



Restructuring for Missional Governance Process

WHY NEW GOVERNANCE STRUCTURE IN CHURCH?

The traditional ways of governance are no longer serving congregations living in the 21st century well.

“NEW” MISSIONAL GOVERNANCE STRUCTURES ARE:

- Missional and Holistic – they align the mission of the church with governance
- Based on the gifts of the people
- Provide clarity of roles, responsibility and accountability
- Flexible and nimble

TRADITIONAL Structures

Board based
Church as Separate Boards
Status quo governance
Complex and inward focused boards
Is about filling elected positions
Is about serving church members
Maintains/manages with reports
Preserves tradition
Democracy
Serves the Committee
Exclusive, elected

MISSIONAL Structure

Community based
Church as one whole community
Missional and purposeful governance
Focused on the church’s mission, vision, purpose
About the GIFTS of the people
About the ministry of the church beyond its walls
Leads with vision and purpose
Seeks to be relevant to the day
Community
Walks spiritual journey by serving
Inclusive, expansive

WHY MISSIONAL GOVERNANCE? WHY change?

- To do the ministry of the church with direction, purpose and intention according to the Spirit’s calling
- To celebrate the gifts of the people and put them to use for the ministry of the church
- To clarify ministry, roles, functions and accountability
- To function as a whole community with one common vision, not as separate boards and committees
- To set the vision for the ministry for creative, engaging, transparent, compassionate service

PURPOSE OF STRUCTURE IS

To do the Ministry of the Church, in the example of Jesus, transforming hearts and healing the world

HOW?

- Addressing the WHY of the congregation, its vision, mission and purpose
- Nurturing and developing the gifts of the people
- Recruiting, equipping, and deploying people to change the world with lives of faith and service
- Having a unified structure that delegates with authority and accountability
- Having an open trusting process for creativity, innovation and relevance to the day

- Clarifying roles, creating job descriptions for each position
- Managing day-to-day operations through policies and administrative procedures and not through a series of committees repetitively

BENEFITS OF MISSIONAL STRUCTURE:

- Bylaws are reduced from 17 to 7 pages
- Roles, job description and tasks are clarified through Ways to Work document
- Right sizing - Reduction of the number of people to elected positions
- Governing body is open to new gifts and perspectives
- Church membership & attendance are redefined
- Friends of the church are included in ministry teams, in non-elected positions
- Ministry teams are created for specific tasks and new ministries, sometimes for short duration as needed
- Meaningful and generative conversations can be shared instead of just managing the work
- Staff transitions can be opportunities for innovation. Staff positions can be recreated according to the mission, the need and its relevance to the day
- Minister and lay-leaders partner in leadership and ministry

IN MISSIONAL/INNOVATIVE STRUCTURE:

- The Minister's Role is Primary Spiritual Leader and Head of Staff
- Governing body leads in partnership with the Sr Minister, chaired by Moderator
- Each team and position have clear responsibilities and job descriptions
- Job descriptions also for each lay leader position
- In larger congregations Ministry Coordination or Ministry Council can be formed representing all ministries – chaired by Vice Moderator

MISSIONAL/INNOVATIVE GOVERNANCE ORGANIZES ITSELF INTO 3 FUNCTIONS:

(Don Hotchkiss)

GOVERNANCE: directs, oversees, & provides leadership on the overall ministry of the church

- always looks at the big picture/vision
- sets goals and policies
- evaluates ministries and programs
- manages, runs and sets parameters, "controls" and accountability
- clarifies and gives guidance

ADMINISTRATION: manages, maintains and runs the day-to-day practical business of the church

- does the practical work of maintaining/managing
- ensures that policies and parameters are followed
- prepares annual budgets and oversees them
- manages contracts and policies for human resources
- evaluates staff performance and gives guidance on day to day administrative issues

MINISTRY: implements the calling, vision and mission of the church through hands on action

