

**OCA Organizational Task Force
After-Action Report
November, 2008**

Executive Summary: Completing its two-year Charter, the OCA Organizational Task Force hereby summarizes seven recommendations for areas of emphasis by the Church as it engages in further strategic planning. The Task Force comprised 6 members and two advisors. They met twenty-two times and produced a work product unique to the OCA: a comprehensive report on operations and a streamlined Chancery organizational structure that increased efficiency and reduced operating costs by more than \$500,000 per year. The Holy Synod (HS) and Metropolitan Council (MC) reviewed Task Force recommendations in detail and approved them. A member of the Task Force served as Transition Officer in their implementation. The seven areas for future emphasis:

- The OCA should retain and consult the written records of the Task Force as well as those of the HS and the MC with regard to Task Force recommendations, as background material for any future organizational revisions.
- The OCA should retain the design of the four co-equal Chancery leadership positions. Those positions constitute a system of checks and balances that prevents undue responsibility from accruing to one or two individuals. Each position has key areas of responsibility and/or attributes:
 - The Chancellor is the “Priest of Priests,” and, as needed, the Primate’s representative. However, he is not the overall manager of Chancery functions or facility, nor is he the Primate’s Chief of Staff.
 - The Treasurer must have professional Accountant/CPA qualifications and should be a full-time position.
 - The Director of Ministries and Communications plays a critical role in the OCA’s essential mission. That position should be recognized as a fourth Officer of the Church in OCA Statutes.
 - The Secretary is the administrator of the Church and as such is an essential balance for the newly-designed Chancellor position.
- All future position vacancies in the Chancery/Central Administration must be publicly advertised. Advertising must include objective job-related qualifications criteria against which candidates must be rated to determine the selectee.
- To assure continued accountability, all Chancery positions must have annual performance criteria and be rated against those criteria as a prerequisite for retention in the position and any affordable pay increases.
- The Task Force wrote job descriptions for all Chancery positions, as well as human resource policies for managers and employees. Those documents must be maintained current and compliance with them should be audited annually. The MC Internal Audit Committee is an appropriate auditing agency.

- The OCA should strive for greater diversity in clergy/laity status and gender within Chancery positions, especially leadership positions.
- The OCA's Chancery is both a spiritual and a business entity. It should always be guided by Christian principles and also by sound and modern business practices.

Background: His Beatitude, Metropolitan Herman chartered the OCA Organizational Task Force (OTF) on September 8, 2006, to study the organization of the Central Administration and make recommendations for improvements in efficiency, effectiveness, and operational expenses. The OCA Metropolitan Council voted at its November 2006 meeting, after hearing the first report from the Task Force, to continue its operations for two years. The Task Force comprised Robert Kornafel as Chairman, Dn. John Zarras, Peter Bohlender, Marty Brown, Al Wetmore, and Carol Wetmore as members, and Pdn. Peter Danilchick and Fr. Paul Kucynda as advisors. All served *pro bono*.

Task Force members met approximately 22 times in their 2+ years of existence. Dn. Zarras served as Transition Officer during key periods of Chancery change. They prepared and passed on to Chancery leadership a new organizational structure, job descriptions, recruitment criteria, and human resource policies and procedures to guide future operations. Their recommendations for a reorganized Chancery structure, selections for key positions, and policy and procedural changes were reviewed and adopted at periodic meetings, by the Metropolitan Council (MC) and Holy Synod (HS). Initially, the redesigned organization represented a streamlining of the structure from 29 to 23 positions and a cost savings in salaries and benefits of \$500,000 per year. Present on-board staffing is 15 due to contracting and other adjustments; changes in human resource policies further increased the savings.

Certain key issues emerged during the two-year life of the OTF and are presented here for reinforcement and follow-on action as deemed appropriate by the Primate, the MC, and the HS.

1. Unprecedented Change: The Organizational Task Force's existence, efforts, and recommendations were new to the Church. Its "no-holds barred" study of functions and design of positions were never before undertaken in the OCA. As such, it was essential that the MC and HS give close review and careful consideration of their recommendations. This deliberate process, involving both specialists in management, organization, and human resources, as well as the governing bodies of the Church, is recorded in Minutes and Reports of the OTF and Minutes of the MC and HS. *The OTF recommends that the records of these deliberations be maintained and appropriately consulted as the Church goes forward in planning its future.*

2. Organizational Structure: Four Co-Equal Positions: The Task Force envisioned and actualized, with MC and HS approval, four key Chancery

positions: Director of Ministries and Communications, Treasurer, Chancellor, and Secretary, all interacting formally and informally with each other on a regular basis and representing their individual functions to the Metropolitan, who provides overall guidance, resolves disagreements, as necessary, and meets with his four leaders regularly to guide them. This structure is a marked change from the past, in particular with regard to the historic role of the Chancellor. The report of the Special Investigating Committee in September 2008 tragically reinforces the need to prevent unbridled power from accruing to one or two positions within the Chancery. To date, the recommended structure appears to be functioning as intended. *For the future, it is essential that the equality of the four positions, and especially the role of the Chancellor as “priest of priests,” but not the alter ego of the Metropolitan, be viewed as essential to the Chancery structure.*

