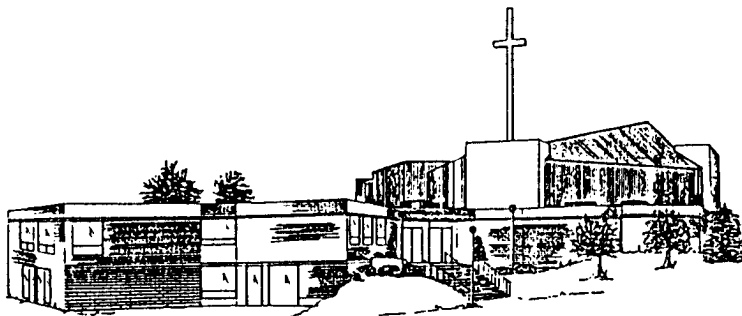


# DEACON BOARD OF DIRECTORS

## OPERATIONS MANUAL

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- QUALIFICATIONS
- RESPONSIBILITIES
- COVENANT



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*Revised January 4, 2002*



## LONDON GOSPEL TEMPLE DEACON HANDBOOK

Welcome to the Deacon Board of Directors of London Gospel Temple. We have prepared this handbook on how we operate to assist you in making the best possible decisions. This handbook accompanies the London Gospel Temple Policy Book to outline the operation of the corporation. Deacons are expected to fulfil biblical and Letters Patent By-Law requirements while serving in their function as a Deacon. It includes a moral, upright life of faith in Christ, prayer and tithing support for the church and support of the church leadership.

There are certain standards for those who would aspire to the ministry of a Deacon. Please read 1 Timothy 3:1-3; Titus 1:6-9; and Acts 6:1-7. Based upon these principles and others that God has given in His Word, the following qualifications have been established and should be prayerfully considered in making a decision regarding the nomination to serve as Deacon at London Gospel Temple (LGT).

To the best of his ability and with the help of God, a Deacon should meet the following PERSONAL, DOMESTIC and SPIRITUAL qualifications.

### 1. Personal Qualifications:

- a) A Deacon must, first and foremost, be a truly born-again Christian.
- b) A Deacon should be a man of dignity, above reproach, temperate (self-controlled, not quick tempered), prudent (sensible), not given to wine, not a fighter (not contentious, not an instigator), and not a critical person (gossiper, backbiter).
- c) A Deacon should be free from the love of money, be gentle, not covetous, and not self-willed (just, and a lover of good, not stubborn).
- d) A Deacon may not hold credentials with the P.A.O.C. ( Letters Patent & By-Laws Section III. 1.4).

### 2. Domestic Qualifications:

- a) A Deacon should be single or the husband of one wife, have no divorce entanglements in his life (or that of his wife), respectable (in home and community), manage his own home well (having his home and children under discipline), and he must be hospitable.

### 3. Spiritual Qualifications:

- a) A Deacon should not be a new convert (he must overcome any old reputation), must be God's steward, devout (spiritually-minded), well-grounded in sound doctrine, and able to teach sound doctrine to others.
- b) A Deacon should show forth the fruits of the Holy Spirit, uphold church standards, not be involved in questionable worldly practices, and be baptized with the Holy Spirit, having the initial evidence of speaking with other tongues.

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**THE DEACON BOARD OF DIRECTORS RESPONSIBILITIES**

The Deacon Board of Directors functions as a policy making board. Once policies have been established it becomes the responsibility of the Senior Pastor and his staff to carry them out. From time to time the Senior Pastor may ask a Deacon to carry out a specific responsibility. In those situations the Deacon functions in a staff capacity and is responsible to the Senior Pastor for those duties. Deacons act in an advisory capacity to the Pastor in both spiritual and financial affairs, as per LGT by-laws.

