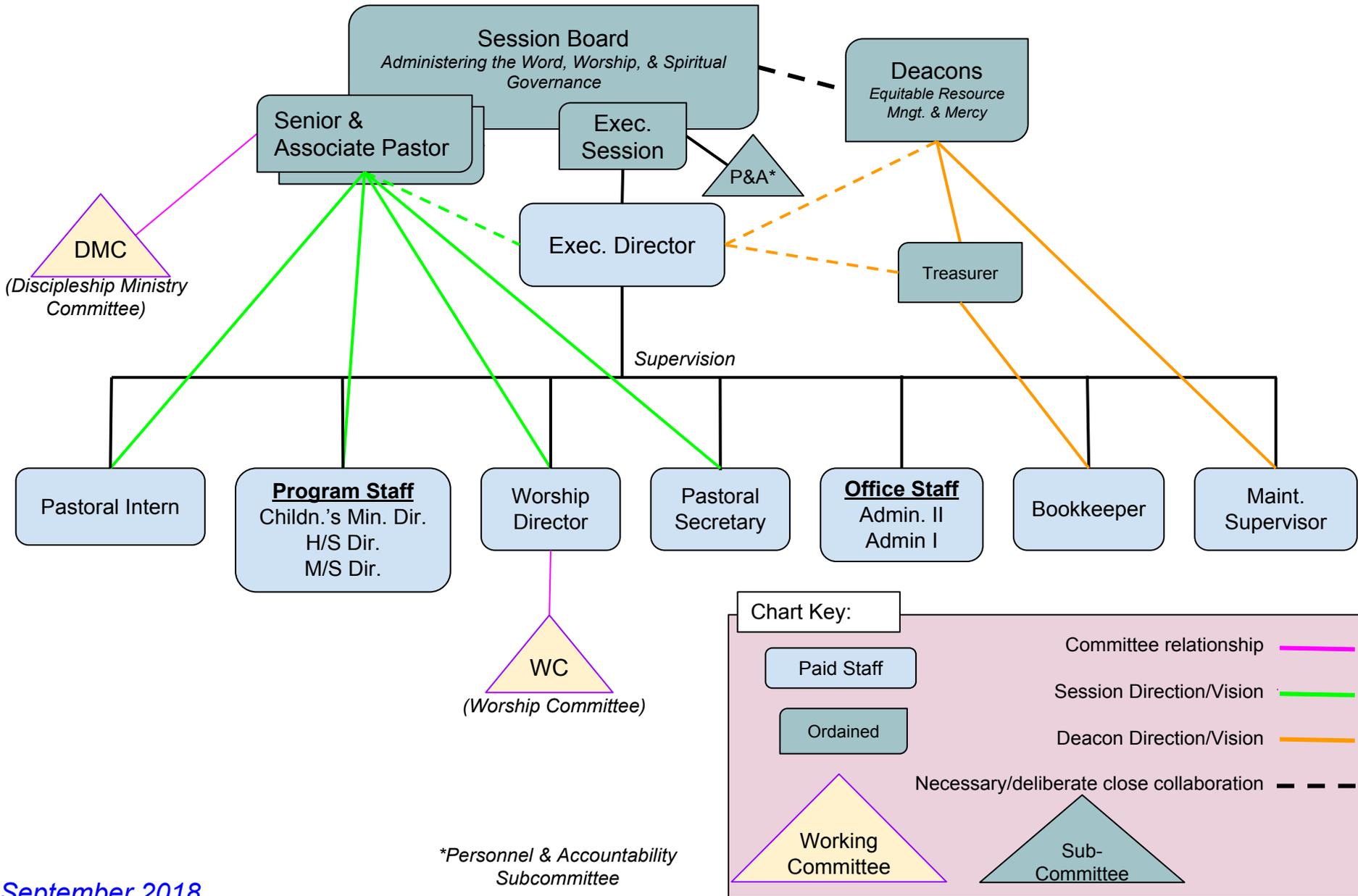


# Revised SPEP Organizational Structure

## I-Team Recommendation (PHASE III)



\*Personnel & Accountability Subcommittee

## Addressing “Problematic Organizational Structures”<sup>1</sup> with an Executive Director

The Assessment Team found that SPEP’s “Problematic Organizational Structure” creates “inefficiencies, frustrations, and burn-out.” Part of the problematic organizational structure, the “no strategist,” has been addressed by the Session with the creation of the Strategy Document. Still outstanding is the structural tendency toward “siloeed structures,” “supervision by committee” and “no clear decision-making.” The Implementation Team would recommend the addition of an Executive Director.<sup>2</sup> (Please see attached Executive Director Job Description).

