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CHURCH STAFF ADMINISTRATION

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SIX STEPS TO ESTABLISHING A CHURCH STAFF.

According to Wedel the six steps in the establishment of a church staff are, determine the purpose of the church and of the staff; determine the broad staff functions which support and implement the church's statements of purpose; determine the tasks to be performed in each function; group related tasks to form several jobs within each function; assign job descriptions to workers; and define levels of supervision and work relationships.¹

Determine the purpose of the church and of the staff.

A study of the mission of the church will provide insight. It will establish the true direction of the church. It will also establish the need for staff. It defines the purpose and objectives to be performed which are deemed necessary to meet the mission needs of the church.

Determine the broad staff functions which support and implement the church's statements of purpose.

This exercise should involve every member of the church staff. Each of their duties should be linked directly to that of the mission statement of the church. Putting together a list of all the duties performed by the staff and the pastor may show that much of the activity has no relationship to the mission of the church. Much more important may be the knowledge gained that job responsibilities can be changed to more effectively meet church mission needs.

Determine the tasks to be performed in each function.

A list containing all responsibilities presently performed by each employee will provide needed information. The information gathered can be used to group related tasks. Group related tasks to form several jobs within each function. The grouping of job responsibilities will give evidence of the need for consolidation or expansion depending on the present or potential need for staff. The information gathered can be used to reduce duplicated services by several employees.

Assign job descriptions to workers.

In making each employee more responsive to the mission of the church it is essential that they understand their position as it relates to that mission. The worker when properly involved in the establishing of the job description will most likely be willing to accept the job description assignment. The assignments should make the church and the employee aware of the skills and talents used by the individual to meet the mission of the church.

Define levels of supervision and work relationships.

Levels of supervision must exist in any organization for it to function as designed. The first rule to levels of supervision should be that each employee only have one supervisor. The second rule should be that each supervisor have only the number of individuals to supervise which will not interfere in his/her own job performance.

¹ Leonard E. Wedel, Church Staff Administration (Nashville: Broadman Press, 1978), 43.

INTERVIEWING FOR CHURCH POSITION

The job interview process even in a church setting should start well before the first meeting between employer and potential employee. The actual interview with the employee should be preceded by preparation for the interview itself. Such preparation should include a review of position to be filled with the intent to determine whether or not it is still as originally designed. Some positions change over time because of technology changes or the needs of the church and should be updated to reflect those changes. Another factor within this same area is to recognize that each individual within each position will perform certain duties differently and consequently may be strong or weak depending on their ability to perform those duties which others see as significant within the framework of the church.

The interviewer's knowledge of the positions requirements will be critical in determining whether the interviewee may possess the necessary abilities to perform the duties of the position. In a church setting it will be most important to employ an individual which can relate to the people of the church. Finding the individual who possesses a demeanor similar to that of the congregation may be as important as job efficiency and performance. Scheduling the interview may be a factor which would need consideration since within a church environment many individuals which might be a potential employee may be present employees of other churches. The interview itself should be conducted in a manner which will reveal to both parties that employment at the church is feasible or whether it may be inappropriate to pursue the interview process to the next step.

The purpose of the interview is to determine if the applicant meets the needs of the position and the church. To make this determination will require that both the interviewer and the interviewee feel free to discuss the position in an open and informative manner. It should be the responsibility of the interviewer to impart sufficient information to the interviewee as to assist the interviewee in determining interest in the position or if the interviewee feels that they are qualified to perform the duties as explained in the interview. The information shared by the interviewer should allow the interviewee the opportunity to provide as much of their qualifications for the position as to determine their employability at the church.

Questions should be asked by both parties which will give a complete overview of the position as it functions on a daily basis. The questions coming from both sides of the interview process will allow for a greater understanding of the position and the needs of the potential employee. Questions should be direct, easy to answer and above all non-threatening.

The interview should be an opportunity for the interviewer to determine whether or not the individual is appropriate for the position. Measurement of skill should be in a similar situation where the actual work will be performed. The skill should be tested by a measurable objective so that both parties will know if the position qualifications are met.

The whole process centers on determining if the short term interview will provide sufficient information for both parties as to permit them to make the decision which will be mutually beneficial to the future employee and to the church. The preparation by both the employer and employee for the interview process will greatly aid in the decision making process.

START UP FIRST WEEK

The first full week of the induction process is a critical time. The ideal induction process for the first full week should be directed toward the new employee being introduced to the work of the church and all those involved in its mission. To conduct a proper induction, attention must be paid to several factors. These factors will include tours of the facilities, introductions to other personnel, explanation of benefits, expected work habits, and may be developed in a tentative day-by-day plan.

Day one.