**1. Confidentiality**

Matters, which may be extremely sensitive to individuals and families, are discussed from time to time. These must be held in the strictest of confidence. Comments untimely expressed, even a year or two after an incident has occurred, can undermine the leadership's ability to minister to hurting people. Issues are also discussed where the Deacon Board of Directors make a decision which is not unanimous. It is very detrimental when a Deacon, who holds a contrary position to the decision of the majority of the Deacon Board of Directors, to express his opinion outside of the Deacon meeting, as it undermines confidence in leadership and causes division in the congregation. It is spiritually unhealthy to place members of the congregation, some still being babes in Christ, in awkward positions of choosing sides from the leadership. Deacons should not discuss results of Deacon decisions prior to the people affected being official informed through the church office.

**2. Deacon Portfolios**

The Senior Pastor presents a proposal for portfolio assignments at the first Deacon Board of Directors meeting following the annual meeting. Deacons have opportunity to adjust any proposed assignments prior to ratification. Deacons and the Pastoral staff are encouraged to contact the Senior Pastor (preferably written) indicating areas of special interest. Portfolios may be rotated occasionally.

The Portfolios fall into four categories:

**a) Personally Responsible:**

The Deacon is personally responsible to see the job is done.

**b) Committee:**

A Deacon serves on a committee or as the chairman of a committee. All committees are sub-committees of the Deacon Board of Directors and should bring written recommendations to the Board for approval.

Agendas and minutes are to be kept and copies submitted to the Senior Pastor's office. Committees within the mandate from the Deacon Board of Directors (see committee policies) serve as management committees.

**c) Liaison:**

The Deacon serves in the capacity of **communication**. It is his responsibility to communicate with the assigned staff person or department. The staff keep the Deacon abreast of significant issues which may arise from time to time. Individual Deacons shall *not influence* staff issues and decision by *interfering* with normal management practices.

**d) Church Staff:**

All church staff are considered the staff of the Senior Pastor and are directly or indirectly responsible to him. Any complaints, received by a Deacon from the congregation, about staff should be taken to the staff member and their supervisor first. If it is not resolved at that level it should be taken to the Senior Pastor and if needed brought to the entire Deacon Board. All paid staff report through the organizational chain of command and not to the committees of the board.

**3. The Fiduciary Duties of the Deacon Board of Directors**

- a) Duty of Diligence – Using reasonable care in making informed decisions (including input from outside professionals and experts) and performing duties in the best interests of the organization.
- b) Duty of Loyalty – Avoidance of personal activities and personal transactions with, or on behalf of the organization, which might result in personal gain, i.e. potential conflicts of interest.
- c) Duty of Obedience – Responsibility to perform duties within the statutes and terms of the organization’s charter, by-laws, constitution, statement of faith, etc., and to avoid actions which are contrary to or beyond the scope of regulations governing the organization.
- d) Duty of Honesty – Acting with honesty and in good faith, including full disclosure of information that may affect the deliberations and decisions of the board.
- e) Duty of Skill – Expectation that board members must exercise skills in accordance with their education, experience and professional abilities.
- f) Duty of Prudence – Requirement that board members use common sense and to act cautiously in trying to foresee the likely consequences of a proposed decision or course of action.

**4. Other Corporations**

Election to the London Gospel Temple Deacon Board of Directors automatically makes you one of the members (up to 25) of several other corporations. These include: LGT Pentecostal Benevolent Assoc. (Temple Tots), Forest Quarter Family Housing, Andover Gardens Seniors Apts. and Lonset Housing (Packwood)

**5. Meetings**

Deacon Board of Directors meetings are normally held the 1<sup>st</sup> Tuesday of the month. Any changes will be made and Deacons notified a month in advance. A typical year will have 8 to 10 meetings. The December and August meetings usually take the form of a dinner with our spouses. The Deacons rarely meet in July.

**6. Agenda**

The Deacon Board of Directors agenda is compiled by the Senior Pastor's Executive Assistant on the Thursday prior to the meeting. Any agenda items should be submitted by the Thursday prior to the meeting. The agenda, with all supporting information, is placed in the Deacon mailbox on the Friday prior to the meeting. When possible the Deacons should acquaint themselves with the agenda prior to the meeting.

**7. Quorum**

A majority of the Deacon Board of Directors constitutes a quorum (7). The Church By-Law outlines the requirements for calling meetings.

