

BC Conference Executive Governance Policies

Name		Approved	Last Amend	Last Review
Ends				
Goldenrod 1	Mission Statement	Nov/00	Mar/03	Mar/03
Goldenrod 2	Vision – Healthy Congregations and Ministries	Sep/02	Mar/03	
Goldenrod 4	Vision – Effective Leadership	Nov/02	Mar/03	
Goldenrod 5	Vision – Faithful Public Witness	Sep/02	Nov/03	
Goldenrod 6	Priorities	Nov/04	Nov/06	Nov/07
Goldenrod 7	Ends	Mar/08		
Goldenrod 8	Practices Statement	May/04		
Executive Secretary Limitations				
Salmon 1	General Executive Secretary Constraint	May/01	Mar/03	Mar/08
Salmon 2	Personnel	May/01	Nov/05	Mar/08
Salmon 3	Treatment of Beneficiaries	May/01	Mar/06	Apr/07
Salmon 4	Emergency Succession	May/01	Nov/06	Mar/08
Salmon 5	Communication & Support to Conference Executive	May/01	Mar/04	Apr/07
Salmon 6	Budgeting	May/01	Nov/01	Mar/06
Salmon 7	Financial Condition	May/01	Mar/04	Nov/02
Salmon 8	Bequests and Unsolicited Donations	Nov/08		
Salmon 9	Protection of Assets	May/01	Mar/04	Mar/06
Salmon 10	Grants and Loans	May/01	Nov/06	Nov/06
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Conference Executive-Staff Relationship				
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Blue 2	Monitoring Executive Secretary Performance	May/01		
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Practices and Procedures				
Yellow 1	Conference Executive Correspondence	Mar/03	Nov/07	Nov/07
Yellow 2	Conference Executive Creative Conflict	Nov/05	Mar/08	Mar/08
Yellow 3	Conference Executive Perpetual Calendar	Nov/01	Mar/05	Nov/07

BC Conference

The United Church of Canada

Mission

Policy Type: Ends

Adoption Date: November 2000

Modification Date: May/01; Sept/02; Nov/02; Mar/03

Review Date: Nov/02; Mar/03

The mission of the BC Conference Executive is:

- healthy congregations and ministries;
- effective leadership;
- faithful public witness.

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Vision – Healthy Congregations & Ministries

Policy Type: Ends

Adoption Date: September 2002

Modification Date: Mar/03

The vision of BC Conference Executive regarding “Healthy Congregations and Ministries” is:

Mission that:

- is clear and articulated
- is rooted in United Church of Canada heritage;
- is part of the global body of Christ

Worship and Spirituality that:

- is rooted in scripture, tradition, and our lived experience;
- builds up the body of Christ;
- is inspired and inspiring;
- nurtures personal and corporate spiritual growth

Leadership that:

- is gifted and led by the Spirit
- is fittingly trained and equipped;
- has a clear, shared mission and vision;
- is empowered by and empowering of the congregation
- is able to recognize and respond to conflict

Evangelism that:

- is grounded in the gospel story, appropriated in a deep, life-giving faith
- is shared and spoken with the spirit of enthusiasm and love
- is the outpouring of a joyful life

Fellowship that:

- deepens relationships as brothers and sisters in Christ
 - is deeply joyful even when sharing sorrow
- is caring, safe and respectful
- reconciles conflict and hurts
- is welcoming of all ages and cultures

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Vision - Healthy Congregations (Page 2)

Discipleship that:

- calls every person into the faithful service of Jesus;
- honours and builds up the individual gifts of all;
- is grounded in the Christian story and responsive to the world
- calls out sacrificial giving
 - money
 - time
 - talents

Outreach and Service that:

- embodies the love and communion of Christ both locally and globally
- responds sacrificially to the needs of the world from a sense of gratitude
- initiates action in a timely manner

Organizational Structures that:

- embody the vision, purpose and goals of the congregation
- are accessible to all
 - transparent decision-making
 - transparent communication
- are functional and efficient
 - recognize and respond well to conflict

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Vision – Effective Leadership

Policy Type: Ends

Adoption Date: November 23, 2002

Modification Date: Mar/03

The vision of BC Conference Executive regarding “Effective Leadership” is:

The church longs for leadership that passionately proclaims the gospel and so we seek

- leadership that it is rooted in the biblical narrative;
- leadership that is being transformed / converted by the good news;
- leadership that is in service to Jesus Christ;
- leadership that dares to risk speaking the truth in love;
- leadership whose way of life bears witness to their faith;
- leadership with evident spiritual gifts (teaching/preaching/healing)
- leadership that is called and set apart
- leadership with knowledge and understanding of United Church polity.

This kind of leadership

- leads people into life within the biblical story;
- leads the community in its covenanted relationship with God;
- leads by building up the community, Body of Christ, Church, and the people of God;
- leads in ways appropriate to the cultural context.

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Vision – Faithful Public Witness

Policy Type: Ends

Adoption Date: September 2002

Modification Date: Nov/03

The vision of BC Conference Executive regarding “Faithful Public Witness” is:

- witness that is:
 - practiced by congregations, presbyteries, conference, leaders and members
 - grounded in the scriptural and theological basis of public witness and action;
 - grounded in prayer and spiritual disciplines;
 - empowered and able to act;
 - well-informed about the major social and cultural issues facing the church and world.
- Conference and coalition-based educational and advocacy initiatives in the areas of:
 - right relationships with First Nations brothers and sisters, including just treaty negotiations and residential school resolution;
 - provincial government policies;
 - racial justice;
 - HIV/AIDS.

As we work toward this vision of Faithful Public Witness, we shall:

1. act with integrity
 - ensuring our faith and actions are congruent
2. respect diversity
 - consulting with others, honoring the views of others
3. collaborate with others in the church and community
 - in particular, in the UCC and among coalition groups
4. be pro-active
 - initiating action and willing to take risks
5. be prophetic
 - offering challenge to injustice, comfort to the afflicted.

