

# **MONITORING REPORT: EMERGENCY EXECUTIVE SUCCESSION Executive Limitations Policy #5 October, 2010**

POLICY EL #5:                   EMERGENCY EXECUTIVE SUCCESSION

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**In order to protect the church and Board from sudden loss of Executive Team services, the Executive Team must not fail to designate and keep informed at least one other Executive Team familiar with Board and Executive Team issues and processes.**

**INTERPRETATION:**

*We interpret this policy to mean that the Executive Team must ensure that the following roles and functions are understood by every member of the Executive Team and that they can be carried out:*

- *Monitoring Limitations and Ends Achievement Reports*
- *Making operational decisions for the congregation*
- *Serving as leaders to church teams/committees to carry out the work of the church.*
- *Working with staff and lay leadership to develop and monitor the administrative life of the church ex. operating budget.*
- *Maintain key program functions such as worship, pastoral care, religious education, social justice and membership.*
- *Maintain administrative functions of the church such as finance, building and grounds maintenance, rentals, publicity and communications, and human resources.*

*Since the new structure of the Executive Team into three members with distinct portfolios of responsibilities, the Executive Team has cross-trained its members in the other's work. This allows portfolios to be flexible, such as in the case of Rev. Josh acquiring building from the Business Manager, and permits other Executive Team members to fill in for each other when one of them is out. Having the Business Manager as a part of the Executive Team has greatly facilitated this adaptability of leadership.*

*This cross-training happens as a result of regular meetings to inform other members of the Executive Team of the work of the Senior Minister as CEO. The entire Executive Team meets weekly with additional meetings called as needed. Additionally, the Senior Minister meets weekly with both of the other members of the Executive Team once a week. This ensures that the other Executive Team members are informed and can fill in for the CEO when necessary.*

*These plans apply to both short and long term absences. Long term (1 month or longer) absences may mean temporarily moving some par-time staff to full-time.*

*Rationale: The letters of agreement for both Rev. Josh and Rev. Barbara describe the general areas of responsibility for each of the ministers' portfolios. Marina has her portfolio defined by the Business Manager's job description and memorandum of understanding.*

EVIDENCE:

We report compliance.

Currently the Business Manager prepares the information for Limitations monitoring and the Minister of Pastoral Care and Programs prepares the information for Ends monitoring. The Senior Minister as CEO takes this information and develops monitoring reports for the Board. The Executive Team meets frequently and this communication allows for the other two members of the Executive Team to combine their specialties. Thus both the operations of the church, and the Board's monitoring of those operations, would continue without the CEO directly present.

The Executive Team has the following plans for cross-training, communication and succession:

- **Rev. Josh Succession Plan.** In the event that Rev. Josh is unavailable, Rev. Barbara would take over as the leader of the Executive Team and the Program Staff. She would also meet with the Board President, fill in on worship, and acquire the social action portfolio. Marina would take the building and grounds portfolio and attend Board meetings. Depending on the length of Rev. Josh's absence, Marina may have to go to full-time on a temporary basis.
- **Rev. Barbara Succession Plan.** In the event that Rev. Barbara is unavailable, Rev. Josh would be the primary holder of the pastoral care, adult RE, and rites of passage portfolios. Rev. Josh would also supervise the DRE. Scott Ward would assist with pastoral care, and Susan Madison would assist with Adult RE. The chairs of the ARE Team, Caring Friends, and the leaders of Open Circles would also play a more independent role in her absence. Rev. Josh would either cover Rev. Barbara's Sundays in the pulpit or arrange for guest speakers with the help of Scott Ward.
- **Marina Succession Plan.** In the event that Marina was unavailable, the administrative staff are regularly cross-trained in other jobs. This includes cross-training Marina in some of the other administrative staff jobs so that she can fill in for them. The following staff, and one lay person, is cross trained in various tasks: Fran—payroll & accounts payable; Karen—calendar & IT; Marina—accounts receivable & publicity; Dale Stratton—accounts payable. Rev. Josh would become the direct head of human resources.

The following table shows how portfolios for each of the Executive Team members would change, which paid staff and lay people would help them, and possible changes in their roles with Board if applicable.

<b>Staff Member</b>	<b>Portfolio They Would Acquire</b>	<b>Help from Other Paid Staff</b>	<b>Help from Lay People</b>	<b>New Role with Board</b>	<b>Rationale</b>
Josh	Pastoral Care, ARE, Rites of Passage, HR	Susan—ARE; Scott—Pastoral Care; Catherine—CYRE and Youth	Dale McGill—Pastoral Care; Janet Tillman—ARE; Lori Cowan—HR	NA	Ministerial Letter of Agreement
Barbara	Worship, Social Action, ET and Program Staff Leadership	Scott—Worship; Susan—Membership	Lynn Ingersoll—Social Action; Senior Minister Advisory Team	Ends Specialist	Ministerial Letter of Agreement
Marina	Building	Fran—Accounts Payable, Payroll, Treasurer reports; Karen—Calendar & IT; Terry—Building	Dale Stratton—Accounts Payable	Limitations Specialist; meets with Board	Job Description & Memorandum of Understanding

**EXECUTIVE TEAM ASSESSMENT:**

As is often the case when reviewing EL #5, the Executive Team learned a great deal by reflecting on our own internal processes and how they have evolved over the course of the year. We feel that we have made great strides in keeping each other up to speed with the work of our individual portfolios. This is a testimony to the effectiveness of the Executive Team’s new structure and meeting practices.

Respectfully Submitted by the Executive Team,

Rev. Dr. Joshua Snyder,  
 Rev. Barbara H. Gadon,  
 Marina VanRenssen