**8. Conflict of Interest**

If a Deacon’s immediate family member is being discussed in a Deacon Board of Directors meeting, the Deacon absents himself from the meeting, which is duly noted in the meeting minutes.

If a matter of financial or other personal interest is considered, a Deacon is to declare his interest and abstain from voting and may absent himself which is duly noted in the meeting minutes. A Deacon may not be an employee of the church.

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**9. Making a Motion**

A motion can be made when the agenda item is being considered or the Chair calls for a motion. To do this a person, when recognized, simply states the motion. The Chair will ask for a seconder. If no seconder is found the motion automatically fails.

**10. Voting**

Each Deacon has one vote. The Senior Pastor chairs the meetings but is not a voting member. A majority of votes cast means the motion passes. When a motion has a divided vote (that is equal) the Deacons may decide to defer the matter to the next meeting allowing time to review and pray over it. If it continues the President casts the tie breaking vote. Often a divided vote of the Deacon Board of Directors is representative of the congregations feelings. However, after prayerful consideration is given the majority position holds.

**11. Meetings in the Pastors Absence**

No meetings are to be held in the Senior Pastor's absence unless he authorizes it, as per the Church By-Law. Only the specific items he approves are to be dealt with in the meeting. The Senior Pastor will absent himself during discussion of his salary.

**12. Salaries**

An annual review of all salaries is handled by the Executive Policy and Staff Relationships (EPSR) Committee each year. The overall amount of salary increase is determined within the budgeted percentage increase set by the Deacon Board of Directors prior to the first meeting of the Committee. The EPSR Committee, which is chaired by the Senior Pastor, meet with church management to review individual staff performance. Based on the performance evaluations and recommendations from church management, an overall salary package is prepared and incorporated into the budget set by the Deacons. The salaries of all category four and five pastors will be set first by the EPSR committee and presented to the Deacon Board in a package for final approval. The EPSR Committee will serve as an appeal committee in dealing with staff matters.

**Pastoral Salaries**

**a) Senior Pastor:**

Due to the nature of the Senior Pastor's position in the church, his call and role, the process for determining his salary is different from the other church staff. The determination of the salary adjustment will occur once annually, considering a cost of living adjustment, his needs and comparison of other senior pastor or District staff salaries. The EPSR committee will review these components and present a salary recommendation to the Deacon Board of Directors for their approval. The salary or benefit adjustment will fit within the previously approved budget parameters. In addition, Deacon Board has a letter of commitment with the Senior Pastor outlining several specific arrangements which are unique to his position.

**b) Salary Rational:**

When we annually review and establish our pastoral salaries, it is our desire to be fair to both the church and the individual pastor. Whenever possible, comparisons should be made between our salary grid and other information obtained recognizing the following:

- 1) Salaries should be set with the recognition that they can either encourage or discourage that pastor's portability.

- 2) Church salaries from comparable size churches, with similar ministry programs, will be considered, recognizing varying local living costs.
- 3) Churches with unusual high and low salaries will always be found.
- 4) Some churches reimburse pastors' spouses for their contribution to the ministry, while others don't.
- 5) A few of the pastoral positions may have to be considered from a North American base, rather than simply within Canada.
- 6) Ministry expenses will vary depending on the responsibilities of the job, rather than the category of position. Where possible, these expenses will be part of the departmental budgets.
- 7) In some cases, it may be of benefit to the church that the pastor's spouse is part of the ministry and not tied to outside work commitments; in such cases, family earning potential needs consideration.
- 8) The basis of initial salary compensation should take into account the financial need of the pastor and family, placement within the five pastoral categories and previous salary.
- 9) Salary is not the only means of compensation. Other benefits may be of greater blessing to the pastor.
- 10) Unlike many other churches, our incorporation does not allow LGT to defer interest free housing loans to staff members.

**Annual Adjustment of Staff Salary:**

The following are considerations for the Executive Policy and Staff Relations Committee and the Deacon Board of Directors to use in determining appropriate salary adjustments.