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Priorities

Policy Type: Ends

Adoption Date: November 2004

Modification Date: November 2006

Review Date: November 2007

1. To fulfill its mission, the present priority of the BC Conference Executive is Effective Leadership.

“Effective” means that leaders:

- help their communities embrace change and achieve their goals
- are rooted in the biblical narrative
- are passionate about their Christian faith
- have lives that bear witness to their faith
- are clear about their call
- have evident spiritual gifts

“Leadership” means that these people:

- are called and set apart
- are well supported and challenge
- are fittingly trained and equipped
- move the community deeper into its covenanted relationship with God
- dare to risk speaking the truth in love

The following groups of people will receive priority attention:

- a. Ministry Personnel
 - ministry personnel will be able to receive safe and expert Pastoral Care and/or Spiritual Guidance within church structures
 - b. youth
 - c. major Conference, presbytery and congregational leaders
 - d. First Nations
 - e. Ethnic and Multicultural Ministries
2. Outdoor Ministry

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Ends

Policy Type: Ends
Adoption Date: March 2008
Modification Date:

BC Conference Executive supports and oversees Presbyteries, Congregations and Conference ministries within the bounds of BC Conference with available resources.

It does so by undertaking to achieve the following goals (2008-2011):

1. GOVERNANCE

- a. Strengthen the identity and cohesiveness of the United Church in BC, and the level of confidence and competence in and of its leadership.
- b. Provide sustainable structural and program support to Presbyteries.
- c. Establish a strategic policy and planning function or capacity.

2. OPERATIONS

- a. Achieve and maintain financial stability and sustainability.
- b. Allocate financial resources to support priority ministry and organizational needs.
- c. Provide institutional oversight to ensure church structures are legal and functional.

3. MINISTRY

- a. Provide effective oversight of the standards and placement of new ministry personnel.
- b. Provide a full range of human resource management support and services for ministry personnel and institutions in BC Conference.
- c. Provide professional development programs to enhance priority skills and abilities for effective ministry.

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Practices Statement

Policy Type: Ends
Adoption Date: May 2004
Modification Date:

As a living witness to the gospel of Jesus Christ, BC Conference Executive of The United Church of Canada seeks:

1. To be rooted in gospel memory and hope by
 - a. Faithfully keeping our covenants with God and neighbour
 - b. Stewarding our inheritance of scripture and tradition
 - c. Proclaiming and embodying God's new creation
 - d. Practicing hospitality with strangers and making room for diversity, and

2. To build up the Body of Christ by
 - a. bringing differences to the table of reconciliation
 - b. ordering our life together justly and with compassion
 - c. stewarding resources faithfully
 - d. practicing the disciplines of worship, prayer and spiritual discernment

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General Executive Secretary Constraint

Policy Type: Executive Secretary Limitations

Adoption Date: May 25/01

Modification Date: Mar/03

Review Date: Apr/02; Mar/03; Mar/05

The Executive Secretary shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted church, business and professional ethics.

1. No decisions shall be taken which properly belong to BC Conference or its Executive as provided by 7.6 of the Basis of Union and Sections 420-429 and others of The Manual, and other policies of the United Church of Canada.
2. Dealings with staff and volunteers shall not be inhumane, unsafe, unfair or disrespectful.
3. Budgeting shall not deviate significantly from Conference Executive "Ends" priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.
4. Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Conference Executive "Ends" priorities.
5. Assets may not be unprotected, inadequately maintained or unnecessarily risked.
6. There shall be no conflict of interest in awarding purchases, contracts or in making other decisions.
7. Information and advice to the Conference Executive will have no significant gaps in either timeliness, completeness or accuracy.

BC Conference

The United Church of Canada

Personnel

Policy Type: Executive Secretary Limitations
Adoption Date: May 25/01
Modification Date: Nov/05
Review Date: Apr//02; Mar/05

Dealings with staff and volunteers shall not be inhumane, unsafe, unfair or disrespectful.

Accordingly, the Executive Secretary shall not:

1. Allow any employment practice which is unethical, imprudent or unlawful.
 - a. contravene the Labour Relations code of the Province of BC.
 - b. violate the Human Relations Policies of the United Church of Canada.
 - c. allow nepotism or unreasonable preferential treatment for other personal reasons influence hiring or the awarding of contracts.
 - d. enter into an employment agreement without a written, signed contract describing the conditions of employment.
 - e. fail to establish written job descriptions for each staff member.
 - f. fail to establish and make known to staff written personnel policies and procedures that are equitable, humane, and collegial.
 - g. fail to establish and make known a grievance procedure for staff which addresses their concerns regarding working conditions or treatment, policies, procedures or disciplinary actions in a timely and fair fashion.
 - h. neglect regular written and verbal performance reviews with personnel.
2. Promise or imply permanent or guaranteed employment without limit.
3. Allow compensation and benefits for staff to deviate from the salary and benefits guidelines of the United Church of Canada.
4. Allow compensation and benefits for contract staff to deviate significantly from the geographic and/or professional market for the skills employed.
5. Create compensation obligations over a longer term than revenues can be safely projected.

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Treatment Of Beneficiaries

Policy Type: Executive Secretary Limitations

Adoption Date: May 2001

Modification Date: Mar/04; Mar/06

Review Date: Apr/07

With respect to the beneficiaries of the work of BC Conference, the Executive Secretary shall not allow any conditions, procedures, or decisions that are unsafe, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Executive Secretary shall not:

1. Fail to comply with privacy and personal information protection laws of the federal and provincial governments.
2. Gather personal information for which there is no clear necessity.
3. Use methods of collecting, reviewing, transmitting, or storing personal information that fails to protect against improper access to the material elicited.
4. Disclose personal information without the consent of those persons to organizations or persons outside of the United Church of Canada except when mandated or allowed to do so by law.
5. Fail to establish a clear understanding of what products and services might be available and what might not be available from BC Conference.

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Emergency Succession

Policy Type: Executive Secretary Limitations

Adoption Date: May 2001

Modification Date: Nov/06

Review Date: Mar/05; Mar/06; Nov/06; Apr/07

In order to ensure consistent service in the event of the sudden loss of Executive Secretary services, the Executive Secretary shall not fail to have a written emergency succession plan in place.

1. This plan must have no fewer than two other staff familiar with Conference Executive and Executive Secretary issues and processes.
2. This plan must also identify two people who are able to exercise Executive Secretary responsibilities.

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Communication and Support to the Conference Executive

Policy Type: Executive Secretary Limitations
Adoption Date: May/01
Modification Date: Mar/03; Mar/04
Review: Nov/02; Mar/04; Apr/07

The Executive Secretary shall not permit the Conference Executive to be uninformed or unsupported in its work.