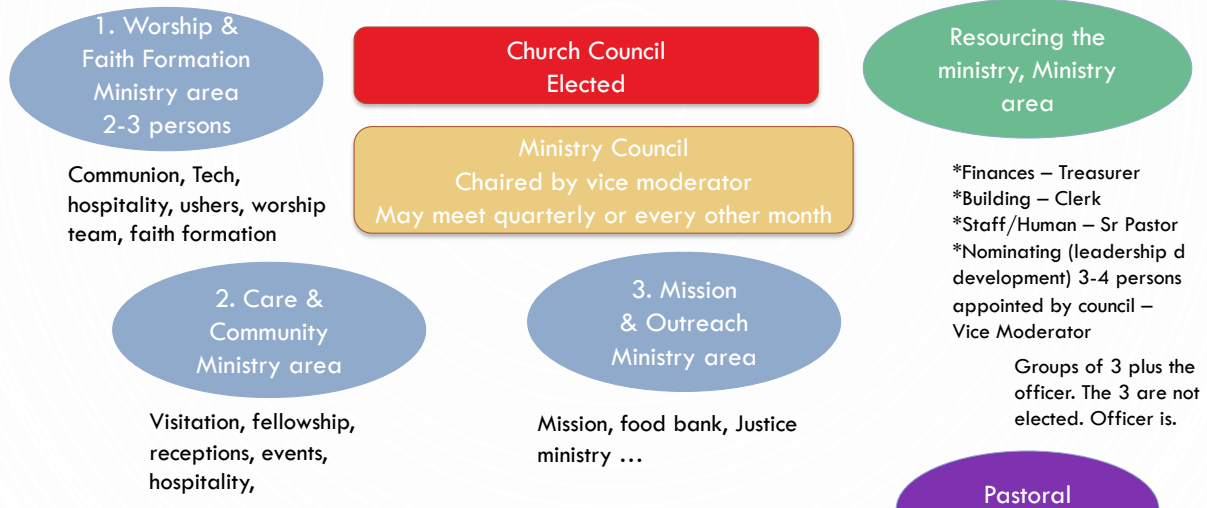
- serves, visits, attends to and cares for community & beyond
- continually strives to achieve and fulfill the calling/vision of the church through action
- does hands on work to make a difference – hospitality, visitation, mission, etc...
- offers care, healing, inspiration, challenge, comfort, dignity, justice, hope...

WHAT DOES A CHURCH DO? WHAT ARE THE AREAS OF ITS MINSITRY?

- Worship and Spiritual Development
- Care and Community
- Mission and Outreach
- Managing the Resources – financial, human, facilities

FOR MEDIUM SIZE CONGREGATIONS

FOR MEDIUM SIZE CONGREGATIONS



Council: moderator, vice moderator, clerk, treasurer and 3 persons representing the 3 ministry areas. All Elected.
 Resourcing the Ministry – each officer, except Moderator is liaison to one of its areas, and the pastor is liaison to HR
 The ministries are carried on by non elected persons, volunteers with gifts

Pastoral Relations Team
 Council appoints 3 members in collaboration with pastor

Council/Cabinet – 4 officers: Moderator, Vice Moderator, Treasurer, Clerk; 3 chairs of Ministry areas

Ministry areas 2-3 persons, depending on the size of the congregation. If this is too much, each area can have one person who would liaison the work of its ministry aera.

- Area of responsibility concerning Administration and resources:**
- Finance team** – Treasurer and Lead Pastor
 - Human Resources** – Lead Minister
 - Building** – Facilities Manager and Clerk/Secretary
 - Nominating/leadership Development** - Vice Moderator

FOR LARGER CONGREGATIONS – MINSITRY LEADERSHIP COORDINATION can be added

Council Cabinet – 4 officers: Moderator, Vice Moderator, Treasurer, Clerk; 4 chairs of Leadership Teams, and if needed one member at large with gifts for vision and leadership

Ministry teams: 2-5 persons, depending on the size of the congregation.

Leadership Council is chaired by the Moderator, and meets monthly

Ministry Council/Coordination is chaired by the Vide Moderator, can meet monthly, quarterly or every other month

Area of responsibility concerning Administration and resources:

Finance team – Treasurer and Lead Pastor

Human Resources – Lead Minister

Building – Facilities Manager and Clerk/Secretary

Nominating/Leadership Development - Vice Moderator

FOR LARGER CONGREGATIONS

1. Worship & Faith Formation Ministry Team
2-5 persons

Communion, Tech, hospitality, Sunday School..

2. Care & Community Ministry Team

Visitation, receptions, events, fellowship, community building, small groups

Leadership Council
Elected

Ministry Council
Chaired by vice moderator
Optional. May gather quarterly

3. Mission & Outreach Ministry Team

Mission, food bank, Justice ministry ...

Resourcing the ministry, Ministry Team

*Finances - Treasurer
*Building - Clerk
*Staff/Human –Sr Pastor
*Nominating (leadership d development) 3-4 persons appointed by council – Vice Moderator

Groups of 3 plus the officer. The 3 are not elected. Officer is.