- 1) What is the overall percentage increase/decrease in General Fund income projected to be?
- 2) The Deacons will decide annually which commitments should have priority.  
Eg.
  - Tithe to District
  - Debt retirement
  - Salary increases
  - Increased staff
  - Capital expenses
  - Other
- 3) What salary increases will the congregation feel are fair according to our economy?
- 4) Are there other ways to better reward valued employees?
- 5) Should we have a maximum percentage increase, for cost of living and performance, that any one person should receive?
- 6) Are there any other ways to address the salary issue that would save taxes for the employee?
- 7) Which positions most greatly affect the income of the church?
- 8) What are the new medians for the five pastoral categories and the other staff categories ?
- 9) What are comparable churches paying?

**13. Hiring Practices**

A policy for hiring, firing and grievances has been established by the Deacon Board of Directors. It is the responsibility of church management, in consultation with the Executive and Policy Committee, to function within these policies. Extreme care must be taken to not violate the established policies and compromise the Deacons by involving them prior to the time frame policy dictates. In individual situations the Senior Pastor may call on the Deacons to advise him in specific staff situations. This is usually done when the decision may have broad implications to the LGT church family.

**14. Individual Complaints**

The guiding principle in dealing with complaints is found in Matthew 18. The Deacon Board of Directors cannot deal with unsigned letters or unnamed sources. If a person is not prepared to attach their name to an issue they should not be quoted regarding it. There are usually two sides to each story and both need to be heard, by each other, in order to resolve issues. There is often an underlying problem behind many issues and sometimes the Pastors are unable to divulge all the information they know.

**15. Deacon Mail Boxes**

A box for correspondence is located in the room behind the Welcome Center. Each deacon will be assigned a mail slot and a key.

**16. Keys**

Deacons are permitted any keys necessary to fulfil their responsibilities. All keys must be signed out through the office and returned when no longer a Deacon. For personal safety no one is permitted to have both a front door key and a vault room key.

**17. Teller Duty**

A monthly rotation system of Tellers (lock up of offerings) include all Deacons except those participating regularly in Sunday services.

**18. Contracts and Bids**

When contracts or bids have been made by church members and the implications of a lost contract or bid could adversely affect the church, the final decision on awarding the contract will be made by the Deacon Board of Directors.

## 19. Director's Liability

- Directors and Officers may be held personally liable for corporate conduct
- The liability of Directors can be divided into 4 categories:
  - Liability of Directors at common law;
  - Liability of Directors under the *Income Tax Act* (Canada);
  - Liability of Directors pursuant to Federal and Provincial *Business Corporations Act* legislation; and
  - Liability of Directors under other statutes.
- Directors and Officers Liability Insurance coverage is provided for the Deacon Board of Directors.

## EXECUTIVE DIRECTORS of the DEACON BOARD

### 1. President

The President of LGT Corporation is annually appointed by the Deacon Board of Directors, based on the recommendation of the Senior Pastor. His prime objectives are: to enhance effective operation of the Board, to provide adequate support of the Senior Pastor and to foster a spirit of unity among church leadership. However, where relevant spiritual and natural skills are present in other directors, some roles may be delegated. The following points highlight his main roles and responsibilities:

#### a) Corporate

- Signing officer (legal documents, minutes).
- With the Treasurer, approve overdrafts, greater than \$25,000 (cumulative total), as specified in policy
- In unity with the Senior Pastor, publicly represent the Board's decisions.
- Ensure the membership list is in order for any annual or special business meeting.
- Cast a tie-breaking vote should the need arise.

#### b) Liase with Senior Pastor

- Approve Senior Pastor's expense claims.
- Ensure appropriate care for personal needs of the Senior Pastor.
- Assist as requested with staffing issues.

#### c) Board Operations

- Chair meetings with pre-approved agendas as permitted in the by-laws during the absence of the Senior Pastor.
- Vice-Chair the Executive Committee.
- Ensure adequate director development and training.
- Ensure that the Board undertakes self-evaluation and long-range planning on a regular basis.
- Ensure Board conflict of interest guidelines are observed.
- Discipline Board members as required.

