



Duncan United Church

Governance Manual

Revised 2023

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INTRODUCTION

In 2021, an ad hoc committee was formed which was comprised of members of the congregation with extensive past and current experience in the governance of Duncan United Church.

Our goal was to update the 1996 document which outlined policies at the time that the Unified Board structure was adopted. The core content of the original document has been retained but has been updated to reflect recent changes in the structure of the United Church of Canada and changes in the structure, function, and practices of the Unified Board of Duncan United Church.

The Duncan United Church Governance Manual (2023) is a resource designed to help our leadership with effective management of our church and its ministry, while reflecting our church's Vision and Mission.

Much of the information comes from The United Church of Canada Manual (2022). Included are definitions, procedures, and responsibilities which are intended to help guide users to exercise good and consistent judgement in decision-making and accountability in the daily operation of the church. Additionally, this tool will contain information that will facilitate our management of legal risks.

The Basis of Union and the Bylaws of the United Church of Canada, as set out in The Manual, will govern all policies contained herein and will supersede any policies which may be in conflict with those Bylaws. These policies and their application are intended to comply with all applicable federal and provincial laws and regulations.

The full document consists of:

Governance Manual, including:

- + Appendix A – Unified Board Executive Duties
- + Appendix B – Standing Committee Terms of Reference

Human Resources Manual – Ministry and Personnel Committee

Finance and Stewardship Manual

Administration Manual

Children, Youth and Families Manual

This document will be reviewed and updated regularly by the Unified Board and the staff. Revisions will be presented to the Board for approval, noted in the Board minutes, and the updated document distributed.

DEFINITIONS

For the purposes of this manual, the following abbreviations and definitions are used:

UCC, United Church - United Church of Canada

PMRC, Regional Council - Pacific Mountain Regional Council

DUC - Duncan United Church

The Manual – The Basis of Union and the bylaws of the United Church of Canada

Committee - includes task groups, steering groups, teams, commissions, and other bodies. Committees may

- a) exist on an ongoing basis without any time limit; or
- b) exist only for a particular time or to complete a particular task.

Community of Faith - any community of people within the United Church that

- a) gathers to explore faith, worship, and serve; and
- b) is recognized as a community of faith within the United Church by the regional council through a covenantal relationship between the community of faith and the regional council

Congregation – one of many different kinds of communities of people that may be recognized as a Community of Faith.

In this document, the terms ‘community of faith’ and ‘congregation’ are used interchangeably.

Covenant - an agreement between God, the ministry personnel, the community of faith or other ministry, and the wider United Church as represented by the regional council. The covenant may include other parties that are integral to living out the gospel in community as God calls us.

Full Member (of the congregation of Duncan United Church) – see the Manual Section B.3.3

Minister, Ministry personnel - members of the order of ministry, designated lay ministers, candidates serving under appointment, admission ministers serving under appointment, diaconal supply, and ordained supply.

Pastoral relations – matters which involve ministry personnel, and the terms and conditions on which they serve the community of faith. These terms are set through a call or appointment.

Unified Board, Board, Church Board, UB - The governing body of Duncan United Church

ON-LINE RESOURCES

United Church of Canada - The Manual –

<https://united-church.ca/sites/default/files/2022-12/the-manual-2023.pdf>

United Church of Canada – Handbooks and Guidelines

– an extensive listing of United Church documents

<https://united-church.ca/handbooks-and-guidelines>

United Church of Canada

<https://united-church.ca/>

United Church of Canada – Pacific Mountain Region

<https://pacificmountain.ca/>

Duncan United Church

<https://duncanunited.org/>

Section 1

1.1 United Church of Canada

Over 2 million people worship in over 2000 pastoral charges and congregations. The United Church of Canada is organized as a three-council structure, consisting of communities of faith, regional councils, and a Denominational Council. The United Church of Canada also supports community and social justice ministries, camps, campus ministries, chaplaincies (armed forces, hospitals, correctional), seniors' homes, theological schools, education centres, and new expressions of ministry.

The Denominational Council is the decision-making body for the UCC as both a denomination and a legal corporation. Ministry personnel and lay commissioners are elected by the regional councils and meet regularly to set church policy.

A Regional Council is a decision-making body responsible to serve and support Communities of Faith within its bounds and provide necessary oversight. There are sixteen regional councils in The United Church of Canada.

A Community of Faith is any community of people within the United Church that is recognized by the Regional Council through a covenantal relationship.

A Cluster is an informal group of Communities of Faith which provide community and support for Communities of Faith and their leaders. Networks link people working on specific issues.

1.2 Duncan United Church

Duncan United Church is a Community of Faith within the Pacific Mountain Region. We are a member of a cluster in the Nanaimo/Cowichan/Gulf Islands area.

Duncan United Church operates under the governance of the Unified Board, adopted in 1994 and accepted by the United Church as an alternative to the Official Board (Session and Committee of Stewards).

1.3 Mission and Vision Statement

MISSION STATEMENT

We are guided by Micah 6:8

‘ . . . and what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with our God.’

VISION STATEMENT

In the loving Spirit of Jesus, we strive to be a village that welcomes all. We welcome people of all nations, ethnicity, race, sexual orientations, gender identities, age, abilities, marital status, social or economic circumstances to take part in every aspect of church life including worship, study, work, action, and fellowship.

