends and executive Limitations provided during the year and shall be responsive to evaluation required by outside parties, if any.

Policy #7: Disciplinary Policy

The board will pursue the following process in the event that it determines a policy violation or misconduct has occurred by the Lead Minister and it judges the degree and seriousness of the violation warrants initiating a disciplinary process .

1. A verbal warning (noted as verbal in appropriate documentation) will be issued by the Board, followed by more frequent monitoring of the Lead Minister with respect to the violated policy, and a presentation by the Lead Minister of a plan to remediate the violated policy.
4. A first written warning shall be issued if there is no significant improvement as a result of the Lead Minister's stated remediation plan.
5. A second written warning shall be issued if the policy violation or misconduct continues. The Board may also determine at this stage, whether to inform the congregation, as well as the means and content of communication to the congregation.
6. If the violation continues, the Board may determine to suspend or to recommend termination of the Lead Ministerial agreement.

In the event of extraordinary circumstances, the Board may take such other action as it deems appropriate or necessary which may include bypassing one or more of the foregoing steps.

Policy #8: Monitoring Church Board Performance:

The Church Board will systematically monitor its own performance, relative to its Governance Process and Church Board-Lead Minister Linkage policies. This process may include:

Self Assessment of the Board will occur annually and an action plan will be developed. Board should engage in periodic review of its own work to ensure that it is in keeping with the Ends, church mission statements and strategic plan .

Policy #9: Lead Ministerial Compensation

The Church Board will make every reasonable effort, within budgetary constraints, to follow best compensation practices in keeping with guidelines determined by the UUA, cost of living and merit.

Policy # 10: Lead Ministerial Vacancy

The Lead Minister will develop and implement a succession plan in the event of his/her planned absence, in accordance with the UUCDC Limitations policies. In the case of an unplanned extended lead ministerial vacancy, the board will designate a person or persons to assume the policy governance role of the Lead Minister for the duration of said vacancy.