

BOARD HANDBOOK (Version 5)

Board Member Qualifications

1. Godly: Biblical character qualities as defined by Scripture. Excellence is the expectation, not perfection. He is continually pursuing and growing in Christlikeness. Spirit-filled.
2. Humility: handles criticism well. Gives priority to the 'beam' in his own eye, over the 'speck' in his brother's. Teachable.
3. An example to others. "Everyone who is fully trained will be like his teacher." He can't lead people beyond himself.
4. Knows the Word.
 - a. Able to guard the church, recognize false doctrine and refute it.
 - b. Able to teach in some format.
 - c. Shows a desire to learn and grow. A lifelong learner.
5. Male.
6. Shows leadership at home.
7. Shows leadership in other settings. He is able to make decisions and able to rule well.
8. Relates well with people both inside and outside the church.
9. Hospitable, loves the stranger, has an open home.
10. Man of prayer.
11. Has the desire to be a leader.
 - a. A purified desire based in humility and calling (1 Tim 3:1 & 1 Pet 5).
 - b. Desires to lead/shepherd.
 - c. Eager to give his life to serving, not for personal gain.
12. Willing, able and available to invest the time required.
13. Called by God and affirmed by the church.
14. Is God-oriented, his life and sense of purpose are focused more on God than on personal achievements.
15. A team player.
16. Reliable, trustworthy, holds confidences, not a gossip.
17. Faithful, flexible and adaptable.
18. Demonstrates a commitment to honesty, loyalty, and excellence.
19. Able to see the big picture, to envision the future, to dream.
20. A man of faith, able to discern God's will and trust God for what God directs, especially that which goes beyond our human ability.
21. Future-focused: positive and focused on the future, yet also realistic. Aware of reality but not shackled by it.
22. Does not a micro-manage but demonstrates an ability to delegate effectively.
23. Able to think critically, but not be critical.
24. Not a power person, doesn't seek power, doesn't insist on his own way, and doesn't manipulate people. Rather is humble and is a servant leader.
25. If married, spouse displays godly character, shows confidentiality.
26. Spouse is a willing support.
27. Spouse believes in his character, ability and calling.
28. Generous with his finances.

29. Must believe in the plurality of leadership (Acts 14:23.)
 - a. That God speaks to the group, not just to the individual (Acts 15.)
 - b. Must believe practically that each leader has the Holy Spirit (Eph 1:13-14) No one leader has exclusive claim to the Holy Spirit or to the voice of God. He must believe that the pastor doesn't have the only direct line to the Holy Spirit.
 - c. Must believe that personal purity improves the ability to listen to the Holy Spirit (Rom 12:1-2.)
 - d. The beauty of everyone having a voice is also what causes the most tension on boards. He must be willing to work with that tension in a humble godly way and believe that the plurality in the tension is God's way of having us work through to decisions.
30. Must guard his words in the community or presence of others (Eph 4:29-31.)
 - a. Is careful about questioning other's motives.
 - b. Is careful about using "God told me."
 - c. Is careful to use his words to build up and to honor others (1 Tim 5:17-20.)
31. Gifts needed in a mix on the board:
 - a. Leadership
 - b. Prayer
 - c. Evangelism
 - d. Discernment
 - e. Administration
32. Skills needed in a mix on the board:
 - a. Strategic Planning
 - b. Verbal and Written Communication
 - c. Financial Wisdom
 - d. Team Building Expertise

Board Responsibilities

1. Board members serve the church on behalf of the owner(s.) Thus it is important that the board members are able to connect with Christ and the membership. This is why a board member needs to be a man of prayer and of the Word. It is through the Word and prayer that he is able to discern Christ's expectations for the church. A significant amount of a board's time needs to be in reflection and prayer for this reason. A board member also needs to be able to connect with the membership – to know and to understand their expectations – he is always serving on their behalf.
2. Board members must be aware of and respect the membership's expectations. They are to think of the membership, not for the membership.
3. Board members must be conscious of who they put into leadership positions and how it impacts the organization.
4. The mandate of the board can be summed up in two words: Direct and Protect. The board's primary responsibility is to Direct, but that doesn't take away from the importance of Protect. The Direct must be their focus while at the same time still fulfilling the Protect role. If the Direct is not primary, the board will focus on minimizing

risks rather than maximizing opportunities. Risk will be seen as something to be avoided.

- a. Direct: the board has enormous responsibility in the area of governance and policy setting, to establish strategic direction and to support the long term future and viability of the ministry. They govern, but they don't manage. They steer the organization in the right direction, they are mission/vision focused. They set the spiritual direction of the church and oversee the planning cycle. They ask the high level questions:

- Mission: "Why are we here?" – given to us by God.
- Vision: "Where are we going?"
- Strategy: "How are we going to get there, what is our game plan/how?"
- Objectives: "Who, when and where?"

In this way they give oversight and direction in the character and priorities of Christ. Strategy, mission, vision takes discipline and it cannot be done without significant time in the Word and Prayer. The board and staff work together to develop the best strategy. They all need to understand it and they all need to own it. It cannot be done without significant time commitment. How the organization implements the above and achieves these expectations becomes the responsibility of the level(s) below.