We gratefully acknowledge the people of Quw’utsun (Warmland) and the members of the Cowichan Tribes on whose unceded territory we live and uphold their traditions of love, generosity, kindness, and respect.

1.4 A Brief History of Duncan United Church

Duncan United Church proudly traces its roots to the summer of 1869, when Rev. Thomas Crosby, Methodist missionary, conducted a camp meeting on the beach at Maple Bay. Later that year a church was built nearby. With the coming of the railroad, a church was built in Duncan in 1891 on the site of the present church and we have worshipped here ever since.

Our present building was constructed over a period of 30 years, beginning with Heritage Hall in 1935. The sanctuary opened in December 1941 and was lengthened in 1954. The space between the two main buildings was completed in the 1960s. Since then, several renovation projects have been undertaken to maintain and update the building, accommodating the changing needs of our active congregation.

Duncan United Church has become known throughout the Cowichan Valley for its commitment to supporting the local community. We have a long history of providing weekly meeting space for community support and non-profit groups, as well as hosting and participating in community outreach programmes.

Duncan United Church is also known as a church where 'all are welcome', and in May 2021, with the ratification of our Affirming Vision Statement, Duncan United Church publicly declared our commitment as an Affirming Ministry.

Affirming Vision Statement

We are a faith community committed to sharing God's love and grace through the Gospel of Jesus Christ.

We warmly welcome people of all Nations, ethnicity, colour, sexual orientations, gender identities, age, abilities, marital status, social or economic circumstance to take part in every aspect of church life including worship, study, work, action, and fellowship.

In our process of honouring diversity and challenging injustice with those who bear the weight of discrimination, we commit ourselves to openness, growth, and education. We are dedicated to work and live towards justice and freedom for All Our Relations.

Our Vision of the future is not complete without you.

Section 2 – Organizational Structure

Duncan United Church is a Community of Faith which is recognized through a covenantal relationship with the Pacific Mountain Regional Council (PMRC).

The governance of Duncan United Church is the responsibility of the Unified Board, which is accountable to the congregation.

Organization of the Governing Body:

- Officers (must be full member of Duncan United Church)
 - Chairperson (The Manual B.7.6.1)
 - Vice Chair
 - Secretary (The Manual B.7.6.2)
 - Treasurer (The Manual B.7.6.3 and G.4.3)
- Past Chair – six-month term in advisory capacity – does not vote
- Ministry personnel who have been called or appointed to the pastoral charge
- Members-at-Large (up to 4)
- Representatives of Standing Committees
 - Ministry and Personnel (mandatory committee)
 - Social Justice and Outreach
 - Affirm
 - Pastoral Care
 - Christian Development
 - Worship
 - Finance and Stewardship
 - Building and Property

Relationship between congregation, Unified Board, committees, ministry personnel, and staff:

The Unified Board, the congregation, and the minister collaborate to provide support and accountability in the governance of the church.

The Unified Board provides effective oversight of the spiritual and financial well-being of the congregation, following the policies set by the congregation.

The Board will make recommendations on matters relating to the community of faith, such as the governance structure, pastoral relations, and decisions about trustees. These are vetted by the Region (PMRC), if necessary, then will be presented to the congregation, who will make the final decision.

The Board assists in coordinating the work of the committees, which advise the Board and bring recommendations relating to their goals and activities. After review, the Board will provide approval and authorization as necessary.

The Board and committees work cooperatively with staff to carry out the work of the church.

A covenant between the community of faith and the minister is established by call or by appointment (The Manual I.1.1). The minister is not a member of the congregation.

The minister is a member of the Board but does not vote.

Ministry personnel, directed by decisions of the Board, fully support and participate in the work of the Board and committees, bringing ability, training, experience, and expertise, as well as ensuring coherence between various programs and activities. The attendance of a minister or designate at committee meetings is essential to the effective work of the committee.

Staff are accountable to the Board, supported by the Ministry & Personnel committee.

Ministry personnel and programme staff should provide regular reports to the Board, independently or through the committee which oversees their programme.

Other responsibilities:

The Trustees are responsible for holding all congregational property for the congregation. Their actions are directed by the governing body (see Section 5).

The Community of Faith has a responsibility to elect Representatives to Regional Council (The Manual B.2.1.6)

Section 3 - The Community of Faith

3.1 Definition (The Manual B.1.1)

The Community of Faith known as Duncan United Church, is a community of people exercising the functions of the United Church of Canada in the community, that

- a) gathers to explore faith, worship, and serve
- b) is recognized as a community of faith within the United Church by the regional council through a covenantal relationship.

3.2 Membership and Participation in a Community of Faith (Duncan United Church)

(The Manual B.3)

- a) Full Member – a person who, with an understanding of the Christian faith and the United Church, has confirmed their commitment.
- b) Member – the child of a full member or a person who has been baptized but has not yet become a full member.
- c) Adherent – a person who contributes regularly to the life and work of the congregation but is not a member or full member.
- d) A member of order of ministry who has been called or appointed is not a member of the congregation. Others may make a request to the governing body to have their name added to the membership roll.

With the approval of the congregation during a service of welcome, a person becomes a full member of Duncan United Church by confirmation, adult baptism and profession of faith, reaffirmation of Christian faith, or certificate of transfer of membership.