Accordingly, the Executive Secretary shall not:

1. Permit information and advice to the Conference Executive to have significant gaps in timeliness, completeness or accuracy.
 - a. Let the Conference Executive be unaware of relevant trends, significant national policy changes, anticipated adverse media coverage, or significant changes among the ownership or beneficiaries, particularly changes in the assumptions upon which any Conference Executive policy has previously been established.
 - b. Fail to marshal for the Conference Executive as many staff and external points of view, issues and options as needed for fully informed Conference Executive decisions.
 - c. Neglect to submit monitoring data required by the Conference Executive in a timely, accurate, and understandable fashion, directly addressing provisions of Conference Executive policies being monitored.
 - d. Present information in unnecessarily complex or lengthy form.
2. Fail to advise the Conference Executive if, in the opinion of the Executive Secretary, the Conference Executive is not in compliance with its own policies.
3. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Conference Executive.
4. Fail to supply for the Conference Executive's agenda any item required by law or the Manual to be approved by the Conference Executive.
5. Fail to report all received correspondence directly addressed to the Conference Executive or its officers; or fail to present for consideration any correspondence on matters falling within the job description of the Conference Executive.
6. Fail to include the Conference Executive in any public press release mailing.
7. Fail to provide adequate financial and personnel resources for the work of the Conference Executive, its officers and committees.

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Budgeting

Policy Type: Executive Secretary Limitations
Adoption Date: May 25, 2001
Modification Date: Nov/01
Review: Nov/02; Mar/06

Budgeting shall not deviate significantly from Conference Executive “Ends” priorities, risk fiscal jeopardy nor fail to show a generally acceptable level of foresight.

1. The Executive Secretary shall not fail to present a viable operating budget for the next fiscal year to the Conference Executive each year by the Fall meeting of BC Conference Executive for approval.
2. The budget format shall not deviate from generally accepted accounting principles and practices.
3. Budgets shall reflect a commitment to the long-range sustainability of the work of Conference.
4. Budgets will neither jeopardize nor be inconsistent with the Conference’s mission, long-term goals and strategies.
5. Revenues and expenditures are not to be budgeted without reference to past experience and to realistic projections.
6. No budget shall be presented where expenditures are greater than a combination of revenue and other funds available for use by the Conference’s operating budget.
7. Restricted funds will not be used for purposes other than those specified by the funds’ terms of reference.
8. Budgets will not transfer revenues or expenditures from other funds if the terms of the funds disallow such transfers.
9. Information to the Conference Executive shall not lack sufficient detail to enable the Conference Executive to assess the viability of the budget, nor will it exclude an articulated list of planning assumptions.
10. No budget shall remain unamended after it is recognized that it no longer represents the Executive Secretary’s best estimates of revenues and expenditures for the fiscal year.

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Financial Condition

Policy Type: Executive Secretary Limitations
Adoption Date: May 25, 2001
Modification Date: Nov/02; Mar/04
Review: Nov/02

Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Conference Executive “Ends” priorities.

Accordingly the Executive Secretary will not:

1. Allow the expenditure of funds within the fiscal year to exceed anticipated unencumbered revenue for the same period of time.
2. Allow funds to unduly accumulate without being used for the purposes for which they were established.
3. Borrow money for the operations of B.C. Conference.
4. Fail to pay all liabilities for payroll, suppliers, and taxes as due.
5. Allow expenditures to deviate significantly from priorities as established by the Conference Executive.

BC Conference

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Bequests and Unsolicited Donations

Policy Type: Executive Secretary Limitations
Adoption Date: November 2008
Modification Date:
Review:

No bequest or unsolicited donation shall be refused except those whose source and/or terms of use jeopardizes the mission, reputation, or tax status of the Conference.

1. Donations shall not be received directly from lottery funds.
2. No bequest or unsolicited donation shall be received whose terms are not in alignment with the Conference mission without first seeking to have the terms broadened or refocused in a Conference mission area.
3. No bequest or unsolicited donation shall be accepted if the perceived costs of receiving and administering that gift exceeds the benefit of the gift.
4. Authority for designating bequests and unsolicited donations that are undesignated:
 - \$1 – 25,000 Executive Secretary
 - \$25,001 – 250,000 Executive Secretary upon the recommendation of the Finance Council
 - \$250,001 + Conference Executive upon the recommendation of the Executive Secretary

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Protection Of Assets

Policy Type: Executive Secretary Limitations
Adoption Date: May 25, 2001
Modification Date: Mar/04; Nov/08
Review: Nov/02; Mar/04; Mar/06

Assets may not be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Executive Secretary shall not:

1. Fail to insure assets against loss by fire and theft less than 100% of replacement cost.
2. Place any bank account with an institution which is not insured by the Canadian Deposit Insurance Corporation or Credit Union Stabilization Fund.
3. Invest or hold capital in insecure instruments.
4. Exclude any asset from a register of assets.
5. Receive, process or disburse funds under controls which are insufficient to meet the Conference Executive-appointed auditor's standards.
6. Jeopardize the intellectual property, information and files through loss, theft, significant damage or unauthorized duplication.
7. Jeopardize the charitable tax receipt status of the Conference.
 - a. issue charitable tax receipts for organizations other than those directly related to the United Church of Canada
8. Acquire, encumber or dispose of real property except that held by the Property Development Council and then only following the terms and procedures of the Property Development Council.
 - a. enter into substantive negotiation regarding the acquisition, encumbrance or disposal of real property held by the Property Development Council without informing the Property Development Council.
9. Unnecessarily expose the Conference, its Executive or staff to claims of liability.
10. Endanger the Conference's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

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Grants And Loans

Policy Type: Executive Secretary Limitations

Adoption Date: May 2001

Modification Date: Nov/06

Review Date: Mar/06; Nov/06

The Executive Secretary may not enter into any grant or loan arrangement that fails to emphasize primarily the Ends adopted by the Conference Executive.

Accordingly, the Executive Secretary shall not:

1. Fail to adequately inform potential applicants of the Ends to be achieved.
2. Fail to assess and consider an applicant's capacity to produce appropriately targeted, effective results.
3. Fail to annually assess the effectiveness of grant and loan policies against the accomplishment of Conference Executive Ends.

