

MOVING TOWARDS ACCOUNTABILITY LEADERSHIP STRUCTURE

(Ann Handschu, Church Development INUMC; June 2015)

Step 1:

All staff and leaders of the church should attend a workshop on Accountability Leadership conducted by the FCJ coach in order to understand the principles of accountable leadership. Additionally, the new simplified administrative leadership structure is to be explained in detail so that leaders can understand that this structure is a healthy way to pursue accountability to fruitful goal setting that is in alignment with the church's mission and vision. Additionally, this simplified structures allows for more persons to be in ministry versus sitting in on numerous committee meetings.

Following the workshop, the pastor should meet with at least 2 other current leaders to discuss if they would like to move forward with this new structure or to amend the structure in some way that best accommodates their church (within Discipline requirements).

The Chair person will offer this new structure to the current leadership team for a yes or no vote. If the vote is to move forward, the following steps need to be pursued.

Step 2:

The Pastor and Ad Board/Church Council chair need to understand this new structure – what are the positions, responsibilities, and system of accountability (organizational chart). Clarity is essential!!! With the assistance of the Leadership Development team (Nominations and Personnel) the Senior Pastor and Ad Council chair should work to fill all necessary leadership positions for the recommended new structure. It is highly recommended that anyone currently serving as Chair/Team Leader of an administrative committee/team that was approved at last fall's charge conference be given first consideration. Also consider if they would like to be on the leadership team but under a different lead representative.

After determining who will serve on the leadership team you must decide what class they will be in so as to determine how long each will serve in this new start up. You should divide into 3 classes where 1/3 will serve 1 year and then be given the chance to serve a second 3 year term; 1/3 will serve 2 years and then be given the chance to serve a second 3 year term; 1/3 will serve 3 years and then be given the chance to serve another 3 year term. These second terms can be in a different leadership role.

After serving 6 years, you must take at least 1 year off from serving on the leadership team.

If you are dividing all other programming ministries under the 5 Practices model, you should determine where each ministry fits and if there will be a Chair/Team leader over each of those ministries. Those leaders must know who on the leadership team will be their liason/accountability contact. (see paragraph 3 on page 12 and page 5 structure example)

If you are not using the 5 Practices ministry organization, it is important that you determine who every ministry team leader should assign from the leadership team to serve as accountability and support partners. (For example: the worship team leader would be paired with the pastor, obviously, but you may decide that missions team leader would be paired with the lay leader or perhaps Trustee 2 or 3).

Step 3:

All persons that agree to serve on the new leadertship team or serve as Ministry Coordinators for the

5 Operational Teams will receive copies of your congregation's By-Laws that also includes documentation regarding responsibilities, requirements, and terms.

Step 4:

Decide the name of your new team. There is no reason to not call it what you always have (church council or ad board) however, many churches have decided to call it something new such as the Administrative Leadership Team – better defines their responsibility.

Step 5:

Plan how to explain and/or announce this new structure and why. You should be able to take most info from the Accountable Leadership Summary at the end of this document. The 2 most often asked questions are 1) a small group holding all of the power and, 2) does this structure follow discipline. Everything has been vetted by the jurisdictional body of the UMC and is supported by our INUMC Bishop and Cabinet.

In this structure, ministry team leaders are given **responsibility** and **authority** to pursue ministry in whatever way their team feels needs to be done and also agree to be **accountable** for their ministry activities. The following are areas that they will be held accountable:

1. Their activities and goals are in alignment with the mission and vision of the church
2. Their activities and goals are within their budget
3. Their activities and goals are compatible with any policies in place regarding facility use and the Discipline of the United Methodist Church.
4. Their activities and goals are not a duplication of effort of other ministry teams
5. Additionally, the leadership team will look at the church's calendar to insure scheduling conflicts and "overload" of activities.

The leadership team is the keeper of the vision/mission and supports all ministries – not to give permission to do ministry that they might not have interest, passion, knowledge, or background to comment on.

You may want to hold a town hall or Q & A session for all the congregation so that everyone feels they have had a chance to comment or raise concerns. Remind them that Leadership meetings are open to everyone but that only those on the team have a vote. All persons would be asked to leave the room, however, whenever Staff-Parish business is discussed per the Discipline. Please note that the only business that should be discussed is that which was put on the Agenda by the Pastor and Chair at least one week prior to the meeting.