3.3 Membership Records (The Manual B.3.6)

The governing body is responsible for

- a) keeping a record of all baptisms in the congregation
- b) keeping the membership roll of the congregation
- c) keeping the historic membership roll of the congregation
- d) recording, in its minutes, all decisions to admit people as full members
- e) revising the roll annually (The Manual B.3.6.2)

These records shall be maintained by the Office Administrator, in consultation with the Minister.

Section 4 - Meetings of the Congregation (The Manual B.5)

The members and adherents of a Congregation shall meet annually or more frequently, as required.

PROCEDURES and GUIDELINES:

4.1 The Annual Meeting shall

- a) be held as early as possible in the calendar year. The date for the meeting will be set by motion of the Unified Board.
- b) receive annual reports from the governing body, committees, and other groups
- c) elect governing body and regional council representatives
- d) consider and make a decision on the annual budget
- e) transact any other business brought before it

4.2 A meeting may be called for other purposes, including

- a) Community of Faith events which may include considering approval of a community of faith profile, electing, removing members of the governing body, or changing, beginning, or ending a pastoral relationship (The Manual B.5.4.2.a)
- b) decisions about trustees (The Manual B.5.4.2.b)

4.3 Procedure for calling meetings (The Manual B.5.3 and B.5.4)

The Manual outlines detailed procedures required for meetings of the congregation, including when and by whom a meeting can or must be called. It also specifies how notice will be given, depending on the purpose of the meeting.

All notices must indicate the purpose of the meeting.

Notice of a meeting to deal with Community of Faith events (community of faith profile, pastoral relationship, amalgamation or disbanding of congregation, or electing or removing members of the governing body) must be read during public worship on two Sundays, after which the meeting may take place on the next day (Monday) or any day after that.

Notice of a meeting involving decisions about trustees must be read during public worship on two Sundays. After the second Sunday, the meeting may take place on that day or any day after that.

Notice of a meeting for any other purpose must be read during public worship at least once before the meeting, after which the meeting may take place that same day or any day after that.

4.4 Quorum (The Manual B.5.5)

The quorum for a Congregational meeting of Duncan United Church is 20 members.

4.5 Voting (The Manual B.5.6)

The members of a congregation who are entitled to vote at all meetings are persons in full membership whose names are on the Roll of the church. With the consent of the members, adherents may vote at Congregational meetings on all matters except the choosing or termination of an ordered or lay Minister or Trustee, the union of local Congregations, and the disposal of property.

Voting must be by show of hands by participants in the meeting. Proxy voting or voting by mail-in ballots is not permitted. Meetings and voting may be held by electronic means in certain circumstances. (The Manual – Introduction to Governance A.4.d)

4.6 Rules of Procedure

“Procedures for Holding a Meeting and Decision-Making” are outlined in the Appendix to The Manual (pages 190-195).

Section 5 - Trustees

The duties of the trustees are governed by the Model Trust Deed, part of the United Church of Canada Act (1925), which may only be changed through federal legislation. Trustees duties are outlined in The Manual (Section G.3) and further defined in the Congregational Board of Trustees Handbook - <https://united-church.ca/sites/default/files/2021-04/trustees-handbook.pdf>

The congregation is responsible for appointing a board of trustees at a congregational meeting. A majority of the trustees must be members of the United Church.

The minister is automatically a trustee by virtue of their position.

The trustees are responsible for holding all congregational property for the congregation as part of the United Church. The governing body gives orders and direction to the trustees on property matters. The trustees must comply with all lawful decisions about congregational property that are made by the governing body and the regional council.

In the event that a trustee wishes to resign, the Secretary of the Board must be advised in writing. A congregational meeting will then be held where the congregation will vote to accept the resignation. Also, through a vote at a congregational meeting, the congregation may decide that a person is no longer a trustee.

The Board of Trustees of Duncan United Church consist of a minimum of three and up to seven members, including the minister.

A Trustee serves for an indefinite term.

Section 6 - Unified Board

6.1 Introduction

The Unified Board model unifies the traditional functions of spiritual leadership and financial management in one Board that also coordinates the work of task groups or committees.

The Duncan United Church Unified Board provides

- a. leadership in the care of the spiritual life and the interests of the congregation and
- b. oversight in financial, pastoral relations, record keeping, and reporting matters.

6.2 Duties of the Unified Board (The Manual B.7.4)

1. To define policies consistent with the will of the congregation and in accordance with the Manual of the United Church of Canada.
2. To establish and regularly review the policies of Duncan United Church.
3. To ensure that policies approved by the Congregation are carried out in accordance with the Manual of the United Church of Canada.
4. To ensure that policies and procedures are enacted which will ensure that the day-to-day operations of the church comply with governing laws and regulations.
5. To define and periodically review the vision and mission of Duncan United Church and initiate congregational self-study if deemed necessary.
6. To recommend changes in the organizational structure of Duncan United Church if deemed necessary.
7. To co-ordinate and monitor the performance of the life work of the church and make appropriate recommendations to the Congregation.
8. To receive and consider reports from all members of the Unified Board and representatives of committees.
9. To call and lead an Annual Meeting to conduct the business of Duncan United Church, including the presentation of independently reviewed financial statements and the annual budget proposal of the Finance and Stewardship Committee.
10. To give direction to the Trustees, as necessary, on matters pertaining to property.
11. To represent the Congregation when authorized to do so in meetings with Regional Council.
12. To receive, consider, and communicate proposals from members (The Manual F.1.1). A proposal is a formal request for action on an important issue.
13. To maintain good public relations on behalf of the congregation.