### Communication:

Insufficient communication was a common theme of the 2017 Assessment Team Report, and one identified contributor was the deficiencies found in the structure. Under the new proposed structure, vision and direction flows down from the Session and Diaconate to the staff, ministry leaders and congregation. Each position holds responsibility to communicate.

**Session** sets direction & vision through the Session Strategy document, decisions during monthly meetings, announcements, and via shepherding Ministry Leaders (MLs) and congregants; many of which are current points of direction setting. With the inclusion of an Executive Director, it will be his/her responsibility to ensure all pertinent groups(s) are notified in a timely manner (i.e. communicate relevant session meeting decisions the next day to staff). We would like to also recommend Session have “Open Office Hours” during Sunday mornings, where anyone can come talk with the Elders about whatever is on their mind.

The **Diaconate**, in the management of church resources, will communicate directly with the Maintenance Supervisor during deacon meetings and at other times as necessary. Assumed in this Organizational Structure is that the diaconate and session will develop a closer working relationship so that collaboration on church direction, unity of church leadership, and overlapping work may be effectively and efficiently accomplished.

The **Executive Director** will function as the intentional hub of communication. That person will attend monthly session and deacon meeting, and weekly director and staff meetings (working committee meetings at his/her discretion). They have the responsibility of disseminating appropriate information from session & deacon meetings to staff while looking for items that need to be communicated to the congregation or other groups. Additionally, the Executive

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<sup>1</sup> 2018 SPEP Assessment Team Report, 22-23

<sup>2</sup> “Ensure there is a member of the paid staff with the spiritual gift of administration to function as the chief operating officer. Ensure this person is properly qualified and empowered, with accountability built into the position;” 2017 SPEP Assessment Team Report, 30

# Target Organizational Chart Narrative

SPEP Implementation Team

Director should look for ways to suggest that session may better communicate directly to the congregation. The Executive Director will also be vigilant to communicate and re-direct towards session strategy/direction where appropriate.

**Directors** with Working Committees (such as the Discipleship Ministry Committee or Worship Committee) are responsible to generate concise monthly Committee Reports<sup>3</sup> and to share information with and through the direction of the Executive Director.

The **Maintenance Supervisor** will create a monthly report for the deacons and present that report at monthly deacon meetings. While the Maintenance Supervisor will report directly to the deacons for deacon-level decisions, objectives, and direction, he is largely independent and self-motivated. The Maintenance Supervisor will be under the supervision of and collaborate with the Executive Director (see Executive Director section for further detail).

**Ministries** should have a specific staff person they may go to when in need of logistical assistance, program support and higher level brainstorming. In most cases it will be the director related to their Working Committee or member of corresponding Steering Committee (see Working Committees section below for more information). In addition, they will also have an elder who should be in regular contact with the Ministry Leader for personal mentoring, giving aid in leadership and shepherding. These conversations have the opportunity for the elder to come alongside ministry leaders, and they offer the Ministry Leader another avenue for upward communication.

## Elders Disciple and Mentor Ministry Leaders:

As mentioned above, elders should take specific shepherding care of Ministry Leaders (MLs). It is an intentional interaction to develop a mentoring/discipleship relationship that will assist in the shepherds knowing the flock more intimately and the flock having a better sense of being known and knowing they have an elder close at hand to draw on that relationship at important times in their lives.

Development and mentoring of the ministry leaders is encouraged to take the form of boots-on-the-ground conversations with ministry leaders that explore ways to encourage, pray for and coach them as they engage the congregation and community with a focus on discipleship and outreach. Elders have opportunity to love them and teach them how they can become even stronger leaders.

Elders will become very familiar with the ministry needs and current direction. They will also have the continued opportunity to encourage leaders in their ministries in the following ways:

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<sup>3</sup> Perhaps a helpful task for the Executive Director is to standardize these reports to be easily digestible and consistent between directors.

# Target Organizational Chart Narrative

*SPEP Implementation Team*

1. Identify discipleship opportunities with ministry leaders;
2. Look for the next leader(s) to begin grooming within the ministry;
3. Look for ways to increase discipleship relationships within the ministry;
4. Look for people within the ministry who may spiritually benefit with an elder coming alongside them; and
5. Reinforce ideas of the strategy that may be relevant to the ministry.