### 2. Vice President

The Vice President of the LGT Corporation is annually appointed by the Deacon Board of Directors, based on the recommendation of the Senior Pastor. The Vice President assumes the President's responsibilities when deemed necessary. The Vice President serves on the Executive and Policy Committee. The Vice President oversees the Teller/Lock-Up portfolio on the Board. The Vice President of LGT Inc. also serves as Vice President for the other church corporations. He serves as a signing officer for all corporations.

**3. Secretary**

The Senior Pastor automatically assumes the LGT Corporation Secretary portfolio by the office of his calling. The Secretary is part of the Executive and Policy Committee and ex-officio member of all committees of the Corporation. The Senior Pastor is the President of the other corporations as per the office of his calling.

**4. Recording Secretary**

The Recording Secretary maintains records of minutes and Deacon Board of Directors' decisions. He serves as Secretary for the other Corporations, as the Senior Pastor is the President of the other church corporations (see page 6). The Recording Secretary reports to all church corporations: Andover, Lonset, Pentecostal Benevolent, Forest Quarter and London Gospel Temple Inc., and records and maintains minutes of meetings. The minutes are kept in the church office. The Recording Secretary ensures policy decisions are circulated to the staff, receives and responds to outside correspondence to the Boards and distributes minutes to the Board. The following guideline delineate the roles and responsibilities:

- a) The Deacon Board of Directors monthly meeting is held jointly as the meeting for all of the other corporations: LONSET, ANDOVER GARDENS, PENTECOSTAL BENEVOLENT AND FOREST QUARTERS. Separate minutes are maintained for each meeting.
- b) Board members are recorded as present or absent with arrival and departing times if different from the opening and closing of the meeting.
- c) Visitors are recorded as such with both arrival and departing times included.
- d) The minutes should be maintained in the order of the agenda with a title indicating the item and the decision or motion recorded. All motions should be recorded with the vote result.
- e) Short, concise statements are a key to effective minutes. Record only items deemed relevant to the business of the church.
- f) The notes should be submitted to the Executive Secretary for typing within a week of the meeting.
- g) Confidential minutes are maintained separately and vetted every year of any information more than three years old.

**5. Treasurer**

The Treasurer is appointed annually by the Deacon Board of Directors as recommended by the Senior Pastor. The Treasurer serves as Treasurer for the other church corporations. The Treasurer is the Chairman of the Finance and Audit Committee.

**DEACON OPERATIONS**

The Deacon Board of Directors provides advice and assistance to the Senior Pastor and his staff. The Deacon responsibilities include a direct liaison with a member of the Pastoral staff. The Deacon will provide policy and procedure assistance to their pastor contact for the areas of ministry and clergy care for their personal needs. This part includes encouragement, prayer support and fellowship support. The remaining responsibilities are outlined in the following:

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A) **Signing Officers**

- Sign legal documents pertaining to business transactions.
- Signing officers are: President, Vice Chairman, Secretary, Treasurer and other officers as designated by Deacons.

B) **Director of Other Incorporation**

- Sign legal documents pertaining to business transactions.
- Review monthly statements and approve.
- Approve annual budget.
- Formulate or revise policy as operations dictate.
- Make decisions on issues outside of policy.

**COMMITTEES OF THE DEACON BOARD OF DIRECTORS**

A) **Executive and Policy Committee**

**General:**

- Formulate and revise policy pertaining to staff and operations.
- Review annual evaluations of staff and recommend salary adjustments to Deacon Board.
- Periodically review and adjust procedures and policy in line with government regulations.
- Recommend staffing adjustments to the Deacon Board of Directors.
- Function as an appeal board in employee/supervisor disputes.
- Set goals, objectives and strategic plans for the corporation.

B) **Finance, Stewardship and Audit Committee**

- Liaison with the Deacon Board of Directors on finance or audit issues.
- Offer advice to the finance committee in relation to the Deacon Board's overall goals.
- Review and revise finance policy as regulations and priorities change.
- Conduct audit inspections to ensure finance policy is followed by staff.