6.3 Meetings

Meetings of the Unified Board shall be held on a regular basis to be determined by the Board. A regular meeting date and time should be established at the first meeting after the Annual Meeting. A special meeting can be called at the direction of the Chair and notice shall be through the Chair or Secretary, preferably in writing and with one week notice.

All ministry staff should provide a written or verbal report to the Board for each meeting.

Meetings are public, with the exception of 'in camera' meetings. 'In camera' meetings, which address personnel matters and other sensitive topics, will be attended by Board members only.

6.4 Quorum

A quorum requires the attendance of the ministry personnel.

The quorum for meetings of the Duncan United Church Unified Board shall be 50% + 1 of the current elected members, excluding minister(s).

6.5 Voting

Each member or designate to the Unified Board is entitled to one vote.

The Chair votes only if there is a tie (The Manual 7.6.1)

The Minister and the Past Chair do not vote.

In some extraordinary situations, a Board decision may be necessary between regularly scheduled meetings. The facts may be presented by email, then each member will reply. The poll should be documented in writing and reflected in the minutes at the next meeting.

6.6 In Camera proceedings

In the event that discussion is required on a topic of a sensitive nature, the Chair will declare a meeting or a portion of a meeting to be held 'in camera'. The Chair will excuse all staff from the meeting.

Confidential minutes will be taken and will be maintained by the Secretary in a secure location.

All information discussed will be held in strict confidence by all involved.

6.7 Records Retention (The Manual A.5.1)

Church records include any kind of recorded information – membership rolls, meeting minutes, baptismal and marriage registers, letters and other documents, plans, maps, drawings, graphic works, photographs, film, microfilm, sound recordings, videotapes, and any other kind of recorded information. All records have historical and legal value and belong to the United Church. They must be kept safe, secure, and under the control of the governing body until they are transferred to the appropriate archives when they are no longer regularly needed.

Section 7 - Membership of the Unified Board

- Officers (must be a full member of the congregation)
 - Chairperson (The Manual B.7.6.1)
 - Vice Chair
 - Treasurer (The Manual B.7.6.3 and G.4.3)
 - Secretary (The Manual B.7.6.2)
- Past Chair – six-month term in advisory capacity – does not vote
- Ministry personnel
- Members-at-Large (up to 4)
- Representatives of Standing Committees

Details of individual roles and responsibilities can be found in Appendix A.

7.1 Eligibility, Nomination, and Selection of Members

PROCEDURES and GUIDELINES:

A Nominating Committee, appointed by the Board, will present a slate of candidates for election at the Annual Meeting. The committee will consider members of the congregation who possess the attributes and gifts needed to fill a particular position, approaching potential candidates and considering recommendations and expressions of interest from individuals.

Officers of the Board must be full members of the congregation (The Manual B.3.3 and B.7.3.1). Exceptions can be made with regional council (PMRC) approval.

Prior to the Annual Meeting, each committee will submit the name of one person (the committee Chair or a member) who will serve as their representative for the following year.

Members-at-Large and Committee Representatives should be full members of the congregation. If a potential Board member is not a full member, the congregation may vote to approve that person at the Annual Meeting. Then the congregation will vote to elect the slate of candidates (with the exception of the Past Chair and Minister(s)).

Prospective members will be advised of the duties and responsibilities of the position before making a final decision on their candidacy.

If any position cannot be filled using the normal procedure or if a position becomes vacant, the Board shall make an appointment as soon as possible, with a vote to ratify the appointment at next Annual Meeting.

The region (PMRC) discourages the practice of having a staff person serve as a voting member of the Unified Board, but in certain circumstances, the Board may allow the practice after:

- reviewing the UCC Conflict of Interest policy to determine how it applies to the staff person - <https://united-church.ca/sites/default/files/conflict-of-interest-policy.pdf>
- identifying the places of real and perceived conflict of interest
- clarifying what areas of decision making will require the staff person to recuse themselves and when they will be required to declare a conflict of interest.

If a conflict of interest is identified during a meeting, the Chair will request that the staff member leave the discussion and refrain from voting.

7.2 Orientation of New Members

Following their election, new members will be provided with reference materials and an opportunity to familiarize themselves with the business of the Board.

7.3 Term of Office

With the exception of the Past Chair and Minister(s), each member of the Duncan United Church Unified Board shall serve a two-year term. An individual shall not serve more than two consecutive terms in a given position or represent more than one committee. The Past Chair will serve a maximum of 6 months.

7.4 Duties of Duncan United Church Unified Board members:

1. Support the vision, mission, values, and goals and serve the overall best interests of DUC.
2. Demonstrate good faith, prudent judgement, honesty, transparency, and openness in their activities on behalf of DUC.
3. Act in a fair and ethical manner in all dealings with the congregation, public, staff, and each other.
4. With assistance from current and former Board members, become familiar with the information contained in this Governance Manual, pertinent sections of The Manual, and any other information relevant to the business of the Board.
5. Demonstrate due diligence and dedication in preparation for and attendance at meetings of the Board and the congregation of DUC.
6. Demonstrate dignity and respect for the governance processes of the Board, including respect for all individuals, a safe atmosphere for candid and respectful conversations, and fair consideration of diverse and opposing viewpoints.