BC Conference

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Investments

Policy Type: Executive Secretary Limitations
Adoption Date: March 2004
Modification Date: Mar/06

The Executive Secretary will not allow the investment of Conference funds in any non-productive or insecure instruments or in a manner that does not meet the “prudent person portfolio approach” standard.

1. No investments will be made that:
 - a. are not marketable;
 - b. do not trade in a recognized North American market;
 - c. fail to maximize the rate of return based on prudent judgment and subject to other provisions of this policy;
 - d. do not take into consideration the impact of inflation;
 - e. do not achieve a prudent level of diversification with respect to asset classes, market sectors, and term of interest bearing securities;
 - f. are incongruent with a socially responsible approach to investing represented by standards such as The Jantzi Social Index;
 - g. do not anticipate enough liquidity to assure the daily cash requirements of the Conference;
 - h. fail to consider acceptable levels of fluctuation in the investment portfolio.
2. The Executive Secretary shall not fail to have an investment policy, reviewed regularly, that outlines the purpose, performance objectives, level of risk, and asset allocation range of the investment portfolio.
3. In reference to #1, exception will be made to allow the investment of a predetermined percentage of the assets in loans to congregations or Conference missions that do not qualify to obtain loans and/or mortgages from traditional sources due to ownership and/or credit issues.

BC Conference

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Vendor Relations

Policy Type: Executive Secretary Limitations

Adoption Date: May 2001

Modification Date:

Review Date: Apr/07

The values of British Columbia Conference are reflected in its vendor activities. Conference also wishes to operate at the lowest possible cost with the best value in its purchases. Accordingly,

1. The Executive Secretary shall not deal with any vendor who clearly contradicts the values and ends of British Columbia Conference.
2. In relations with vendors who are not excluded by the above, the Executive Secretary shall not:
 - a. make any purchase from a vendor which does not represent best value.
 - b. treat any vendor in an unfair or inequitable manner, nor give any preference based on any criterion other than the delivery of best value.
 - c. violate the terms of the purchase or contract agreement.

BC Conference

The United Church of Canada

Executive Secretary Relationship

Policy Type: Conference Executive – Staff Relationship

Adoption Date: May 2001

Modification Date: Nov/03

Review Date: Nov/03; Nov/06

The Conference Executive's sole official connection to the operational organization, its staff and work will be through the Executive Secretary.

1. The Executive Secretary is authorized to establish further policies, take actions and develop activities which are faithful to the Conference Executive Ends policies, except those that properly belong to BC Conference or its Executive as provided by 7.6 of the Basis of Union, and Sections 420-429 and others of The Manual, and other policies of the United Church of Canada, or are withheld by the Executive Secretary Limitations policies as reasonably interpreted by the Executive Secretary.
2. The Executive Secretary shall be directed by the Conference Executive only through written policies which describe the Ends to be achieved and the Executive Secretary Limitations to actions.
 - a. Decisions or instructions of individual Conference Executive members, officials or committees are not binding on the Executive Secretary except when explicitly authorized by the Conference Executive.
3. The Executive Secretary shall be responsible for:
 - a. carrying out the policies of the Conference Executive;
 - b. reporting on compliance with Conference Executive policies;
 - c. providing resources and information for Conference Executive decision making;
 - d. ensuring the requirements of the Manual and published General Council policies are followed.
4. The Executive Secretary shall be appointed, supervised and released following General Council personnel policies. Salary and benefits shall follow General Council policies.
5. All authority and accountability of staff, as far as the Conference Executive is concerned, is considered the authority and accountability of the Executive Secretary.
 - a. All Conference staff are accountable to the Executive Secretary and report directly or indirectly to the Executive Secretary.
 - b. Conference staff, with the exception of the Executive Secretary, are not accountable to the Conference Executive or its committees.
 - c. The Conference Executive or its committees will not assign work to persons who report directly or indirectly to the Executive Secretary.
 - d. The Conference Executive or its committees will not hire, release, supervise or evaluate any Conference staff other than the Executive Secretary.

BC Conference

The United Church of Canada

Monitoring Executive Secretary Performance

Policy Type: Conference Executive – Staff Relationship
Adoption Date: May 2001
Modification Date:

The organizational achievement of “Ends” policies and the adherence to “Executive Limitation” policies constitute the sole grounds for Conference Executive’s monitoring of the Executive Secretary.

1. Monitoring is simply to determine the degree to which Conference Executive policies are being met. Data that does not do this will not be considered to be monitoring data.
2. The Conference Executive will acquire monitoring data by one or more of three methods:
 - i. by internal report, by which the Executive Secretary discloses compliance information to the Conference Executive;
 - ii. by external report, in which an external third party selected by the Conference Executive assesses compliance with the Conference Executive policies; and
 - iii. by direct Conference Executive inspection, in which a designated member or members of the Conference Executive assesses compliance with the Conference Executive policies.
3. In every case, the standard for compliance shall be any reasonable Executive Secretary interpretation of the policy being monitored.
4. All policies that instruct the Executive Secretary will be monitored regularly and rigorously, at a frequency and by a method chosen by the Conference Executive. Any policy can be monitored at any time by any method, but ordinarily a routine schedule will be followed.
 - a. At each regular meeting the Executive Secretary will present an analytical report detailing compliance to each Ends policy and to scheduled Executive Limitation policies.
5. A tri-annual review of the work of the Executive Secretary shall be simply a summary of the accumulated monitoring reports, using the same criteria and methods used for monitoring.

BC Conference

The United Church of Canada

Executive Secretary Monitoring Schedule

Policy Type: Conference Executive – Staff Relationship
 Adoption Date: November 17, 2001
 Modification Date: Nov/03; Mar/05
 Review Date: Nov/03; Nov/06

At each regular meeting the Executive Secretary will present an analytical report detailing compliance to each Ends policy and to scheduled Executive Limitation policies.

1. Monitoring of policies shall take place over a three-year cycle.
 - a. Each policy shall be monitored at least once in each three-year cycle.
 - b. All policies shall be monitored externally at least once in each three year cycle.
 - c. Each year in the cycle shall correspond to the liturgical year of the revised common lectionary.
 - d. Year A began in 2002.