- a. Chancellor. The “priest of priests” role of this position provides for a critical need in the Church: a position responsible for developing and nurturing the clergy resources of the OCA. Specifically, this position is responsible for “managing national-level clergy-related activities, including seminarian development and ordination, inter-Diocesan transfers, continuing education, and retired clergy and widows support.” In addition, recognizing the many liturgical and other demands on the Primate, the OTF provided that the Chancellor: “(a)s assigned, represent(s) the Metropolitan in religious and spiritual activities; act(s) in his stead in dealings with clergy, laity, employees, and organizations of the OCA and with other religious jurisdictions and lay organizations.” *The historic “chief of staff” role of the Chancellor should not be reinstated. The newly designed position, with chiefly clergy-related responsibilities, needs clear recognition and reinforcement.*
- b. Treasurer: The history of this position’s design and recruitment is illuminating. Debate, particularly within the MC, about the need for professional/CPA credentials, its part-time vs. full-time status, and the need for repeated announcements to attract qualified candidates are significant. *Based in large part on the significant contributions by the first Treasurer since the reorganization, the OTF recommends that, for the foreseeable future, the Treasurer be a full-time professional accountant/CPA position. If recruitment/retention issues prevent full-time staffing, professional accountant skills in one or more subordinate staff members are essential.*
- c. Director, Ministries and Communications: this new position was created in recognition that (1) the primary task of the Church is to communicate the Gospel through word and ministry, and (2) communications within the Church and between the Church and those outside it needs improvement. The other three leadership positions exist to maintain compliance with Statutes and to perform essentially administrative functions. Yet, those administrative functions exist for one purpose: to provide the vehicle for communicating the Gospel and

fulfilling the Great Commission to the peoples of North America. The Director of Ministries and Communications serves as the focal point, in coordination with the Dioceses, for determining how ministries work can most effectively be performed, setting goals, guiding, and coordinating, and evaluating the largely volunteer work of Church's ministries. *In recognition of the importance of its functions, the Director of Ministries and Communications merits recognition as an Officer of the Church and a voting member of the MC. The OTF recommends the Statues Revision Committee take that action.*

- d. Secretary: With the Chancellor responsible for national clergy issues and for representing the Metropolitan as needed, the Secretary is the administrator of the Church's business policies, processes, and day-to-day operations. *This newly-designed position provides essential balance with the new Chancellor role. The position is important too, for Best Practices compliance, since the Secretary is the action officer for the Church's procedures and records, including its Archives.*

3. Open Competitive Recruitment – Objective Criteria: Nepotism, favoritism and other indications of non-objectivity pervaded the Chancery in 2006. The loss of confidence of the Church at large and suspicion toward "Syosset" can only be eliminated if, in the future, all positions are openly advertised and objective, job-related criteria are the basis for selection by unbiased selectors. *As a minimum, all Chancery job vacancies must be announced on the OCA website before applications are accepted and reviewed, and when they are reviewed, pre-determined, written selection criteria must be applied by at least two impartial reviewers.*

4. Objective Performance Review: In 2006 the Task Force confronted a bloated organizational structure with overlapping responsibilities and little or no accountability. In recommending a lean organizational structure, they defined procedures for establishment of specific goals and performance criteria for each position, with annual performance reviews and outcomes for excellence or shortfalls in performance. *It is essential that this accountability, i.e., written performance criteria and serious formal performance reviews, be actualized and not swept away in the press of day-to-day business. This should be an item for internal audit review annually.*

5. Written Policies and Procedures: In 2006, Chancery procedures were generally informal and unwritten. In accordance with Best Practices for Financial Accountability, the Task Force prepared written procedures for key processes and passed them to the Chancery leadership. *It is essential that these procedures be maintained current and compliance with them be monitored regularly; otherwise, they become empty and meaningless. The MC Internal Audit Committee is an appropriate vehicle for this review.*

6. Diversity: The first incumbents of the four Chancery leadership positions are all priests. *Recognizing the advantages of this homogeneity, the Task Force advocates deliberate action to attract and incorporate into the ethos of the Chancery especially the leadership positions, laity, including women, in future recruitment efforts.*

7. Church and also Business: The OCA is an organization based on the teachings of Christ. It is also an organization in the business sense: a group of people accomplishing specific responsibilities within a rational set of relationships. Before the reorganization, the Chancery was wholly hierarchal and generally undocumented: a single position wielded undue power. The new structure relies on the Christian principles of responsible stewardship and brotherly love but also on written business guidance such as job descriptions, goals and objectives, and procedures. The four leadership positions manage the business with which they are entrusted, but they also come together frequently and in love to plan, adjust plans, and assist each other. Similarly, administrative policies already in place, as well as those under development consider both responsible stewardship of OCA funds and compassion for those who may be adversely affected by those policies. *The OTF recommends the Church's governing bodies give explicit consideration of both the business and the religious principles at stake in future examinations of Chancery operations.*

The OCA Organizational Task Force