C) **Nominating Committee**

- Review and contact potential Deacon Board of Directors candidates.
- Report to Deacon Board the approved and accepted nominees.
- Post the nominations prior to the annual meeting.

D) **Missions Committees**

- Provide link to Deacon Board of Directors from Mission Committee.
- Review and submit policy revisions to the Deacon Board for approval.

E) **Tellers**

- Assist in the receiving and depositing of the church Sunday offerings.
- Rotational assignments for this responsibility.
- Establish schedule for Tellers and Lock-up.
- Ensure more than one person sorts and deposits the offerings.

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F) **Membership and Discipline Committee**

- Review the membership list for additions and deletions.
- Recommend new members to the Deacon Board of Directors.
- Conduct training classes for new members.
- Investigate discipline issues brought to the Deacon Board of Directors.

**ELDER BOARDS**

As per by-law #1, LGT Inc., appoints several Boards of Elders to two-year terms. The appointments are based on the Senior Pastor's recommendations and the Deacon Board of Directors' approval. The Elder Boards provide ministry support and advice to the Senior Pastor. They also assist, from time to time, with various committees of the Deacon Board of Directors. There are currently three Elder Boards:

**a) Honourary:**

These Elders are men of distinction who have served in various leadership capacities in the past, and are recognized by the congregation for their contributions to LGT and its ministry.

**b) Ministry:**

These Elders provide ministry at the altar and follow-up in times of illness or crisis. They report to the Senior Pastor.

**c) Advisory:**

These Elders assist with the ministry around the altar and provide ministry advice to the pastoral staff.

London Gospel Temple  
**DEACON COVENANT**

*There are basically three requirements in the election of Deacons: (1) the Holy Spirit must initiate the appointment by revealing who He has been preparing for this ministry; (2) the church must know and apply the standards of scripture with regard to the qualifications of Deacons (1 Timothy 3:13; Titus 1:6-9; Acts 6:1-7), and (3) the authority must be delegated to him as an overseer (John 10:1-29; Psalms 23; Ezekiel 34:1-4, 33:1-9; Isaiah 56:9-10; Genesis 31:38-40; 1 Timothy 5:17; Titus 1:9).*

Having been elected to the office of Deacon, I earnestly pledge myself to the following terms, believing them to be in accordance with His plan.

1. I will commit myself to be a learner under discipline, so that I may be effective in personal ministry as well as in discipling others for ministry (1 Corinthians 12:25-27; 2 Timothy 2:2,15; Romans 10:13-15).
2. I will endeavour to lead others, by example, to attain a high standard of faithful service; regular church attendance (Sunday morning, Sunday evening, and mid-week services), punctuality, Bible study and tithing (John 10:11-14; 1 Timothy 3:8-13; Luke 16:10-13).
3. I will be loyal to the church leadership and fellow workers in Christ. I will not breach confidentiality regarding matters discussed in Board meetings (even with a spouse or close friend). I understand that it is my responsibility to support and cooperate fully with the vision given to the Senior Pastor of LGT (Hebrews 13:17; 1 Corinthians 16:16; Proverbs 11:13).
4. As a member of this church body, I will counsel and teach in accordance with the church's doctrines, and present a Christ-like example in dress, conversation and prayer (1 Timothy 4:12).
5. I will, unless unavoidably hindered, attend the Board meeting each month and any special training classes or seminars recommended by the Senior Pastor. In addition, I know that it is my responsibility to attend any church-wide meetings or functions (2 Timothy 2:15; 1 Corinthians 8:1).
6. I will be faithful, demonstrating a sense of involvement in the ministries of the church, particularly fellowship group ministry. If at any time, through sickness or other emergency, I am unable to fulfil my responsibilities, I will notify my leadership at once (1 Corinthians 4:2).
7. If for any reason I cannot fulfil my responsibilities, I will confer with my leadership and surrender my position to another if that is advisable. An appointment with my leadership is required before any formal resignation (Luke 16:10; Revelation 2:10).

I hereby agree to the above terms and, in doing so, acknowledge that God would have me accept this election and submit myself to His will.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_