Elders should consider having an annual internal review of the various ministries to better assess the effectiveness and alignment of the ministries with the Session Strategy. How are the ministries spiritually growing; what are they teaching; how effective or equipped is the leadership; are they engaging in an intergenerational approach? The hope is that such a review would help in identifying where additional leadership, counsel and direction might benefit the various ministry leaders. The Gathering may be a fitting partner in this pursuit.

## Accountability

All staff should know they may go to higher levels of authority if they have a concern of any kind and it will be taken seriously. Congregants also should know they may bring concerns to the session and they will be taken in a serious manner.

The I-Team suggests the creation of a “Personnel & Accountability” Session Subcommittee (see next section for Personnel aspect), that would include a Woman’s Advocate member, and that it be charged with handling any moral and ethical concerns among the staff and ordained leadership. This sub-committee could have an email associated with it that could serve to be memorable (i.e. [Accountability@SPEPChurch.org](mailto:Accountability@SPEPChurch.org) or the like) or a phone number that would go to an answering machine that gets forwarded to the subcommittee members.

The committee and its purpose should be posted in the office, placed in public areas of the church and listed in SPEPConnect.

## Employee Evaluations

As noted by the Assessment Team: “While no one enjoys the magnifying glass being applied to their area of work, evaluations are an important and even a positive aspect of the feedback cycle. They communicate that the manner in which the employee spends their time, and the quality of their work, has merit and should be monitored for further training or for commendation.”<sup>4</sup>

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<sup>4</sup> 2017 Assessment Team Report, p. 69

# Target Organizational Chart Narrative

*SPEP Implementation Team*

The I-Team recommends reinstating annual evaluations. These written documents will be kept in their personnel file. As suggested by the Assessment Team, the evaluations should include 360\* (including subordinates, peers, supervisors, and self). We would suggest that the Executive Director, meet privately with each employee (pastors evaluated by session) to discuss evaluation results and set goals for the next year.

The I-Team recommends that the Personnel & Accountability Committee manage this function as part of its duties. The make up of the committee being session members and at least one Woman's Advocate member is also fitting to oversee personnel evaluations conducted by the Executive Director. The Personnel function of the committee serves to review the final staff evaluations and assist in the generation and administering of Pastor and Exec. Dir. evaluations.

Pastor's 360\* evaluation should receive written input from session representatives, the Executive Director, the Chair of the Women's Advocates, and all Directors. The meeting to review these evaluations should be conducted by the Personnel & Accountability Committee.

Likewise, the Executive Director's 360\* evaluation should receive written input from the Senior Pastor, the Chair of the Women's Advocates, and all employees under his/her supervision. The meeting to review these evaluations should be conducted by the Personnel & Accountability Committee.

At the conclusion of evaluation meetings with all staff, the Personnel & Accountability Committee will prepare an executive summary of the evaluations as a whole, highlighting areas of concern and areas of exceptional performance and conduct to be presented at the following stated session meeting.

The I-Team recommends that the Personnel & Accountability Committee develops the evaluations. Due to the multiple people and levels of inputs that build each evaluation, the evaluations should be quick, easy to navigate and easy to compile into a completed evaluation package. Otherwise, the level of involvement will negate the benefit.

## Lines of Authority/Decision Making:

As noted in the A-Team report, much confusion exists as to who was responsible to make decisions. Thus, we believe guidance articulating where lines of authority should be drawn is necessary. The Executive Director will need to exercise good judgement along with input from key sources to make adjustments as necessary, dispelling as much confusion and gray area as possible should be the goal and we recommend it be revisited occasionally to ensure the most efficient and equitable processing of decision making as possible.

# Target Organizational Chart Narrative

*SPEP Implementation Team*

It should be noted that in general, ministry direction and decisions should be governed by the strategy, directed by the elder, and managed by the Executive Director.

## Session

The Session holds the responsibility of administering the Word, Worship and Spiritual Governance of the church (BCO ch. 12).

## Deacons

The Diaconate expresses the communion of saints, an office of sympathy and service, managing the resources of the church in a Godly manner. As the qualifications of deacon are equal to that of elder, the difference in office is that of role. Regarding the church edifice, deacons care for the church buildings and resources; managing how it is used. Elders exercise authority over “the uses to which the church building and associated properties may be put” while the deacons carry that out and oversee it’s care and proper usage.