Step 6:

If you plan to begin the new leadership structure several months sooner than your charge conference, you will need to ask your District Superintendent to hold a special charge conference. This charge conference is **NOT** to approve whether you accept the structure but simply to approve those named in leadership positions just as you would do for the Fall charge conference.

Step 7:

Discuss the possibility of having a leadership retreat (or training) for the new leadership team. All persons will need to understand the responsibilities of the SPRC, Finance, and Trustees.

Step 8:

Establish a team covenant.

Step 9:

Plan for monthly meetings of the Administrative Council for the first 6 months. If applicable, plan for monthly meetings of the 5 Operational Ministry Team coordinators for at least the first 6 months.

BREAKDOWN OF RESPONSIBILITIES WITHIN THE CHURCH STRUCTURE

What? Directional Leadership	What? Operational Leadership	What? Hands-on Ministries
Who? Administrative Council	Who? Paid staff/Team Leaders	Who? Team members in ministry
Responsibilities: <ul style="list-style-type: none"> ▪ Oversees the Structures of the church. (Budget, facilities, staffing & evaluation, policies, etc.) ▪ Keepers of the mission and vision of the church. ▪ Holds ministry areas accountable to their fruitful goals as they pertain to the vision. 	Responsibilities: <ul style="list-style-type: none"> ▪ Day to day operational/management needs of PAID STAFF responsibilities as it pertains to programming. ▪ Day to day management/operational needs of ministry teams by UNPAID STAFF leaders. ▪ On-going recruitment and/or training of ministry leadership. 	Responsibilities: <ul style="list-style-type: none"> ▪ People agree to serve on ministry teams ▪ Persons commit to serve in areas that are in alignment with their individual passions, gifts and talents, and experience. ▪ Team members should expect to be given responsibility to work towards clearly defined goals, authority to provide ministry and held accountable for ministry goals.

Leadership Positions required for the leadership structure::

1. Chair
2. Pastor (Leadership Development chair)
3. Finance Rep/Team leader
4. SPRC Rep/Team leader
5. Trustee Rep-1/Team leader
6. Trustee Rep-2
7. Trustee Rep-3
8. Lay Rep/Lay member
9. UMW/UMM Rep
10. Young Adult Rep
11. Lay leader

You can add at-large positions but consider limiting to 2. You might consider also having the position of Recording Secretary or simply have one of the required positions (such as Trustee 3) be the Recording Secretary.

One of these positions should also be serving as Vice Chair for Administrative Council

One of these positions should also be serving as Alternate Lay Delegate

One of these positions should also be serving as Vice Chair for SPRC

Sub Administrative teams or Task Teams **could be** established and report directly to one of these representatives:

Trustees – includes persons that do the hands-on kind of repairs and tasks as well as the building superintendents. This could be a Building and Grounds ministry team.

SPRC – a special called team for interviewing a (non-appointed) staff position; writing job descriptions; reviewing Safe Sanctuary practices, etc.)

Keys to Effective Administrative Leadership Teams (Ad Board/Council)

It is not as important for the Leadership team to think about what *should be done* but rather, *what should NOT be done*. The Operational ministry teams should be determining what their ministry teams are to do. Therefore, you need to understand that the directional structure of the Administrative Council is for **OVERSIGHT**:

IT OVERSEES:

- Visioning
- Support
- Budget/Financial Oversight
- Policy Manuals (building, SPRC [personnel handbook], safe sanctuaries, etc.
- Systems for accountability to mission, vision, values, and goals of all ministry teams
- Systems for accountability and operational boundaries for pastors, paid, and volunteer staff
- Nominations and Leadership Development
- Staffing and evaluation
- Adherence to the by-laws and Discipline

The Administrative Board/Council establishes the boundaries within which the Sr. Pastor, staff and ministries may operate.

- Boundaries are the parameters within which the Staff and ministries operate.
- Boundaries do not tell you what you can do, they tell you what you can't do.
 1. A budget sets a boundary – stay within your budget and you are okay
 2. A building use policy sets boundaries
 3. An employee manual sets boundaries

REMEMBER:

Keeping the rules is not the objective Jesus' church is trying to accomplish. The objective is to fulfill the mission to make disciples.