Pastoral Relations Team

Council appoints 3 – 5 members in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and 3 persons representing the 3 ministry areas. All Elected.

Resourcing the Ministry – each officer, except Moderator is liaison to one of its areas, and the pastor is liaison to HR

The ministries are carried on by non elected persons, volunteers with gifts

FOR THE SMALLEST CONGREGATIONS
No committees or teams instead ministry projects and passions

Council/Cabinet – 4 officers: Moderator, Vice Moderator, Treasurer, Clerk; and 1 person at large

No committees or teams

Instead teams are formed as needed as gifted persons come forward to lead the. Leaders recruit a few others to help, collaborate.

Area of responsibility concerning Administration and resources:

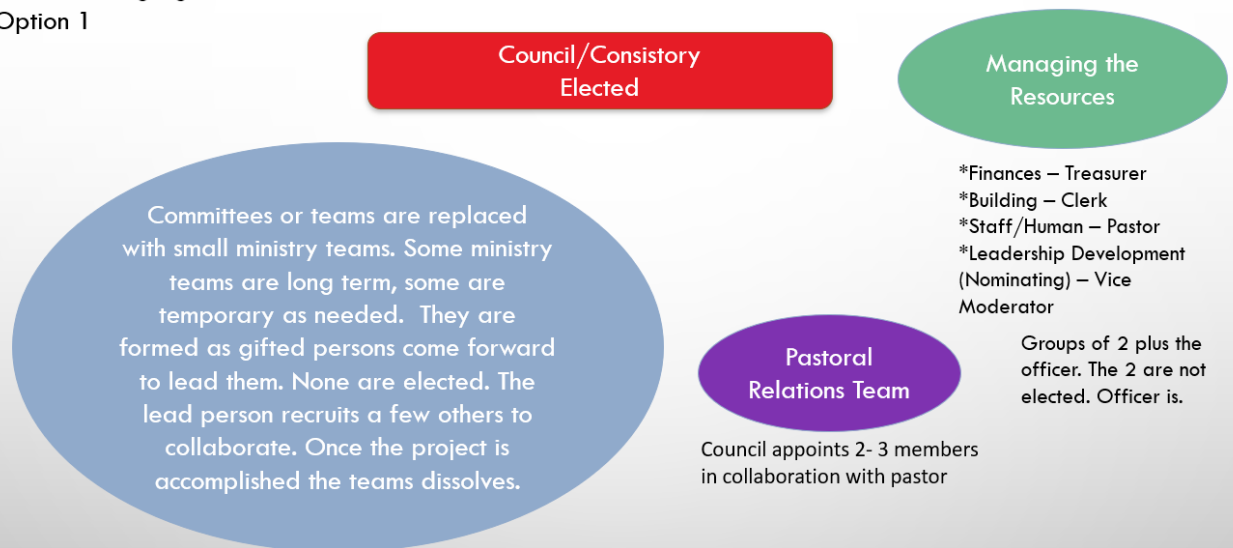
Finance team – Treasurer and Lead Pastor

Human Resources – Lead Minister

Building – Facilities Manager and Clerk/Secretary

Nominating/Leadership Development - Vice Moderator

For small congregations
Option 1



Council: moderator, vice moderator, clerk, treasurer and no more than 3 person at large. All Elected.

For small congregations
Option 2

Leadership Council
Elected. Chaired by moderator.

Ministry Council
Heads of Ministry teams
Chaired by vice moderator. Meets quarterly or every other month

Managing the Resources

- *Finances – Treasurer
- *Building – Clerk
- *Staff/Human –Pastor
- *Leadership Development (Nominating) – Vice Moderator

Groups of 3 plus the officer. The 3 are not elected. Officer is.

Committees or teams are replaced with ministry teams, projects and passions. They are formed temporarily, as needed and as gifted persons come forward to lead them. None are elected. The lead person recruits a few others to collaborate. Once the project is accomplished the teams dissolves.

Pastoral Relations Team

Council appoints 2- 3 members in collaboration with pastor

Council: moderator, vice moderator, clerk, treasurer and no more than 3 person at large. All Elected.