For the reasons above, certain MSC functions are brought under the management of the diaconate (see Ministry Support Functions Distributed below for further detail).

## Maintenance Supervisor

The Maintenance Supervisor will carry out day-to-day decisions within the freedom of his several budget line items to a discretionary point as specified by the diaconate. For items appropriate for deacon decision/authorization, the Maintenance Supervisor will bring those items directly to the deacons and then be able to execute freely upon their decision. Collaboration with the Executive Director will often be necessary as building maintenance and upgrades is often disruptive to church operations. Beyond these items, the I-Team recommends that the deacons and Maintenance Supervisor agree upon any further areas that may not be clear. The Executive Director’s supervision of the Maintenance Supervisor includes oversight that the tasks and objectives established by the Deacon Board are carried out effectively by the Maintenance Supervisor.

## Ministry Support Functions Distributed:

There are two categories of functionality that the I-Team recommends should be conducted by the Deacons and Session. First, the functional areas fitting for management by the deacons is:

- Financial Management and Health
- Facilities/Capital Improvements Management

# Target Organizational Chart Narrative

SPEP Implementation Team

- Health & Safety (First Watch Ministry)

Pursuant agreement by the Deacon Board, the I-Team suggests that it would be appropriate for some of the Elders well-versed in financial matters of the church to continue for an appreciable length of time to be involved with the Deacon Board in these matters. Logistically, it will be a challenge for deacons to fulfill some of the tasks that are better accomplished during normal business hours as all current deacons have full time employment. It is foreseeable that the transition time may be lengthy for adequate hands-on knowledge transfer of these duties.

As noted above, the Session shall exercise authority over the uses to which the church building(s) and associated properties may be put and approve actions of special importance affecting church property. (BCO 12-5)

It should be noted that the two other functions of the MSC, Policies and Personnel, is recommended to shift to the Executive Session Committee and Personnel & Accountability Committee respectively.

## Executive Director

The Executive Director will have supervision of all non-ordained paid staff, in their carrying out of the direction/vision/objectives articulated by the Session/Deacons. Specifically as relates to Maintenance Supervisor, the Executive Director has full supervision to oversee the implementation of objectives and direction set by Deacon Board (full supervision meaning HR and ensuring adequate reporting, follow through and timeliness of Deacon established tasks - may also direct Maint. Supervisor on to other smaller tasks that do not impact Deacon set objectives)

Several points have been made already throughout this document. Further detail is found in the attached proposed job description.

## Oversight Committees become Working Committees:

Per the recommendation of the Assessment Team,<sup>5</sup> Oversight Committees have been changed to Working Committees under the leadership of an appropriate Committee Director. Working Committees are still a vital part of accomplishing ministry. Though the authority of decision-making has shifted to be the responsibility of the Committee Director, the kind of work

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<sup>5</sup> "Committees (Worship, Congregational Life, Outreach) should be directed and chaired by one leader - the paid staff director, not the elder." 2017 SPEP Assessment Team Report, 30

# Target Organizational Chart Narrative

*SPEP Implementation Team*

Oversight Committees performed remains largely intact: the concerns, issues, direction, new ideas, and tasks may still be much like they were before. The way each committee will function will largely be determined by the Committee Director. For example, the Committee Director may ask the committee to vote on a particular item. However, the Committee Director would have veto power, albeit exercised with prudence. Alternatively, a Committee Director could simply ask the committee to generate ideas and recommendations on a particular topic. The Committee Director would then choose the final outcome.

The Committee Director has the responsibility of moderating the committee, providing direction, setting the agenda, and cultivating collaboration, a sense of team and unity in as much as possible.

One Elder per Working Committee should still participate as an equal member. This will allow them opportunity to promote session direction/vision, understand first hand inner workings of the church, and guard the church where necessary if poor doctrine, or the like, were to creep in.<sup>6</sup>

Note that the shift from Oversight to Working Committees should not have any effect on the Session, Diaconate, or other unique areas in creating ad-hoc or sub-committees as necessary.

## Working Committee Directors

The primary change being recommended for Committee Directors (included in this term is the Associate Pastor) is that they have the decision-making authority formerly held by the Oversight Committees. They have the prerogative to determine how their working committees will function. For example, the Committee Director may ask the committee to vote on a particular item. However, the Committee Director would have veto power, albeit exercised with prudence. Alternatively, a Committee Director could simply ask the committee to generate ideas and recommendations on a particular topic. The Committee Director would then choose the final outcome.

