

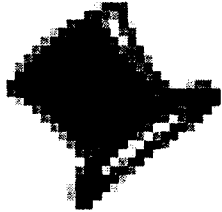
REFORMED CHURCH IN AMERICA  
PROPOSED 2009 GSC ASSESSMENT

Budget Area				
	2008	2009	2008	2009
Communications	602,000	954,609	11.1%	17.0%
Finance	638,520	424,441	11.7%	7.6%
Office of General Secretary	597,730	313,626	11.0%	5.6%
Information Technologies	402,664	436,261	7.4%	7.8%
Leadership/Revitalization	489,413	569,132	9.0%	10.1%
Church Mult/Discipleship	627,478	524,119	11.5%	9.3%
Operations & Support	1,731,624	2,012,544	31.8%	35.9%
GSC Development Fund	358,418	378,018	6.6%	6.7%
Church Herald	0	0	0.0%	0.0%
<b>Total</b>	<b>5,447,847</b>	<b>5,612,750</b>	<b>100.0%</b>	<b>100.0%</b>

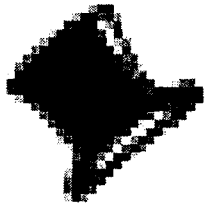
Function				
	2,008	2,009	2008	2009
Our Call				
Leadership/Revitalization	298,738	361,464	5.5%	6.4%
Communications	225,000	534,605	4.1%	9.5%
Church Mult./Discipleship	350,000	162,827	6.4%	2.9%
<b>Total Our Call</b>	<b>873,738</b>	<b>1,058,896</b>	<b>16.0%</b>	<b>18.9%</b>
RCA Communication Vehicles	377,000	420,004	6.9%	7.5%
Governance Structure				
Commissions	88,457	130,415	1.6%	2.3%
General Synod	531,480	549,500	9.8%	9.8%
General Synod Council	94,287	96,400	1.7%	1.7%
General Synod Operations	790,646	982,538	14.5%	17.5%
General Secretary	396,663	102,828	7.3%	1.8%
Ecumenical	93,915	187,798	1.7%	3.3%
Racial Ethnic Councils	594,367	677,960	10.9%	12.1%
<b>Total Governance</b>	<b>2,589,815</b>	<b>2,727,439</b>	<b>47.5%</b>	<b>48.6%</b>
Finance Services	638,520	424,441	11.7%	7.6%
Information Technologies	402,664	436,261	7.4%	7.8%
Personnel	107,040	151,191	2.0%	2.7%
Planning & Development	459,070	394,518	8.4%	7.0%
<b>Total</b>	<b>5,447,847</b>	<b>5,612,750</b>	<b>100.0%</b>	<b>100.0%</b>

# Six Hats System

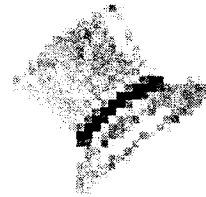
Developed over 20 years ago by Edward deBono, a world-renown Nobel nominee in economics, the six thinking hats system assists with using various methods of thinking when problem solving. Each hat represents one method. When together, the hats focus and improve creative thinking, improve communication, speed up decision making, and avoid debate.



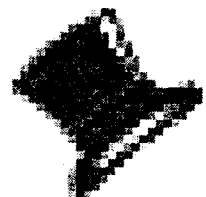
**Big Picture Thinking.** Ensures each hat gets used effectively.



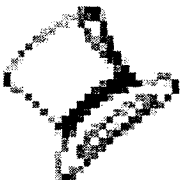
**Emotional thinking.** Intuition, feelings. When using this hat you can express emotions and feelings and share fears, likes, dislikes, loves, and hates.



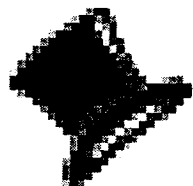
**Positive thinking.** Why something will work and why it will offer benefits. Explore the positives and probe for value and benefit.



**Creative thinking.** The possibilities, alternatives, and new ideas. It's an opportunity to express new concepts and new perceptions.



**Factual thinking.** This covers facts, figures, information needs and gaps. Drop the arguments and proposals, and look at the data.



**Critical thinking.** It is a most valuable hat. Using logic, it points out why a suggestion does not fit the facts, the available experience, the system in use, or the policy that is being followed.

# A GSC Decision Challenge

**The Challenge:** Should the GSC adopt the following ends policy statement: The RCA will be a fellowship of congregations that embraces its collective multi-racial future such that people of all races and ethnic groups equitably share on a racism-free basis the benefits of the RCA's commitments to leadership, discipleship, congregational revitalization, multiplication, and mission.