7. Contribute to the work of the Board through voicing concerns, insight or opposition to a decision being considered.
8. Publicly demonstrate acceptance, respect and support for decisions legitimately made by the Board.
9. Disclose any real, potential, or perceived conflict of interest that may arise, and if it is deemed that a conflict does exist, the member will refrain from participating in discussion and voting on the matter.
10. Adhere to a strict duty of confidentiality regarding all matters dealt with during in-camera meetings, especially matters related to personnel or the disclosure of personal information. This is to continue indefinitely after the member has left the Board.
11. Ensure the financial affairs of DUC are conducted in a responsible and transparent manner.

7.5 Responsibilities of Unified Board Members

Members of the Board shall, at all times, act in the best interest of Duncan United Church, setting aside personal self-interest and performing duties in a manner that promotes public confidence and trust in the integrity, objectivity and impartiality of the Board.

Members of the Board shall serve without remuneration, neither directly nor indirectly receiving profit from their position. However, they may be repaid for expenses incurred by them in the performance of their duties.

In order to effectively carry out the work of the Board, members shall commit to attend all Board meetings. If unable to attend, they must inform the Chair. If unable to attend three or more meetings, they should request permission from the Board for a temporary leave of absence.

Members shall adhere to the policies and practices as set in the United Church of Canada – Conflict of Interest Policy - <https://united-church.ca/sites/default/files/conflict-of-interest-policy.pdf>

All Board members will be asked to sign the Covenant of Office and Confidentiality Agreement.

7.6

Covenant of Office and Confidentiality Agreement

I _____, declare that, in carrying out my duties as a member of the Unified Board of Duncan United Church, I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interest of Duncan United Church.
2. Exercise these responsibilities with due diligence, care, and skill in a reasonable and prudent manner.
3. Respect and honour decisions of the Board and congregation.
4. Respect the confidentiality of information about personnel, matters dealt with during in-camera meetings of the Board, and any other matters determined by the Board to be matters of confidence.
5. Conduct myself in a spirit of collegiality and respect the collective decisions of the Board and subordinate my personal interests to the well-being of Duncan United.
6. Immediately declare any real or perceived conflict of interest that may come to my attention.
7. Immediately resign my position as Board Member of Duncan United in the event that I, or my colleagues on the Board, have concluded that I have breached my 'Covenant of Office'.

Signature: _____ Date: _____

Section 8 – Standing Committees

8.1 Definition and Purpose (The Manual B.7.8.1)

The term “committees” includes task groups, steering groups, teams, commissions, and other bodies. Committees may

- a) exist on an ongoing basis without any time limit; or
- b) exist only for a particular time or to complete a particular task.

Committees help the Board fulfill their responsibilities by gathering information, drafting policies, and other activities as directed by the Board. The job of the committee is to bring experience, expertise, and judgement in considering matters in greater depth than would be possible by the whole Board.

Committees consist of volunteers from the congregation who are interested in supporting the work of the committee and its particular focus of ministry, especially those who can offer specific backgrounds and skills.

The Chair of the Board is an ex officio member of all committees.

All ministry personnel called or appointed to the pastoral charge are automatically members of all committees, except the Ministry and Personnel Committee, a Search Committee, and a Nominations Committee.

Other staff will serve as a member of the committee which supports their work.

8.2 Committee Terms of Reference – See Appendix B

Ministry and Personnel – mandatory committee

Finance and Stewardship

Building and Property

Social Justice and Outreach

Pastoral Care

Affirm

Worship

Christian Development

Section 9 - Ministry Personnel

Ministry personnel is a general term that refers to members of the order of ministry, designated lay ministers, candidates serving under appointment, admission ministers serving under appointment, diaconal supply, and ordained supply.

Ministry Personnel are accountable to the region (PMRC).

All Ministers are required to follow the United Church of Canada policy known as *Ethical Standards and Standards of Practice for Ministry Personnel* and are subject to oversight and discipline by the United Church of Canada's Office of Vocation.

Further information may be found at

<https://united-church.ca/handbooks-and-guidelines>

<https://united-church.ca/sites/default/files/ethical-standards-practice-ministry-personnel.pdf>

Section 10 - Other Staff

1.1 Staffing Model

In 2012 the Joint Needs Assessment Committee recommended a staffing model which was implemented following approval at a congregational meeting on April 22, 2012.

In 2023, Duncan United continues to operate with flexibility under this model, working within our financial ability to fulfill our commitments to our congregation and outreach.

At this time, we employ one full time minister, with a varying number of permanent, casual, and contract positions. In addition, some professionals, such as musicians, receive an honorarium for their work.

1.2 Types of Employment Relationships

- Full-time or Part-time Permanent Employees earn employment income as an integral part of the community of faith.
- Term (Temporary or Seasonal) Employees are employed for a specified period of time, or on an intermittent (as-needed) basis. They may be paid an hourly rate or receive a regular salary.
- Casual Employees work in a position having no specified or guaranteed schedule. They are contacted when work is available as in sick or vacation relief.
- Fee for Service Contracts are entered into for a specific task or project. Contractors are not considered to be employees and do not receive a T4 form at year-end. They submit an invoice for the service they provide and receive a T4A.
- An honorarium, or stipend, is a monetary payment or reward usually in recognition of gratuitous or professional services which are provided in a voluntary manner without expectation of a fee or where custom or propriety does not set a price.