Policy Monitoring Schedule

Policy	Method	Frequency
All Ends and Executive Secretary Limitation Policies	external	Year C, Spring
All Ends Policies	internal	each meeting
Executive Secretary Limitation Policies:		
• General Constraint	internal	Year A, B, C Fall
• Personnel	internal	Year A, B, C Fall
• Treatment of Beneficiaries	internal	Year B Spring
• Emergency Succession	internal	each Spring
• Communication and Support to Conference Executive	direct	Year B Fall
• Budgeting	internal	Year A, B, C Fall
• Financial Condition	internal	each meeting
• Financial Condition	external (audit)	Year A, B, C Spring
• Protection of Assets	internal	Year A, B, C Fall
• Grants and Loans	internal	Year B Fall
• Vendor Relations	internal	Year B Spring

BC Conference

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Conference Executive Accountability

Policy Type: Governance Process
Adoption Date: November 2000
Modification Date: Nov/02; Mar/03; Nov/04; Mar/05
Review: Nov/02; Nov/04

The church is Christ's. When we are listening to one another, we are listening for Christ.

1. Those to whom the BC Conference Executive is accountable are:
 - a. God, as revealed through Jesus Christ, made known by the Spirit who calls and directs us;
 - b. The General Meeting of BC Conference that appoints us and embodies the ministries, congregations and presbyteries of BC Conference;
 - c. The General Council that has oversight of Conference as part of The United Church of Canada.

2. The Executive will schedule time regularly on its meeting agenda to *listen* to the ownership.
 - a. It will worship together at each meeting.
 - b. It will use other traditional and innovative means to listen to the voice of God as revealed in Jesus Christ (ex. - Bible study, prayer, engagement with the tradition and history)
 - c. It will seek traditional and innovative means to listen for the voice of Wisdom.
 - d. It will identify groups and individuals within the ownership and without through whom the voice of Christ may be heard, and arrange appropriate methods to hear those voices.

3. The Executive will be *accountable* to the ownership.
 - a. It will report to the General Meeting of BC Conference, following all the appropriate requirements of *The Manual*.
 - b. It will regularly inform the congregations and ministries of The United Church of Canada within the bounds of BC Conference of its work through formal channels and informal communications;
 - c. It will conduct itself in accordance with the Basis of Union, *The Manual* and the polity and policies of the United Church of Canada

BC Conference

The United Church of Canada

Conference Executive Job Description

Policy Type: Governance Process

Adoption Date: May 2001

Modification Date:

Review Date: Nov/04; Nov/07

The job of the Conference Executive is to represent the ownership in determining, monitoring and ensuring appropriate organizational performance.

Accordingly,

1. The Conference Executive will actively be the link between the organization and the ownership.
2. The Conference Executive will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - a. Ends: names the organizational products, effects, benefits, and outcomes; names the beneficiaries; establishes the relative worth of these products (“what good for whom at what cost”).
 - b. Executive Secretary Limitations: places constraints on the authority of the Executive Secretary, establishing the boundaries within which all activities and decisions must take place.
 - c. Governance Process: specification of how the Conference Executive conceives, carries out and monitors its own task.
 - d. Executive – Staff Relationship: how power is delegated to the Executive Secretary and its proper use monitored; the Executive Secretary role, authority, and accountability.
3. The Conference Executive will produce assurance of Executive Secretary performance against Ends and Executive Secretary Limitations policies.

BC Conference

The United Church of Canada

Principles for Conference Executive Committees

Policy Type: Governance Process
Adoption Date: May 2001
Modification Date: Nov/04
Review Date: Nov/07

Conference Executive committees (as distinguished from committees formed under the accountability of the Executive Secretary), when used, will be assigned so as to reinforce the wholeness of the Conference Executive's job and so as never to interfere with the delegated authority of the Executive Secretary.

Accordingly,

1. Conference Executive committees are to help the Conference Executive do its job and reach its decisions. Committees ordinarily will assist the Conference Executive by researching and preparing policy alternatives and implications for Conference Executive deliberation and action.
2. Conference Executive committees rarely will make decisions on behalf of the Conference Executive. They shall do so only when authorized to do so by being established as Commissions (The Manual 437).
3. Conference Executive committees will normally be for specific, time-limited purposes.
4. No Conference Executive committee can exercise authority over the Executive Secretary. No Conference Executive committee will assist, advise or oversee staff.

BC Conference

The United Church of Canada

Conference Executive Resources For Governance

Policy Type: Governance Process

Adoption Date: May 2001

Modification Date:

Review Date: Nov/07

The Conference Executive will invest in its governance capacity in order to ensure that it has members with the skills to govern with excellence.

Accordingly,

1. Financial constraints shall not be determinative in selecting Conference Executive members.
2. Governance skills, methods and supports will be sufficient to assure governance with excellence.
 - a. Financial resources will be budgeted to ensure adequate meeting time is available to govern with excellence.
 - b. Training will be used liberally to orient new Conference Executive members, as well as to maintain and increase existing member skills and understandings.
 - c. Outside monitoring assistance will be arranged so that the Conference Executive can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
 - d. Resources will be used as needed to ensure the Conference Executive's ability to listen to owner viewpoints and values.
3. Costs will be prudently incurred but not at the expense of endangering the development and maintenance of superior governance.

BC Conference

The United Church of Canada

Conference Executive Agenda Planning

Policy Type:	Governance Process
Adoption Date:	May 2001
Modification Date:	Mar/03
Review Date:	Nov/07

To accomplish its job products with a governance style consistent with Conference Executive policies, the Conference Executive will follow an agenda that

1. completes re-exploration of Ends policies annually and
2. continually improves Conference Executive performance through education and enriched input and deliberation.

Accordingly,

1. A multi-year agenda cycle will be developed and followed on a regular basis.
2. The cycle will start with the Conference Executive's development of its agenda for the coming cycle.
 - a. Consultation with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - b. Education related to Ends determination will be arranged at the first meeting, to be carried out throughout the balance of the cycle.
 - c. Monitoring of the policies instructing the Executive Secretary shall be done according to the schedule adopted under the "Monitoring Executive Secretary Performance" policy.
 - d. Training in governance will be a part of the agenda of every regular Conference Executive meeting.
3. Throughout the cycle the Conference Executive will attend to consent agenda items as expeditiously as possible.
4. The Executive will have and keep current a printed procedure on the handling of all received correspondence that ensures all correspondents are heard in a timely and appropriate manner and that the Executive has adequate time to consider the matters raised.