KEY CHARACTERISTICS OF THOSE SERVING ON THE ADMINISTRATIVE COUNCIL SHOULD BE:

- A person committed to and intentional about growing deeper in their relationship with Christ
- Gifted resource people
- Active in the life of the church so as to serve as sounding boards for congregants

THE 5 OPERATIONAL TEAMS:

- 1. PASSIONATE WORSHIP**
- 2. INTENTIONAL FAITH DEVELOPMENT**
- 3. RADICAL HOSPITALITY**
- 4. RISK TAKING MISSIONS AND SERVICE**
- 5. EXTRAVAGANT GENEROSITY**

- Each of these Operational Teams would have a chairperson.

- Each chairperson would have direct report to Associate Pastor.
- These 6 persons should have regular team meetings.
- Their ministry teams would be held accountable to goals in alignment with the mission and vision of the church.
- Operational team leaders would be responsible for keeping the Administrative Council apprised of needs, concerns, budget requests, etc. by way of timely reports.

SOME COMMON MINISTRY TEAMS AND HOW THEY ARE ALIGNED IN SUCH A STRUCTURE:

Example of structure: Your current ministry teams *could* be placed under the following Operational Teams:

Passionate Worship

- Worship design teams – both campuses
- Choir director
- Musicians
- Tech/sound teams
- Communion
- Ushers

Intentional Faith Development

- Age level coordinators
- UMW
- Small groups
- UMW
- Camping
- Visitation

Radical Hospitality

- Hospitality teams
- Outreach
- Communications/Marketing
- Member Care
- College boxes

Risk Taking Missions

- Mission teams
- Social concerns

Extravagant Generosity

- Stewardship campaign
- Memorial Gifts
- Trinity scholarship fund
- Education fund
- Music appreciation fund

SAFEGUARDS OF OUR UMC SYSTEM:

- The Administrative Council and Pastors under appointment are accountable to The Discipline of the United Methodist Church (Supervision is the responsibility of the D.S. and Bishop).
- It is incumbent upon the Administrative Council to insure the Pastor is held accountable to the mutually agreed upon personal goals, which are in alignment with the Mission, Vision, and Values of the church.
- Goals may change as needed to stay in alignment with the Mission, Vision and Values of the church.
- Every ministry staff member establishes agreed upon goals with the pastor which are in alignment with the Mission, Vision and Values of the church.
- Accountability necessitates at least annual reviews of the Pastor, paid, and unpaid staff and their reviews of those reporting to them.
- By-Laws:
 1. How the Board is authorized to be the board.
 2. Book of Discipline defines a church's by-laws.
 3. A sample based upon The Discipline of the United Methodist Church

ACCOUNTABILITY

It is important that a system of accountability for reaching fruitful goals be established. Your FCJ coach can lead a training of how to do strategic goal setting in alignment with the vision and mission with all ministry team leaders.

BY-LAWS:

A template is included in this document to use for the By-laws that your new structure would need to have in place prior to approving this. Also included is an example of another FCJ church that is working in this structure. Most areas apply to all churches but a few can be determined by individual churches. (i.e. what will you determine to be a quorum, etc.) These documents spell out the responsibilities, requirements, and terms of each person serving on the Administrative Council.

LEADERSHIP DEVELOPMENT (NOMINATIONS AND PERSONNEL): This team is chaired by the Senior pastor and therefore is represented on the Administrative Council. The Lay Rep is required to be on that team and someone representing the interests of Young Adults. Therefore, my recommendation is that this team (in the new structure) be made up of 3 classes of 6 persons (plus the pastor). Two persons would represent the Ad Council (1 is the Lay rep); 2 persons would represent the 5 Operational Chairs; and 2 persons would represent the congregation at large. Your Young Adult rep could come from anyone of these 3 areas. **IT IS IMPORTANT TO NOTE, HOWEVER, THAT EVERY LEADER IN YOUR CHURCH SHOULD BE LOOKING TO REPLACE THEMSELVES WITH SOMEONE THEY HAVE SEEN WITH APPROPRIATE LEADERSHIP ABILITIES** so that the Leadership Development team would already have recommendations from team leaders as to who should be invited to serve.

This team should be charged with the responsibility of making sure that all new members to the leadership team be trained and given notebooks that outline the responsibilities of SPRC, Trustees, and Finance.