Further information may be found in the Duncan United Church Human Resources Manual.

Section 11 - Pastoral Relations (The Manual Section I)

Pastoral relations matters involve ministry personnel and the terms and conditions on which they serve the community of faith. The Unified Board deals with pastoral relations matters as directed by the congregation.

The community of faith is responsible for preparing and regularly updating a Community of Faith Profile (The Manual I.1.4) and filing the profile with the regional council (PMRC). When the community of faith is considering a change to the pastoral relationship, they must update the Community of Faith profile.

<https://united-church.ca/sites/default/files/pastoral-relations-guidelines-community-of-faith-profile.pdf>

A Search Committee will be appointed by the Unified Board. After conducting a search, the committee will make a recommendation for the position.

A congregational meeting will be called, at which time the Community of Faith congregation will make a decision on the Search Committee's recommendation.

Pastoral Relations resources are available from the General Council Office. These may be found at <https://united-church.ca/handbooks-and-guidelines> under the heading Pastoral Relations: Call & Appointment.

Section 12 - Resolution of Informal and Formal Complaints (The Manual – Section J)

1.1 Conflict within the congregation

In the event that conflict arises among individuals and/or groups within the congregation and the staff, the chair of Ministry and Personnel either individually or in consultation with others of the Committee, shall attempt to resolve the problem. The Chair of Ministry and Personnel shall be empowered to respond to requests to resolve conflicts or initiate conciliatory action as deemed necessary. Every attempt should be made to preserve lines of responsibility and accountability. Conflict between members of the congregation, or between the Church and others is the responsibility of the Chair of the Unified Board.

See also DUC Human Resources Manual – Conflict Resolution Policy 3.5

1.2 Ministry Personnel

Following the Principals of Conflict Resolution (the Manual J.3), guidance and assistance with informal dispute resolution processes will be provided by the Office of Vocation, responsible for oversight of ministry personnel, and the Regional Council (PMRC), responsible for discipline of congregational designated ministers.

1.3 Community of Faith

The Regional Council (PMRC) is responsible for the oversight of communities of faith and must respond appropriately to any concerns that come to its attention about the state of a community of faith.

1.4 Lay People – (The Manual J.8)

In the event that a formal complaint (the Manual J.8.3) is made to the governing body about a person who is a lay person or adherent, it is mandatory that the governing body initiate the United Church of Canada's Dispute Resolution Policy.

https://united-church.ca/sites/default/files/handbook_dispute-resolution.pdf

1.5 Sexual Misconduct – (The Manual J.12.1)

The UCC Sexual Misconduct Prevention and Response Policy and Procedures must be followed for a formal complaint of sexual misconduct.

<https://united-church.ca/sites/default/files/2021-01/sexual-misconduct-prevention-response-2020.pdf>

1.6 Workplace Discrimination, Harassment, and Violence

In the case of a complaint against a respondent who works for or is accountable to the community of faith, the UCC Workplace Discrimination, Harassment, and Violence Prevention and Response Policy will be followed.

<https://united-church.ca/sites/default/files/2022-07/harassment-policy-2022.pdf>

See also DUC Human Resources Manual – Workplace Discrimination, Harassment, and Violence Prevention and Response Policy 3.4

Appendix A

Duncan United Church Unified Board Executive Duties

Chair

The Chair of the Unified Board is responsible for:

1. Providing leadership to the Unified Board
2. Serving as a point of connection and communication between the congregation, the Unified Board, and the Committees
3. Being in constant communication with the Vice Chair, Treasurer, Secretary and Committee Chairs
4. Meeting regularly with the Minister
5. Being the point of contact and communication should extraordinary issues arise which the Unified Board needs to address
6. Creating and distributing an agenda for each Unified Board Meeting
7. Presiding and keeping order at the meetings of Unified Board
8. Taking votes at meetings and announcing the results
9. Voting only if there is a tie vote
10. Planning an agenda for the Annual Congregational Meeting
11. Presiding over the Annual Congregational Meeting
12. Providing a training process for new Board members
13. Presiding over the Unified Board retreats when they take place
14. Providing a brief synopsis of Board Meetings and other Board related information for the weekly Dove newsletter and the Church newsletters

Duncan United Church Unified Board Executive Duties

Vice Chair

Support and assist the Chair as necessary in carrying out their duties.

Support and assist the Chair as necessary in dealing with extraordinary issues that arise.

Be prepared to step in if the Chair is unable to attend meetings.

Ideally, election to the Vice Chair position will serve as an opportunity to become familiar with the business of the Board. It is the expectation that the Vice Chair will move up to the position of Chair when their term is complete.

Duncan United Church Unified Board Executive Duties

Secretary

Record minutes of regular Unified Board meetings and special Board meetings.

Record minutes of congregational meetings including AGM and special meetings.

Transcribe minutes and distribute as required to Board members, staff, and congregation.

Collect committee reports, correspondence and other documentation for upcoming meetings and distribute as required prior to the meeting.

Maintain a permanent record of all minutes, reports, and correspondence, providing a hard copy for the office and an ongoing digital file which will also be provided to the office for safe storage.

Prepare correspondence, as required, to conduct the business of the Unified Board.

Maintain and monitor a record of motions and policies passed by the Board which require follow-up.

