

**GOVERNANCE -TEAM POLICY**  
**TERMS OF REFERENCE AND STANDARD TEMPLATE**

**Approved Apr. 18/18**

**POLICY STATEMENT**

Teams and working groups (both referred to as teams in this policy) play important roles in carrying out the work of the congregation. To ensure that the entire organization of the congregation functions in a coherent manner in support of the mission and consistent with the goals and strategies adopted by the Board and Congregation, all teams are linked through staff or, in some cases through other teams or committees to the Board for purposes of policy direction and accountability.

To assist teams to function effectively and to also assist staff, team members, congregants and other teams to understand their mandates, boundaries and relationships, teams will develop terms of references. Staff are expected to empower teams to carry out their agreed-upon mandates and to provide support and guidance as needed to contribute to the team's success.

**RATIONALE**

Teams are essential to furthering the work of the congregation, whether it be in ministry (Worship, Welcome and Membership, Caring, Social Responsibility), programming (e.g., Religious Exploration, Adult Learning) or taking care of the church property (e.g., Property Team, Meditation Gardens). Within the scope of what they've been asked to do, and the authority given to them, teams bring creativity and passion to carrying out the work of the congregation. Teams also serve to involve congregants in the life and work of the congregation, providing opportunities to use their skills and to develop and grow in community.

**1. POLICY DETAILS:**

**a) Overview**

Teams, working with guidance and/or support from staff, support the operations and ministry of the congregation. Teams and working groups (both referred to in this policy as "teams") may be permanent or ad hoc. For teams that are permanent (i.e., likely to function for more than a year), terms of reference will be developed using the standard form as a model (see Appendix A), with modifications as appropriate to the team. The terms of reference will be agreed to by the team and the staff person responsible for providing guidance and/or support to the team.

Fellowship Groups are not considered teams for the purpose of this document. Fellowship Groups serve a range of purposes, including self-growth, enriching spirituality and building social connections (e.g. Women's Personal Growth Group, Men's Fellowship Group, Seniors Group, Bridge Group, Neighbourhood Groups). Fellowship Groups may find it useful to prepare terms of reference, but are not required to do so. Brief descriptions of the purpose of the group and contact information are to be provided for the Getting Connected and Lifespan Learning Brochures.

**b) Organizational Relationships**

The Board of the Congregation concentrates its attention on the overall well-being of the congregation and on broad matters of strategic direction and policy. The Board's role includes delegation of authority to staff and volunteer leaders of congregational activities and providing guidance in the form of policy statements. The Board's role also includes holding those leaders, both staff and volunteers accountable, by monitoring progress, normally on an annual basis, and ensuring that policies are followed. For the purpose of such

policy direction and accountability, and in order that the entire organization of the congregation functions in a coherent manner in support of the mission and consistent with the goals and strategies adopted by the Board or the Congregation, all teams and all members of staff are linked, through other staff or through other teams or committees, to the Board.

Operational guidance and oversight is provided for teams in most cases by the Lead Minister or other staff, although in some cases it may be provided by other teams or committees. Staff work collaboratively with teams and are expected to empower teams to make important choices about how they achieve their mandate and carry out their work.

Fellowship Groups are coordinated through the Adult Learning Team.

### **c) Teams' Terms of Reference**

Terms of reference assist teams to function effectively and assist staff, team members, congregants and other teams to understand their mandates, boundaries and relationships. The terms of reference will state which staff member or other team or committee provides guidance and/or support to the team and through which staff person or other team or committee the team is linked to the Board for purposes of policy direction and accountability.

The terms of reference will outline the mandate/responsibilities and authority of the team, including any decision-making that the team may have including over the budget allocated to its area of responsibility. In developing their terms of references, teams should take account of their and the Congregation's resources, as well as the Congregation's mission and strategic objectives.

The terms of reference should identify an optimal size for the team. Teams should seek to attract new members annually to promote a mix of experienced and new members. This encourages fresh eyes and enthusiasm for, as well as experience in, the mandate and/or responsibilities of the team. The terms of reference should indicate whether there is a term for membership and whether a majority of the team are to be Congregation members.

Teams should identify a team leader (or chairperson) and where appropriate, should designate a member of the team as note taker or decision recorder. Team leaders should normally be members of the Congregation. When a prospective team leader is not a member of the congregation, the recruiter or team will advise the appropriate staff person of this. Terms of reference should indicate the term of leadership positions and whether the incumbent may occupy the position for an additional term(s). Teams should consider succession to reduce the risk of leadership vacancies on the team.