BC Conference

The United Church of Canada

Conference Executive Members' Code Of Conduct

Policy Type:	Governance Process
Adoption Date:	May 2001
Modification Date:	Mar/03; Nov/04; Mar/08
Review Date:	Mar/08

The Conference Executive commits itself and its members to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as Conference Executive members.

Accordingly,

1. Members shall represent unconflicted loyalty to the interests of the ownership. This accountability supersedes any conflicting loyalty such as that to other church courts, advocacy or interest groups, or membership on other boards or staffs. It also supersedes the personal interest of any member acting as a beneficiary of the Conference's services.
2. Members must avoid conflict of interest.
 - a. There must be no self-dealing or any conduct of private or personal services between any Conference Executive member and the Conference except as procedurally controlled to assure openness, competitive opportunity, and equal access to information.
 - b. When the Conference Executive is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from both the deliberation and the vote.
 - c. Members shall not use their positions to obtain employment with the Conference for themselves, family members, or close associates. Should a member desire employment, he or she must first resign from the Conference Executive.
3. Members will respect the confidentiality appropriate to issues of a sensitive nature.
4. Members will resolve interpersonal conflict in a manner that is respectful, collegial, and Biblical (the Creative Conflict Practices document offers best practices).

BC Conference

The United Church of Canada

Conference Executive Governing Style

Policy Type: Governance Process
Adoption Date: May 2001
Modification Date: Mar/03
Review Date: Nov/04; Nov/07

The Conference Executive will govern with an emphasis on

1. outward vision rather than internal preoccupation,
2. encouragement of diversity in viewpoints,
3. strategic leadership more than administrative detail,
4. clear distinction of Conference Executive and staff roles,
5. future rather than past or present, and
6. pro-activity rather than reactivity.

Accordingly,

1. The Conference Executive as a group will assume responsibility for excellence in governance, and will not allow staff, Conference officers, other church bodies, societal trends, or any other external causes to be an excuse for poor governance.
2. The Conference Executive will maintain its major focus on the intended long-term effects among the beneficiaries of the conference's work, not on the administrative or programmatic means of attaining those effects.
3. The Conference Executive will direct, oversee and inspire the work of Conference by establishing written policies expressing the ends to be achieved and the means to be avoided. These policies will reflect values and priorities discerned by listening to those to whom Conference Executive holds itself accountable as outlined in the Governance Process Policy: Conference Executive Accountability.
4. The Conference Executive will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Conference Executive as a body to govern with excellence.
5. The Conference Executive will exercise whatever discipline is needed to govern with excellence. Emphasis will be placed upon continual educational development, including new member orientation and self-monitoring of the governance process.

BC Conference

The United Church of Canada

Conference Executive President's Role

Policy Type: Governance Process
Adoption Date: November 17, 2001
Modification Date: Nov/02
Review Date: Nov/04; Nov/07

The President of Conference is elected by the General Meeting of Conference to act as Servant-Leader, to provide spiritual and pastoral leadership, to ensure the integrity of the Conference Executive's process, and to represent the Conference to other partners and outside parties.

1. The duties of Conference President are described in The Manual 430 and 431.
 - a. The President constitutes meetings of Conference; presides, preserves order, takes votes and announces decisions, and otherwise directs the business of the Conference.
 - b. The President serves as Ex-officio member of all Conference Committees, presides at services of ordination or commissioning, presides at communion at the meetings of the Conference and its Executive and performs other duties assigned by the Conference or the GC.
2. The President chairs Conference General Meeting and Conference Executive meetings, keeping deliberations fair, open and thorough but also orderly and timely.
 - a. The President plans and proposes Executive meeting agenda in consultation with the Executive Secretary, and General Meeting agenda with the Agenda and Planning Committee.
 - b. The President may bring in resource persons to facilitate various aspects of the agenda.
 - c. The President is responsible for planning and implementing regular Executive evaluation.
 - d. The President ensures that the Conference Executive acts consistently with its own values and policies and those requirements legitimately imposed upon it from outside the Conference.
3. The President makes decisions that fall within the topics covered by Conference Executive policies on Governance Process and Conference Executive-Staff Relationships, except where the Conference Executive specifically delegates portions of this authority to others, using any reasonable interpretation of the provisions in these policies.
 - a. Except when duly called upon to make a ruling under *The Manual* 431(e), the President does not make decisions about policies created by the Conference Executive within Ends and Executive Secretary Limitations policy areas.
 - b. The President does not supervise or direct the Executive Secretary or vice versa.
4. The President represents the Conference to partners and outside parties in announcing Conference Executive positions and in interpreting the work of BC Conference. The President may delegate this authority but remains accountable for its use

BC Conference

The United Church of Canada

Conference Executive President Elect Role

Policy Type: Governance Process

Adoption Date: Nov/02

Modification Date: Mar/08

Review Date: Nov/04; Nov/07

The role of the President-Elect is primarily to learn by participating in Conference Executive meetings, planning and leading the “Listening to the Owners” segment of meetings, and through consultation with the current president.

The President-Elect:

1. will become knowledgeable with the policy governance model of BC Conference;
2. will assume responsibility for “Listening to the Owners” planning and leadership for each regular meeting of the Conference Executive;
3. may be asked to assume responsibilities as appropriate;
4. shall succeed to the office to complete the unexpired term of the predecessor, and then continue in office in the succeeding term (*The Manual*, section 432).

BC Conference

The United Church of Canada

Conference Executive Policy Review Schedule

Policy Type: Governance Process
Adoption Date: November 2001
Modification Date: Nov/03; Nov/04; Mar/05
Review Date: Nov/04; Nov/07

All Executive policies shall be reviewed on a regular basis.

1. The goal of a review is not monitoring (ensuring the policy is being carried out) but to ensure that the policy adequately addresses the area of concern and clearly represents the current mind of the Executive.
2. A policy can be reviewed at any time by vote of the Conference Executive but will usually follow a predetermined cycle.
3. All policies shall be reviewed at least once over a three-year cycle.
 - a. All policies shall be reviewed externally at least once in each three year cycle.
 - b. Each year in the cycle shall correspond to the liturgical year of the revised common lectionary.
 - c. Year A began in 2002.