**Our Task:** In small groups to maximize discussion, devote 7 minutes on the Red, Yellow, and Green hats in succession, followed by 10 minutes each on the White and Black hats in succession. After re-gathering as a large group, each group reports out its Green, White and Black hat ideas, followed by a 10 minute discussion, followed by a decision regarding adopting the proposed or an alternative statement.

## Red Hat Ideas

## Yellow Hat Ideas

**Green Hat Ideas**

**White Hat Ideas**

**Black Hat Ideas**

## General Secretary's Performance Review

Among the responsibilities assigned in the *Book of Church Order* to the General Synod Council is "to select and supervise a General Secretary..." The GSC carries out its supervisory responsibility in three ways:

- In its standard practice of "policy governance" every meeting the GSC has elements within it that provide a continuing review of the General Secretary's performance. At each meeting the GSC reviews the "monitoring reports" it has received from the General Secretary. These monitoring reports are signed and dated by the General Secretary, who, in the course of a year will submit at least one for each of the GSC's written "executive limitations" and "ends" policies. Each report uses a standard format and provides:
  - The General Secretary's interpretation of the GSC's written policies governing his work and the work of the entire GSC staff;
  - Actions taken in the review period to fulfill or respond to policies;
  - Data to support the content of the reports;
  - A statement of progress (for reports on "ends" such as revitalization), or compliance, or non-compliance (for reports on "executive limitations" such as required financial procedures) for each policy reviewed.

Reports of non-compliance are accompanied by a written or oral report regarding reasons and a plan for returning to compliance. Agendas for the fall and spring GSC meetings provide ample time for the GSC to discuss these monitoring reports; to ask the General Secretary and his direct reports for comments on the reports and the related policies; and to consider changes in the policies. The GSC reviews all policies at least annually.

- Through its Personnel and Evaluation Committee the GSC conducts an annual performance review of the General Secretary's work in relationship to the GSC, his broader responsibilities for the work of the General Synod and all of its related boards, agencies, and institutions, and his duties as the denomination's ecumenical officer. The committee conducts this review in a full-day interview, and then prepares a written report that is shared in an executive session with the entire GSC. The committee also recommends to the GSC any adjustment in the General Secretary's annual compensation.
- Every third year the GSC conducts a "super-review" that includes an evaluation instrument that is completed by RCA leaders across the church, GSC executive personnel, and ecumenical colleagues. The results of this "super-review" together with a review of GSC monitoring reports and the standard annual review form the basis of a comprehensive written report prepared by the Personnel and Evaluation Committee that is shared with the GSC in executive session.

The GSC completed an annual review of the General Secretary in the fall of 2007 and conducted the three-year "super-review" in February and March 2008. In its written report in March the committee noted for particular commendation: a) the wide embrace across all regions of the RCA of the General Synod's ten-year goal, "Our Call," and the progress in achieving/exceeding the ambitious benchmarks set by the GSC; b) the leadership provided by the General Secretary to streamline and enhance the church's finance operations, including the decision to relocate these functions to the Grand Rapids Center where the finance team is able to work more closely with the ministry and mission personnel at a significantly reduced cost; c) the sense of teamwork and camaraderie expressed by senior staff colleagues attributed to the General Secretary's "servant

leadership” style and attitude; d) the General Secretary’s wide respect across the RCA and in the greater church in North America and worldwide where his work “is a blessing to the Church of Jesus Christ and reflects very positively on the RCA’s commitment to ecumenism.”

The GSC also noted some areas of ongoing concern. These included encouragement to build greater balance into his schedule including working more strategically to delegate responsibilities and to give greater priority to writing; continue to surround himself with staff colleagues who are able to provide wise advice and counsel; work with his senior colleagues to improve communication across the entire staff; and to find opportunities to be more personally and informally present with members of the entire staff.

The GSC, as part of its continuing dialogue with the General Secretary is also reviewing the creation of a standing relationship and review committee, replacing the current Personnel and Evaluation Committee, to oversee both the General Secretary’s annual reviews and pastoral care for him, should the General Synod approve the GSC’s revised by-laws. In addition to responsibility for the regular performance review process, this committee would have an expanded role to provide pastoral care for the General Secretary, and would be a group with whom he could seek informal counsel and advice. The committee would also ensure the GSC’s compliance with its own policies with respect to the General Secretary.