Work with the Board to complete an annual review of the Governance Manual. Ensure that any new or revised policies are properly recorded in the Manual.

Work with the Board Chair to provide a training process for new Board members, including distributing a copy of the Governance Manual and other orientation materials.

When term is complete, provide training, orientation, and assistance as needed for incoming Secretary.

Duncan United Church Unified Board Executive Duties

Treasurer

Responsible for verifying the tracking of and management of the church's donations, finances and financial obligations. The Treasurer works with the Finance and Stewardship Committee as well as the Unified Board to manage the church's finances and fundraising, and to verify the general bookkeeping and tax responsibilities carried out by the Bookkeeper.

Monthly

- Meet with Bookkeeper monthly to review all bookkeeping.
- Present a monthly statement, including a written report, to the Finance and Stewardship Committee for approval to take to the Unified Board meeting.
- Present a monthly statement, including the written report, to the Unified Board and ultimately the church members.

Annually

- Build and present annual budget to Finance and Stewardship Committee, then Unified Board, and ultimately to the congregation at the Annual Meeting.
- Present annual report at the Annual Meeting.

General

- Review finances and stay aware of any upcoming expenses, events, or changes to the Church's operation.
- Actively and regularly assess how we are doing compared to the budget.
- Assist in presenting any initiatives or spending requests.
- Advise whether funds are available to pursue proposed church projects or activities.

Other:

- Signing authority – second signature on cheques.
- Assist and advise on investment options for funds.
- Track investments and provide earnings statement.
- Assist and advise on loan options for various projects.
- Assist with employee salary reviews and increases, as needed.
- Participate in financial audits, as needed.
- Review various tax forms for submission to Canada Revenue Agency.

Appendix B

Standing Committee Terms of Reference

Additional Standing and/or Ad Hoc committees may be established by the Board as needed.

Ministry and Personnel Committee

The Ministry and Personnel Committee is a mandatory committee, whose responsibilities are described in The Manual - Section B.7.8.5:

- a) being available for consultation and support for matters involving the pastoral charge staff;
- b) overseeing the relationship of the pastoral charge staff to each other and to people in the congregation;
- c) regularly reviewing the working conditions, responsibilities, and compensation of all pastoral charge staff;
- d) making any recommendations needed as a result of these reviews to the governing body;
- e) revising position descriptions of pastoral charge staff as needed;
- f) conducting annual performance reviews of the pastoral charge staff;
- g) ensuring pastoral charge staff make use of opportunities for continuing education that they have been given; and
- h) maintaining close contact with the regional council Pastoral Relations Committee or equivalent.

In addition, the Ministry and Personnel committee is responsible to:

Attend the Unified Board meeting to present a report and recommendations.

Develop and update human resources policies.

Social Justice and Outreach

Increase understanding and awareness for outreach and social justice issues at a local, national, and international level.

Act as an umbrella group for all outreach programs at Duncan United Church.

Roles and Responsibilities

- Retain clear communication between the Social Justice and Outreach Team and the Mission and Service Committee, the Unified Board and Ministerial Staff.
- Encourage participation of people of all generations and from all walks of life in the work of the Social Justice and Outreach Team.
- Build awareness of social justice issues in our church family and promote congregational activities that reach out to people in the world about us.
- Take a leadership or supportive role as needed in advocating social justice issues within the Cowichan community and beyond.
- Foster community partnerships.
- to inform the congregation with respect to the church's concerns re social, cultural, political, and economic issues through the development and study of action-oriented programs
- to give recognition and support to individuals and other non-profit groups in their Social Justice Outreach activities
- to prepare annually in consultation with appropriate groups, a committee budget to be presented to the Finance Committee
- to authorize expenditures within the budget
- to provide fund raising events to alleviate the costs of running the outreach programs in our church.
- to keep informed of the activities of the Pacific Mountain Region in this area.

Under our Outreach Umbrella

- Community Dinner - hot meal provided for those in need once a month.
- Meals on the Ground – sponsorship of this community-based organization that feeds the homeless three times a week. We offer the use of the hall and kitchen. We also supply one hot meal per month for this program.
- Rent and Hydro Subsidies – Help people keep housed and warm through subsidizing their rent or hydro when they face eviction or disconnection. This is funded by fundraising events, grants, and donations from the congregation.
- Cowichan Basket Society – We provide a member to sit on the Board at the Cowichan Basket Society and to attend the monthly meetings and volunteer there when able.
- Sponsorship of 12 step groups with the use of rooms for their meetings.
- Support the Mission and Service through fundraising events i.e. Skills and Service Auction

Under our Social Justice Umbrella

- Support community groups and host our own events bringing awareness to justice issues in our community and world.
- Film nights to show awareness of issues facing our world with a focus on the environment and homeless people.
- Support ARC and other groups who work towards helping people of minority in our world. i.e. First Nations, Home Children, LGBTQ2+, Homeless and other minority groups.

Affirm

- To explore opportunities to facilitate educational and spiritual workshops around marginalized people including all people of diverse needs, age, abilities, orientation, and gender.
- To reach out and connect with LGBTQ2S+ groups in our community to discern how we might support them explore and celebrate their spirituality.
- To continue to make public that we are an Affirming Ministry on our website, in our newsletters, annual reports, and bulletins. To have visible and audible signs of welcome to LGBTQ2S+ people inside and outside our church building.
- To celebrate our anniversary of becoming an Affirming Ministry each year as well as celebrating PIE Day and participating in Pride events.
- To provide an annual report to Affirm United and to pay our annual Affirm United membership dues.