The terms of reference should indicate how decisions are made, e.g., by consensus or otherwise, and where appropriate, what types of matters or decisions may require the approval of staff, another team, a Committee or, in the case of policy matters, the Board. Where applicable, the terms of reference should also identify who (team leader or other named positions) are authorized to submit requisitions for fund transfers or disbursements, or to approve invoices for reimbursement.

The terms of reference should also indicate whether the team has a time-limited mandate and/or other conditions that would lead to the dissolution of the team.

Terms of references should be reviewed on a periodic basis (every three to five years) to ensure that the team's mandate is in keeping with the strategic directions and priorities of the congregation.

## **2. DECISION-MAKING AUTHORITY**

The Lead Minister is responsible for approving the terms of reference for the following teams:

- Worship Team
- Social Responsibility Coordinating Team and Council
- Welcome and Membership Team
- Caring Team
- Denominational Affairs Team

The Director of Religious Exploration is responsible for approving the terms of reference for the Religious Exploration Team.

The Music Director is responsible for approving the terms of reference for any teams associated with the music program.

The Social Responsibility Coordinating Team is responsible for approving the terms of reference for social responsibility working groups.

For all other teams, the staff person or team or committee through which the team is linked to the Board is responsible for approving the terms of reference.

The Governance Committee is responsible for developing and amending this policy and the standard terms of reference.

## **3. PROCEDURES**

Teams and the staff with whom they work most closely work collaboratively to develop and periodically review team terms of reference (e.g., once every three years). See also the Responsibilities in the Standard Terms of Reference (attached).

## **4. MONITORING & REPORTING**

The Governance Committee and the Lead Minister report to the Board annually on the status of the development and review of terms of reference for all teams.

See also the Responsibilities in the Standard Terms of Reference (attached).

## **5. REFERENCES & RESOURCES**

n/a

## **6. WHO IS CONSULTED IN THE DEVELOPMENT AND AMENDMENT OF THIS POLICY**

Teams and working groups in the Congregation and staff who work with teams.

## **7. WHO DRAFTED THIS POLICY & ATTACHED TEMPLATE**

Eva Berringer (policy) & Marlene Koehler (template)

**8. WHO REVIEWS/UPDATES & DRAFTS AMENDMENTS**

The Governance Committee is responsible for developing and amending this policy and the standard terms of reference.

**9. WHO APPROVES THIS POLICY AND ITS AMENDMENTS**

Board of Directors

**10. DATE OF INITIAL APPROVAL :** April 18, 2018

**11. DATE OF POSTING ON THE CONGREGATION'S WEBSITE :**

**12. REVISION HISTORY**

Revision Date	Version	Comments

**NAME OF TEAM****EFFECTIVE DATE****MISSION OR PURPOSE / MANDATE**

A one-sentence statement of the Mission/Purpose/Mandate of the team.

**RESPONSIBILITIES** *[develop team specific responsibilities & consult Annex A for some generic options or considerations]*

- ...
- ...
- ...
- Review its terms of reference periodically (e.g., once every two or three years) and to propose modifications whenever necessary
- In carrying out its responsibilities, seek to make decisions by consensus and resolve disagreements or conflicts within the team or with others in the Congregation by referring to the Congregation's covenant and, when necessary, the Conflict Resolution Policy.
- Be fair, responsible and compliant with relevant legislation and Congregational policies and procedures; advise [name position] if new or amended policies or procedures may be required or desired

**RELATIONSHIP TO STAFF, OTHER TEAMS AND LINK TO THE BOARD**

In its Operations, the team works most closely with, and receives guidance and support from the following staff member or team or committee:

For the purpose of receiving policy direction and periodically reporting back on its activities, the team is linked to the Board through the following staff person or team or committee:

**TEAM MEMBERSHIP**

Membership will be between [smallest #] - [largest #] OR at least [minimum #]

- identify any named staff, Board or committee positions who serve as members
- if any body appoints any of the members, state who does & how many
- indicate how many of the team must be members of the Congregation;
- other members [or specify the #] may be recruited by the team, may be suggested by the Welcome and Membership Team or Volunteer Coordinator (when this position exists) or may self-identify an interest in joining the team;
- specify any particular skills, experience and interest that it may be useful for team members to have

**SELECTION OF TEAM OFFICERS AND THEIR DUTIES**

The Team will choose a team leader (or chairperson) and designate a note-taker or recorder and inform the Manager, Operations of these. Where the team has a budget or handles money, it should also choose a treasurer or financial officer, who may also be the team leader or note-taker.