(continued)

Policy Review Schedule

Policy	Frequency
All Ends and Executive Secretary Limitation Policies (External)	Year C Spring
Ends Policies:	
• Mission Statement	Year A Fall
• Vision Statements	Year A Fall
• Practices Statement	Year A Fall
• Priorities	Year A, B, C Fall
Executive Secretary Limitation Policies:	
• General Executive Secretary Constraint	Year A Spring
• Personnel	Year A Spring
• Treatment of Beneficiaries	Year C Spring
• Emergency Succession	each Spring
• Communication and Support to Conference Executive	Year C Spring
• Budgeting	Year B Spring
• Financial Condition	Year B Spring
• Protection of Assets	Year B Spring
• Grants and Loans	Year B Spring
• Vendor Relations	Year C Spring
• Investment	Year B Spring
• Income Generation	
Conference Executive – Staff Relationship	
• Executive Secretary Relationship	Year B Fall
• Monitoring Executive Secretary Performance	Year B Fall
• Executive Secretary Monitoring Schedule	Year B Fall
Governance Process	
• Conference Executive Accountability	Year A Fall
• Conference Executive Job Description	Year C Fall
• Principles for Conference Executive Committees	Year C Fall
• Conference Executive Financial Audit Committee	Year C Fall
• Conference Executive Resources For Governance	Year C Fall
• Conference Executive Agenda Planning	Year C Fall
• Conference Executive Code of Conduct	Year C Fall
• Conference Executive Governing Style	Year C Fall
• Conference Executive President’s Role	Year C Fall
• Conference Executive President-Elect Role	Year C Fall
• Conference Executive Policy Review Schedule	Year C Fall
• Conference Executive Diversity of Voice/One Voice	Year C Fall

• Conference Executive Disciplines and Practices	Year C Fall
• Conference Executive Membership	Year C Fall
• Conference Executive Creative Conflict	Year C Fall
Practices and Procedures	
• Conference Executive Correspondence	Year C Fall
• Conference Executive Perpetual Calendar	Year C Fall

BC Conference

The United Church of Canada

Conference Executive Diversity and One Voice

Policy Type: Governance Process
Adoption Date: November 17, 2001
Modification Date: Nov/04
Review Date: Nov/04; Nov/07

The Conference Executive will govern with a proactive regard for diversity of views and opinions among its membership while recognizing that its authority is corporate, represented by “speaking with one voice.”

1. Executive discussion will encourage diverse points of view to be expressed.
2. The Executive will speak with “one voice,” taking care not to present conflicting messages regarding its decisions to its ownership or staff.
 - a. Executive decisions will be stated as clearly as possible in written form.
 - b. Only written Executive policies will direct the work of the Executive Secretary.
 - c. Executive committees will be used to assist the Executive in its work of decision-making, not to exercise authority over the Executive Secretary or substitute for the authority of the Executive (except when serving as a Commission under *The Manual* 437).
 - d. Executive members as individuals will exercise discipline by not directing the staff.
 - e. Executive members will exercise discipline by not misrepresenting the decisions of the Executive to the ownership and public.

BC Conference

The United Church of Canada

Conference Executive Disciplines and Practices

Policy Type:	Governance Process
Adoption Date:	November 23, 2002
Modification Date:	Nov/04
Review Date:	Nov/04; Nov/07

The Executive will practice the disciplines necessary to govern with excellence.

1. Executive members will educate themselves about the ownership, appropriate ends, adopted Executive policies, and good governance practice.
2. Executive members will “listen to the owners” between meetings.
3. Executive members will prepare for each meeting and will follow through on work commitments made at each meeting.
4. Executive meetings are for the primary purpose of getting the Executive’s work done in an efficient, effective and faithful manner.
 - a. Notices of regular meetings will be made to all members at least one month in advance.
 - b. Meeting agendas, appropriate correspondence, and supporting documentation will be distributed for receipt and consideration by all members at least one week in advance of the meeting.
 - c. All members will be shown respect at all meetings.
 - d. Members will together monitor their adherence to the Executive’s policies and practices.
 - e. A member absent from two consecutive Executive meetings will communicate with the President to determine whether their continued membership on the Executive is in the best interest of the Conference and the Presbytery, if applicable.
5. All significant decisions made by the Executive will be by motion duly made and seconded and carried with a majority vote.
 - a. Members will voice their opinions on issues to ensure the diversity of the ownership is heard. Consensus seeking may be used but will not be allowed to quiet divergent voices.
 - b. The President will determine the appropriate time in a conversation that a motion will be made.

BC Conference

The United Church of Canada

Conference Executive Financial Audit Committee

Policy Type: Governance Process
Adoption Date: November 2004
Modification Date:
Review Date: Nov/07

The Financial Audit Committee shall review and evaluate the annual audit report and audited financial statements and make recommendations to the Conference Executive regarding their adoption.

1. The Committee shall receive the annual audit report and audited financial statements from the Executive Secretary in time to be reviewed and evaluated before the Spring meeting of the Conference Executive.
2. The Committee shall determine whether the audit report and audited statements meet the commonly accepted standards for such reports or not. If the Committee is so assured, it shall recommend adoption of the reports to the Conference Executive. If it is not so assured, it shall recommend not adopting the reports to the Conference Executive.
3. The Committee shall be named annually at the Fall meeting of the Conference Executive and shall serve only until the adoption of that year's audit report and audited financial statements.
4. The Committee shall be comprised of:
 - a. the President;
 - b. one other member of the Conference Executive, chosen at the Fall meeting;
 - c. the Chair of the Finance Council (corresponding only).
5. The Committee shall consult with at least two other persons with expertise in financial and accounting matters who are not directly or indirectly involved in any decision-making on BC Conference financial matters.
 - a. The Committee may consult with the Executive Secretary and auditors.
 - b. The Committee shall not direct the auditors.