The Committee Director has the responsibility of moderating his/her working committee, providing direction, setting the agenda, and cultivating collaboration, a sense of team and unity in as much as possible.

## Working Committees

These committees may also be thought of as support committees, supporting the ministries they represent. There are two committees that the Implementation Team suggests should be

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<sup>6</sup> "...if an elder on the committee sees the committee moving in an unbiblical direction then they must step in and exercise their leadership authority. Otherwise, elders ought to function on equal footing as every other committee member;" 2017 SPEP Assessment Team Report, 30

# Target Organizational Chart Narrative

*SPEP Implementation Team*

identified as working committees: Worship Committee and the Discipleship Ministry Committee. These are not the only committees within the church, but they have a unique perpetual status as working committees.

## Worship Committee

*The Worship* committee will work much like it did before the organizational change, with the exception that (as mentioned above), the Worship Director now leads the committee, while the committee provides support to the efforts necessary for worship at SPEP.

## Discipleship Ministry Committee

*The Implementation Team suggests that the new Discipleship Ministry Committee (DMC) will absorb both Outreach and Congregational Life Committees within a new structure.*

Starting at the ministry level, each ministry within the DMC umbrella will now fall under one of five Steering Committees (Outreach, Church Family, Co-ed Youth, Women's, and Men's Steering).

These Steering Committees, as many of them already do, will plan and develop general ministry direction under them and are also the "go to" group with any needs/issues of a ministry.

The Discipleship Ministry Committee will be made up of at least one representative from each Steering Committee. The Associate Pastor is the Committee Director, as described above.

The DMC is where Session vision and direction meet ministry leaders in developing tangible plans and effort. Here, Steering Committee members gain an understanding of all the other ministries within DMC. Collaborative discussion and annual planning<sup>7</sup> shape the overarching themes of annual ministry goals and objectives. These are maintained and adjusted as the year unfolds. Two encouraged themes that should be woven into committee discussion are cross-generational interaction and co-ed engagement between ministries. Others, like components of the Discipleship Roadmap, should be considered and developed.

Within the DMC, simplification could naturally find its start. With planning and continual awareness of other ministries, leaders can overlap events that would otherwise be separate, thus reducing the number of competing events while having larger impact of multiple ministries. Ministries will have better success serving, engaging or encouraging each other such as CSB setting up for the Women's Christmas brunch, or MOPS discovering ways to engage and

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<sup>7</sup> Annual calendar planning is a strong suggestion that the last Gathering conference. Competing events on the calendar has been cited numerous times as a frustration.