*[In drafting the duties of team "officers", consider the generic suggestions in Annex B. You may also wish to describe the duties of any other positions your team has identified with specific responsibilities]*

When a vacancy occurs, the Team takes steps to choose a replacement from its current membership or recruit a replacement from the Congregation's members. There must always be a responsible contact person for the team; in the absence of such a person, the Lead Minister may dissolve the team.

**MEETING FREQUENCY**

The team normally meets (weekly? Monthly? Quarterly? Semi-annually? At the call of the team leader?) at (30 Cleary? Elsewhere?).

**TERM LIMITS** (*record "None" if that is the case; if the team itself is only intended to exist for a short or specific period, state this; if there are limits on how long a member may participate on the team or act in a leadership capacity, state what this is*)

**REFERENCES &/OR RESOURCES** (*record "None", if that is the case*)

**WHO DRAFTED THESE TERMS OF REFERENCE**

**WHO REVIEWS/UPDATES & DRAFTS AMENDMENTS**

The [name] Team

**WHO APPROVES THESE TERMS OF REFERENCE AND THEIR AMENDMENTS**

Please refer to section 2 of the Policy "Governance – Team Terms of Reference and Standard Template"

**INITIAL APPROVAL** : tbd

**DATE OF POSTING ON THE CONGREGATION'S WEBSITE** : tbd

**DATE OF APPROVAL OF SUBSEQUENT AMENDMENT(S)** :

**REVISION HISTORY**

Revision	Date	Version	Comments
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## **ANNEX A – CONSIDERATIONS FOR TEAM “RESPONSIBILITIES”**

In drafting Responsibilities for your Terms of Reference, in addition to any that are specific to your mandate, you may find it helpful to consider the following:

- Prepare and submit to [name position] an annual workplan and budget in [month due]
- If applicable, propose and carry out fundraising activities to support the Team's workplan
- Keep and submit to [name position or repository] a record of decisions, recommendations and activities and any related key information that support the team's continuity and accountability to [name position or group]
- When appropriate, prepare articles for the Spire or information for the Congregation's website
- Monitor the implementation of the workplan [frequency] and assess its impact annually
- Prepare and submit to [name position] a report in January for inclusion in the Congregation's annual report to be distributed at or before the Annual Congregational Meeting
- Inform congregants of meeting dates and locations in congregational communication vehicles, e.g., the eUU and Communiqué.
- Ensure the Team's activities and practices reflect UU principles and contribute to the Congregation's mission and strategic objectives
- If applicable, liaise or collaborate with ...
- Value and reflect on differences in perspective and ensure everyone on the Team and with whom the Team or its members interact is treated respectfully
- Ensure that everyone understands the issues and can participate in discussions and/or in the Team's activities

## **ANNEX B – CONSIDERATIONS FOR “DUTIES OF TEAM 'OFFICERS'”**

In drafting the duties of “officers” for your Terms of Reference, in addition to any that are specific to your mandate, you may find it helpful to consider the following:

The duties of the team leader (or chairperson) are to:

- Ensure that the team meets regularly
- Prepare a draft agenda for each meeting and distribute it in advance of the meeting
- Share background information with the team
- Work with the note-taker to ensure the meeting records are accurate and distributed in a timely manner
- When applicable, draft or submit team recommendations, motions, workplans or reports, etc., to the appropriate position
- ....

The duties of the note-taker or recorder are to:

- Record decisions, recommendations and a summary of considerations of the team at each meeting
- Create an action list to include with the meeting record
- Provide team members with a draft of the meeting record in a timely fashion for review and correction
- Submit agreed upon meeting records to [name position or location]
- ...

*[When applicable]* The duties of the team treasurer or financial officer are to:

- ensure there is a suitable record of revenues and disbursements from the team's account maintained by the Congregation, including donations, sales, financial transfers to the account of a SR working group (if these are not otherwise recorded);
- ensure that all the team's revenues and disbursements pass through the Congregation's accounts;
- ensure that disbursements are only made to CRA-“qualified donees” or for invoiced expenses; and
- report on these matters periodically to the team.

The duties of [any other position identified by the team] are to:

- ...
- ...