BC Conference

The United Church of Canada

Conference Executive Correspondence

Policy Type:	Practices and Procedures
Adoption Date:	March 2003
Modification Date:	November 2007
Review Date:	Nov/07

1. All correspondence addressed to the Executive will come to the attention of the Executive.
 - a. “Correspondence” will include any communication in writing and email.
 - b. Correspondence directly received by the Executive Secretary will be listed in a report that indicates: the sender, the date, the issue, how the correspondence was dealt with.
 - c. Correspondence received by other members of the Executive will be forwarded immediately to the Executive Secretary for report.
 - d. Each meeting of the Executive will receive a correspondence report from the Executive Secretary.
 - e. The Executive, upon carried motion, can ask that a piece of correspondence in the report be brought before it as business.
 - f. Individual Executive members may view any piece of correspondence.
2. All correspondence will be dealt with in a manner appropriate to the matter of the correspondence.
 - a. The Executive Secretary will determine whether the correspondence properly belongs to the business of the Executive
 - b. If so, it will be forwarded to the President with a recommendation or options for appropriate action;
 - c. If not, it will be forwarded to the appropriate person or group in BC Conference for action, or otherwise dealt with in a suitable manner.
3. All correspondence will be treated in a timely manner.
 - a. A reply regarding the reception of correspondence will be made immediately, if appropriate,
 - b. There will be no delay in forwarding or assigning the correspondence to the appropriate person or group who can take action on it,
4. All correspondence will be treated in a serious manner.
 - a. In order for correspondence that properly belongs to the Executive to be considered at its next meeting, it must be received by the Executive Secretary at least 14 days prior to that meeting.
 - b. Correspondence shall not be presented to the Executive for consideration without a recommendation or options for action from the Executive Secretary.

BC Conference

The United Church of Canada

Conference Executive Creative Conflict

Policy Type:	Practices and Procedures
Adoption Date:	November 2005
Modification Date:	March 2008
Review Date:	Mar/08

We, the members of BC Conference Executive, believe that God has called us to share in leadership within the body of Christ. We commit to building up the community of faith by “bringing differences to the table of reconciliation.” (*BC Conference Executive Practices Statement Policy, May, 2004*)

1. We will initiate actions needed to preserve unity and peace. (*Ephesians 4:1-3*)
2. We will honour differences by taking the time to listen in order to understand, and by speaking together in considerate ways. (*Ephesians 4:11-13*)
3. We will respect one another, speaking opinions in love and maintaining solidarity -- especially in the presence of differences. (*Ephesians 4:15-16*)
4. If at any time we have a constructive criticism or complaint against another member, we will safeguard the spiritual unity of the BC Conference Executive by taking the steps prescribed in Matthew 18:15-17. (*First, go to the person alone; second, if necessary, go to him or her with two or more witnesses; third, if necessary, bring the matter before the whole group. Thereafter, we will abide by the decision reached by the whole group.*)
5. If another person brings to us any criticism or complaint against any other member of BC Conference Executive, we will direct that person to take the steps prescribed in Matthew 18:15-17. If the situation requires, we will be willing to go with that person as a witness. We will not entertain any kind of criticism or complaint against a member, except in the presence of the one against whom the criticism or complaint is made. (*Matthew 18:15-17, Ephesians 4:31-32*)
6. We will pray for grace to become aware of our own part in any rift between us, for the grace of God’s nurturing presence with others, and for the grace of healing for each broken or threatened relationship. (*Ephesians 3:16-20, 4:32-5:2*)

Conference

' Church of Canada

Conference Executive Perpetual Calendar

Policy Type: Practices and Procedures

Adoption Date: November 17, 2001
 Modification Date: Sept/02, Nov/03; Nov/04; Mar/05
 Review Date: Nov/07

follows the liturgical year.

ng	Ownership Consultation (from Agenda Planning policy)	Education On Ends (from Agenda Planning policy)	Training (from Agenda Planning policy)	Policy Review (from Policy Review Schedule policy)	Policy Monitoring (from Executive Secretary Monitoring Schedule policy)	Scheduled (from Agenda P
g	Planning the Ownership Consultation cycle.	Planning the Education On Ends cycle.	Training Session #1	<ul style="list-style-type: none"> General Constraint Personnel Emergency Succession 	<ul style="list-style-type: none"> All Ends Policies Financial Condition Financial Condition (external – audit Emergency Succession) 	<ul style="list-style-type: none"> Presbytery Re Ordination, C Admission (4 Settlement Co (452) Ministerial St (314) Property Dev Council AGM
	Consultation Session #1	Education Session #1	Training Session #2	<ul style="list-style-type: none"> Mission Statement Vision Statements Practices Statement Priorities Accountability 	<ul style="list-style-type: none"> All Ends Policies Financial Condition Budgeting Protection of Assets General Constraint Personnel 	<ul style="list-style-type: none"> Appoint Fina Name Financ Committee
g	Consultation Session #2	Education Session #2	Training Session #3	<ul style="list-style-type: none"> Budgeting Financial Condition Protection of Assets Grants and Loans Investments Emergency Succession 	<ul style="list-style-type: none"> All Ends Policies Financial Condition Financial condition (external – Audit) Treatment of Beneficiaries Emergency Succession Vendor Relations 	<ul style="list-style-type: none"> Presbytery Re Ordination, C Admission (4 Settlement co (452) Ministerial St (314) Property Dev Council AGM
	Consultation Session #3	Education Session #3	Training Session #4	<ul style="list-style-type: none"> Priorities Executive Secretary Relationship Monitoring Executive Secretary Performance Executive Secretary Monitoring Schedule 	<ul style="list-style-type: none"> All Ends Policies Financial Condition Budgeting Protection of Assets Grants and Loans General Constraint Personnel Communication and Support to Executive 	<ul style="list-style-type: none"> Plan external Appoint Fina Name Financ Committee
g	Consultation Session #4	Education Session #4	Training Session #5	<ul style="list-style-type: none"> Treatment of Beneficiaries Emergency Succession Communication and Support to Executive Vendor Relations All Ends and Executive Limitations Policies (External) 	<ul style="list-style-type: none"> All Ends Policies Financial Condition Financial Condition (external - audit) All Policies (external) Emergency Succession 	<ul style="list-style-type: none"> Presbytery Re Ordination, C Admission (4 Settlement Co (452) Ministerial St (314) Property Dev Council AGM
	Consultation Session #5	Education Session #5	Training Session #6	<ul style="list-style-type: none"> Priorities Conference Executive Job 	<ul style="list-style-type: none"> All Ends Policies Financial Condition 	<ul style="list-style-type: none"> Appoint Fina Name Financ