Affirming Vision Statement

We are a faith community committed to sharing God's love and grace through the Gospel of Jesus Christ.

We warmly welcome people of all Nations, ethnicity, colour, sexual orientations, gender identities, age, abilities, marital status, social or economic circumstance to take part in every aspect of church life including worship, study, work, action, and fellowship.

In our process of honouring diversity and challenging injustice with those who bear the weight of discrimination, we commit ourselves to openness, growth, and education. We are dedicated to work and live towards justice and freedom for All Our Relations.

Our Vision of the future is not complete without you.

Pastoral Care

“I am giving you a new commandment. You must love each other, just as I have loved you. If you love each other, everyone will know that you are my disciple.”

The mandate for pastoral care has ancient roots, not the least of which is Jesus’ commandment to love one another. I like to think of it as an invitation to experience and explore our innate desire to love and be loved.

The community of faith is the perfect place to encounter the presence of Jesus in the variety of human beings that are connected one way or another to DUC. Each interaction is a pastoral care opportunity. Just being a caring presence to one another does wonders.

Within the governance model of the church is the acknowledgement of the importance of pastoral care. The purpose of the Pastoral Care committee is to identify the varied pastoral care needs of the faith community and to create a strategy to respond. The challenge is to find and support visitors to hospitals, care homes and individual/families in their own homes.

Contact can be maintained through cards, phone calls home visits and availability at the church services, programs and events. It is important that designated visitors be sensitized to the vulnerabilities of the people they visit and be cleared through the process of a criminal record check.

PROCEDURES and GUIDELINES

The duties of the Minister of Pastoral Care include coordinating the overall approach to pastoral care needs, acting as sounding board for individual and collective pastoral concerns, providing individual pastoral counselling sessions as requested, and maintaining contact with individuals/couples/families.

The Pastoral Care Committee:

- creates a strategy to respond to the varied needs of the people of DUC.
- identifies the pastoral care needs of the faith community and creates ways to respond.
- finds and supports visitors to hospitals, care homes and individuals or families in their own homes.
- maintains contact through cards, phone calls, home visits and availability at church services, programs, and events.
- provides training to sensitize visitors to the vulnerabilities of the people they visit.

As per DUC’s policy regarding Criminal Records Checks, visitors working with vulnerable people must submit a Criminal Record Check (CRC) to the office every three years.

RESOURCES:

“Connection, Engagement, Nourishment and Care” - Pastoral Care Development Project – Duncan United Church (January – April 2020) – Joan Barwise MSW

Christian Development

- promote, develop and support groups, programs and events for spiritual growth within the congregation – e.g. library, Bible study, adult faith studies
- provide support for the Co-ordinator and the programs of the Children, Youth and Families Ministry

Worship

- collaborate with staff on the development and evaluation of worship services that meet the needs of the congregation
- in consultation with staff, be responsible for lay support and participation in regular church services as well as special services (funerals, Holy Week, Christmas, Easter, etc). Establish individuals or teams to
 - coordinate and oversee the activities of ushers and greeters
 - coordinate serving team and preparations for the sacrament of communion
 - coordinate decoration of the sanctuary – candles, liturgical colours, etc.
- provide support for the Music Director and the choir
- pulpit supply
- care home services
- to maintain Church Roll in consultation with Minister(s) and Administrative Coordinator

Finance and Stewardship

Refer to duties and responsibilities of the Treasurer and Bookkeeper.

- Stewardship of financial resources
- Interpret and communicate to the congregation the need for financial commitment and contribution for the mission, operation and maintenance of Duncan United Church and the wider church. The use of various methods of contribution such as PAR, envelopes, direct deposit, share transfer, etc. to fulfill this commitment.
- Provide information on memorial contributions, wills and bequests, and other methods of special contribution.
- Prepare long term strategies for timing, type, and scope of fundraising programs for major Church building, property and maintenance requirements.
- Monitor frequency and effectiveness of such programs so they are a positive support to the annual budget and the goals of the congregation.
- Prepare an annual budget in consultation with the Treasurer, appropriate groups, and staff to be presented at the annual meeting.
- Participate in loan and grant applications.
- Report to the Board on Finance and Stewardship activity and needs.

Committee groups to consult with:

Memorial and Visioning Fund

Thrift Shop

Church Administrator

Ministerial

Building and Property

Building & Property

- Prepare an annual budget of property and building needs for the treasurer for presentation to the Annual meeting.
- Deal with any expenditures outside the approved budget with a limit of \$1000.00 without referring to a Unified Board meeting.
- In consultation with the treasurer, prepare cost estimates and quotations for projects costing greater than \$1000 for presentation to the Unified Board.
- Report to the Unified Board meeting on building and property activity and needs.
- Ensure adequate and continuous communication with the congregation on building and property projects.
- Work with the Church Custodians in their area of responsibility as defined in the job description.
- Supervision of construction projects.
- Consult with the Minister (Clergy) on any needs and concerns of property and building.
- Work with Administrator to maintain accurate records relating to the DUC building – building plans, appraisals, maintenance and repair records, renovation records, etc.

Groups and staff to consult with:

Security Services

Safety Committee

Use of Building

House Rules and Procedures

Treasurer