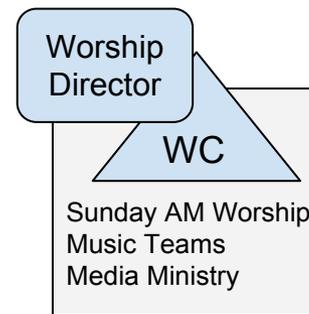
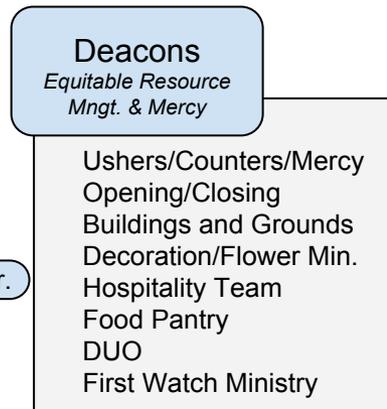
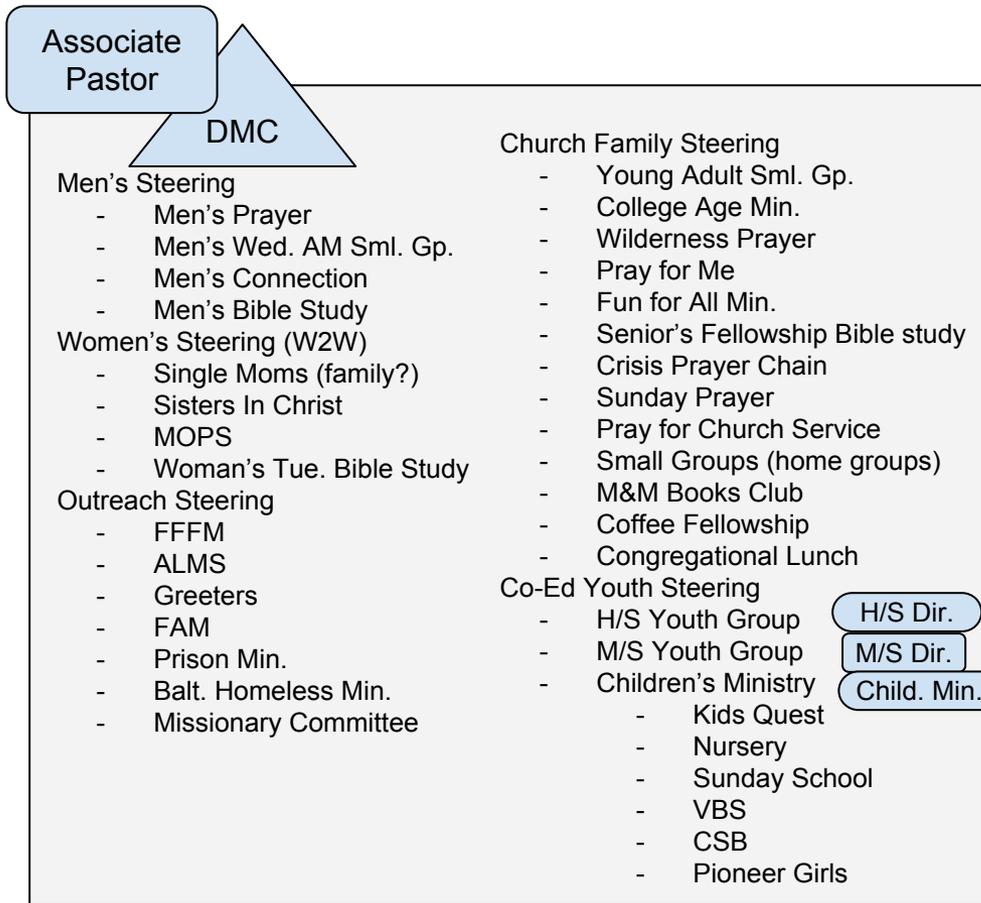
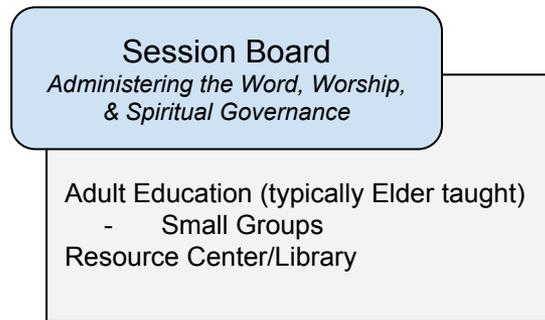
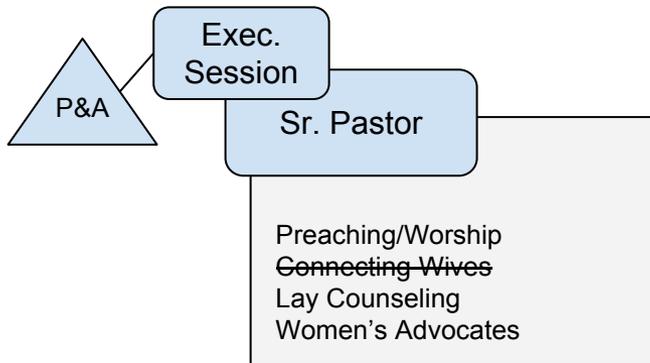
## Target Organizational Chart Narrative

*SPEP Implementation Team*

encourage Single Moms Ministry. Simplification occurs as one ministry discovers its efforts are almost duplicated by another and agreed, appropriate changes follow that discovery.

Additionally the new DMC structure utilizes current structures already in place. Men's Steering, W2W, Outreach, and Church Family Steering (formerly CLC). The scope and purpose of Church Family and Outreach has changed, however, they remain current active committees. Co-Ed Youth Steering is not currently in place as a steering committee. However, Children's Ministry, High School Youth Group and Middle School Youth Group all have a base of volunteers that function as committees for each group. They are not far from being a steering committee, even it were simply made up of the three Directors, Michele, Katie and Tate.

# SPEP **Ministry** Structure I-Team Recommendation



**H/S Dir.**

**M/S Dir.**

**Child. Min. Dir.**