- b. Protect: the board is responsible to protect the interests of Christ and the membership, to act as trustees, to oversee the organization so its performance meets those expectations. This means that a significant aspect of protecting involves monitoring. Boards arrange for information to flow to them – internally through the Lead Pastor and externally through requests for information.
 - i. The board is responsible to protect the financial interests of the church according to the expectations of Christ and the membership and government laws. They have the fiduciary responsibility.
 - ii. The board is responsible for financial reporting, auditing, and approving the proposed budget before it is presented to the membership.
 - iii. The board is responsible for maintaining documents and records.
 - iv. The board is responsible for bringing the matters of hiring and firing pastoral staff to the membership.
 - v. The board protects the church through settling disputes, engaging in mediation and if necessary in discipline.
 - vi. The board protects the church through ensuring that personal spiritual and physical care of its members happens, they "watch over souls."
5. It is the responsibility of the board to monitor the effectiveness of the church's ministry.
- a. They must be properly informed by the level below.
 - b. They must "keep their noses in but their fingers out."
 - c. Their information should come days ahead of the board meeting. Don't read information at the board meeting.
 - d. A key function of a board is establishing an ongoing evaluation framework to ensure accountability, drive continuous improvement and ensure that everything is done at the highest standard and according to Biblical principles.

6. The board must be clear about what they expect of their board members. If a board member doesn't follow expectations, the board takes action to correct him. This must be done if board performance is to be kept high.
7. The board must be willing to redirect their prominent leaders when necessary. Even to remove them if necessary.
8. The board builds connection/relationships within the board. They seek to build up and encourage each other; they seek to learn and grow together.
9. Board members must see themselves as the ambassadors of the church, they represent the church.
10. Board members must be faithful in prayer and the Word to discern God's direction for the church.
11. The board will provide training and orientation of new board members.
12. The board will carefully seek new potential board members who are qualified according to Biblical standards and for what they bring to the board in gifting and expertise. A board should be continuously raising up new leaders.

Board Chairman

1. The Chairman is key to the board's performance.
2. He prepares the agenda with the Pastor, but the Chairman is the one who drives the agenda. He manages the board's time and keeps the board focused.
3. He makes sure that the performance of the board is monitored.
4. He makes sure that the board focuses on its responsibilities.
5. He makes sure that the board connects and has a healthy board culture.
6. He is the one who keeps the big picture (mission, vision etc.) in focus and makes sure that the board members are in alignment with it.
7. He will meet regularly with the Lead Pastor to understand, encourage and assess the progress of ministries towards the vision and goals of HLEC.
8. He shepherds the board, ensuring that they connect relationally with each other. He prays for them individually and is available to them as needs arise. He shepherds the spiritual life of the board.
9. Make sure all requirements of the Canada Revenue Agency are fulfilled.

Vice-Chairman

1. Assist the Chairman and in his absence or at his request, assume the Chairman's roles and responsibilities.
2. Provide council and advice to the Chairman.
3. Be familiar with the Chairman's role and responsibilities.

Secretary

1. Accurately record the discussions, intentions and motions of the board.

2. Ensure each board member receives a copy of the minutes and that a copy is kept in a safe, permanent place at the church.
3. Ensure church members receive a copy of the minutes.
4. Ensure that a copy of all pertinent material, provided at the meeting is associated and filed with the minutes.
5. Prepare and send any correspondence required by the board.

Board Relationship to Lead Pastor

1. The Lead Pastor will be involved on the board level as a non-voting spiritual advisor. His is a position of influence in regards to vision and decision making.
2. The board members have 3 relationships with the Lead Pastor
 - a. Employee: the Pastor takes direction from and is accountable to the board. In this relationship, the board has greater voice.
 - b. Peer Relationship: leaders serving together, all with equal voice. In this relationship, the voice is equal except for the pastor does not have a vote.
 - c. Spiritual Leader: as a position of spiritual influence the pastor is expected to bring Biblical insight to the board. When speaking from God's Word, the Pastor has a greater voice.
3. It is important that board and Pastor understand the different relationships and out of which relationship they are operating at any given moment. It becomes difficult when a board member also works at a lower level (e.g. as a Team Lead.) The temptation will be to skip the in-between level. He needs to be careful to recognize which hat he wears at any given time. When on the board, he doesn't sit as a team lead. When being a team lead, he is not there as a board member.
4. All staff report to the board directly unless otherwise delegated.
5. The board speaks with one unified voice/vision to the Lead Pastor.

Board Relationship to Membership

1. Christ is the head of the church.
2. Underneath the headship of Christ, the membership has the responsibility to seek the mind of Christ.
3. It is the responsibility of the membership to be clear about their expectations for the church and know why it exists. In keeping with those expectations, the board will define the big picture, but the approval comes from the membership.
4. The board is accountable to the government for financial oversight but a deeper accountability of the board is to the membership.
5. The membership speaks to the board, not to levels below the board.
6. A healthy membership:
 - a. Is where every member is an active minister
 - b. Has each member reaching out to newcomers and the community
 - c. Prays faithfully for the leaders, mission and vision of the church
 - d. Cares for one another within the body
7. The active members review and make decisions for the church when it comes to:

- a. Buying or selling property
 - b. Hiring or firing of pastoral personnel
 - c. Annual church budget
 - d. Elections
 - e. Changing statement of faith
8. The membership entrusts the leadership of the church to the board.

Other Structure Principles

- Communicate with the level above you and below you. Do not do end runs around the level above or below.
- Give accountability to the level above you and you ask for accountability for the level below you.
- The board speaks to the staff and team leads. The staff and team leads speak and work with their ministry teams.
- The roles and responsibilities and relationships (expectations) need to be clarified on each level, for that level, and how that level relates to the one above and the one below. When the straight lines of communication, authority and accountability are maintained clarity, unity, and harmony will result.
- Healthy organizational structure must be clear on:
 - Who makes a decision
 - How those who carry out the decision have a voice in the decision making process
 - Who they are accountable to
 - What they are accountable for
- If the board is doing its job, its focus will be on progress, not control. It will have systems in place to monitor results and compliance rather than relying on the board members putting their fingers into the details of the management level. Thus the board will monitor the results of how the Lead Pastor is achieving the responsibilities which the board is giving him.