GOVERNANCE RESTRUCTURING PROCESS

PHASE 1:

- Appoint A Governance Restructuring Team (GRT)
- Communicate the Vision/Proposal to others, step by step to the whole congregation

PHASE 2:

- Begin with small steps living into the new structure – such as meeting agendas, identifying gifts, etc.
- Identify the gifts of the people, help each person discover and nurture their gifts
- Continue to communicate the Vision to the congregation

PHASE 3:

- Begin drafting, writing job and role descriptions for all leadership positions as well as leadership and ministry teams
- Recruit Leadership Development Team (for nominating)
- Along with Leadership Development Team, begin recruiting team leaders/chairs for the leadership positions based on their gifts and their role descriptions

PHASE 4:

- Train team leaders/chairs on how to lead efficient meetings – how to prepare agendas, etc.
- Hold a congregational gathering to share information and invite their participation to share their gifts and be part of the life of the congregation
 - Display all documents, role and job descriptions available
 - Invite congregation to browse, read, ask questions
 - Invite those who feel called to attach their name to the specific ministry area or team they'd like to serve. New ministry team suggestions are welcome as well
- Form the new ministry teams and begin practicing the new system

PHASE 5:

- Congregational vote on the new Constitution

Detailed description of phases follows on next page

PHASE 1:

1. APPOINT A GOVERNANCE RESTRUCTURING TEAM (GRT)

GRT Prepares a “vision” for governance restructuring

Sample: The congregation of _____ elects a Council to function as the governing body and a Sr Minister to serve as its spiritual, programmatic, and administrative leader. The intended style of leadership is consultative, collegial and expansive based upon the understanding that each person has gifts and is called to some kind of ministry. Clarity about ultimate responsibility authority will exist along with an empowering and egalitarian spirit for all. All church leaders are expected to practice transparent decision making, healthy conflict management, and mutual support for their roles.

GRT Prepares “proposal” or “resolution” for Governance restructuring

Shares the resolution with Governing body upon endorsement

2. COMMUNICATE THE VISION/PROPOSAL TO OTHERS, step by step to the whole congregation

Central to the vision proposal are:

- Each person has gifts and is called to some kind of ministry
- Match the gifts of the people with the ministry opportunities, therefore,
- Maintain up to date descriptions and job descriptions for ministry opportunities

Presents proposal to each Board, Committee, Ministry team and eventually to the whole congregation

Have each discuss what is working, what is not: What they value in current structure
What they find difficult or frustrating

And listen... make updates according to the input received and GRT’s judgment

If there are updates to the proposal, present the updated proposal to the Governing body for endorsement.

PHASE 2:

1. SMALL STEPS LIVING INTO THE NEW STRUCTURE – such as:

Meeting agendas: Invite all chairs to create agendas that address mission and vision

Agendas should be purposeful and clear as to action items, consent items, informational items...

Minutes: Governing Body and Administration and Resource teams would need minutes that would be legally acceptable. Ministry teams can take informal notes instead.

2. IDENTIFY THE GIFTS OF THE PEOPLE, HELP EACH PERSON DISCOVER AND NURTURE THEIR GIFTS

Use a spiritual gifts inventory and survey the whole congregation

Use also small group opportunities to discuss gifts and personality types and encourage people to discern their gifts

Small groups on personality types, gifts, skills, talents, etc...

3. CONTINUE TO COMMUNICATE the vision to congregation

PHASE 3:

1. BEGIN DRAFTING, writing

Job and role descriptions for all leadership positions as well as leadership and ministry teams

Share appropriate documents with governing body and leadership and seek input

Begin drafting the new Constitution and Bylaws as well as ways of work and policies

- **CONSTITUTION (what)** contains the fundamental principles which govern the church's operation.
- **BYLAWS (how)** establish methods and rules of guidance for operation and function
- **WAYS OF WORK (how details)** expand on how church works together as community
- **POLICIES (principles of action)** to manage day to day administration of work

2. RECRUIT LEADERSHIP DEVELOPMENT TEAM (NOMINATING)

Along with Nominating team:

3. BEGIN RECRUITING TEAM LEADERS/CHAIRS for the leadership positions based on their gifts and their role descriptions

PHASE 4:

1. TRAIN TEAM LEADERS/CHAIRS ON HOW TO LEAD EFFICIENT MEETINGS – how to prepare agendas, etc.

2. HAVE A CONGREGATIONAL GATHERING:

- Share how process has been unfolding
- Have documents, role and job descriptions available – display them for all to see
- Allow congregation to browse, read, ask questions
- Invite those who feel called to attach their name to the specific ministry area or team they'd like to serve. Invite them to suggest new teams they're willing to lead as well

Form the New Governing Body as well as the leadership and ministry teams