Day one will be awkward for all parties concerned if attention is not paid to an appropriate welcome and an appropriate induction process. Much of the new employee's long term opinions may be formed in the first week on the new job. Treatment of the new employee should reflect everyone's concern that the individual be made to feel that they are part of the big picture and they are a part of a team effort which is used to meet the mission objectives of the church.

A good start to the induction of the new employee is an introduction to the other employees. Assistance with review of job responsibilities and placement in their new office will be next. The individual may need time to review all the forms which are inevitable with a new job. They might appreciate time to study their job description and possible work schedule. Just time to set in the office and reflect on the overwhelming new job orientation process ahead may assist the employee in regrouping and assist in a comfortable induction. An opportunity for discussion of forms, job responsibilities and other things which may surface would be helpful for opening communications lines which may be critical in the future.

The new employee should not be expected to hit the ground running since the position has been vacant for some time and time to breath might be best for all parties concerned. However, the new employee will expect to be given something to accomplish to demonstrate their efficiency, therefore an assignment which is short term should be considered appropriate. Be sure that all expectations concerning outcome are explained.

Day two.

Day two should be much of the same as that of day one. It is impossible to absorb all the information of day one in one day. Review of benefits and other information pertaining to paying one's bills will be greatly appreciated. For a new employee one of the thing which may be of importance is when they might be receiving their first check or reimbursement for moving expenses.

A look at the larger picture of the church organization and where the new employee complements that picture would be appropriate at a meeting with the immediate supervisor. Explanations concerning policies which may effect the individuals employment should also be discussed at this meeting. Maintaining as informal a setting and as comfortable as possible would be a good start to a long and interesting relationship. This would be the opportunity for the new employee to feel free to discuss any of the previous day's information or to discuss the days ahead and the supervisors expectations for the very near future. This will be a good time to go over the task which was assigned on day one.

Day three.

Day three should continue to be as open in communications as possible. Administration of a church program is not an assembly line and will function best when all interacting personnel are operating on a straightforward, up front, pleasing personality approach. Given this type of an atmosphere one can expect that the new employee will feel

more like asking questions which will provide information or clarification of duties previously discussed. Be prepared to continue to introduce them to the organization of the church and how they fit into the structure. A review of their work assignment and discussion concerning future assignments may be appropriate here.

Day four.

This day should be spent in expectation of what Sunday will bring to the new employee. Much of the employee's tenure will depend on the relationships established with the people of the church in other than the actual work settings. Showing the employee the town and points of interest could include visits to church members on a casual basis. This would assist in the new employee at least seeing someone they recognize in the morning worship service.

The new employee may need time for family matters before Sunday, such as, shopping for groceries, visiting schools, or even finding a barber or beauty shop. Be sure to recognize relocation problems and provide appropriate release time for the successful completion of the transition from previous employer to present position. Courtesies extended at this time to the proper employee will be returned at a later date without question.

Subsequent days.

Critical to the mission of the church is the "fit" of this individual within the present structure. Take time to insure that this person will be happy with their new found friends and co-workers. Add to all of this daily prayer for God's guidance for the church, the staff and for the individual in this new call to serve God in this new field. If under God's leadership all parties have given God preeminence then this induction and the future relationship with this church will be successful.

NEW EMPLOYEE SELECTION PROCESS

The first step in the process of selecting a new employee is to determine the needs of the church. Once it is determined what type of employee is needed it should be determined what it is that the individual will be required to perform or accomplish as duties or responsibilities.

Several methods of assigning duties and responsibilities exist. One way is to have all individuals involved in the process put together a list of perceived duties and responsibilities for this position. They should later share their lists and narrow them to a working paper. Another way may be to take several job descriptions similar to that of the job title needed and extract from each those things which best fit the needs of the church at this time. Eventually this process creates a formal job description.

A job description is important since it will be used to give the committee a starting point for determining whether the applicants have had experience in some of the areas mentioned in the job description. A rigid job description should not be developed since not every employee selected will have all the required skills. Once the new employee is on board, a new job description might be developed on the strengths of the new employee. Once the committee knows essentially the skills needed to perform the duties assigned they can proceed to advertise the position and review the applications of the individuals who show interest. Interest in the position can be demonstrated by the completion of an application for employment. This form can collect information which will be used to aid in the screening process. It may contain questions concerning skills possessed by the applicant which fit the job, as well as, references from previous employers and character references. Follow up on all items requested on the application should be taken seriously. If skills are requested they should be tested or attested to. If references are requested they should be checked.

Once the field of applicants has been narrowed to those individuals best meeting the qualifications desired, an interview should be arranged. The interview process is extremely important and should not be taken lightly. Interviews should be conducted with those individuals who meet the qualifications. It is generally advisable to rank order the interviewees and interview the best qualified first. After following the best possible interview procedures a selection of the new employee should be made.

CHURCH SECRETARY JOB QUALIFICATION GUIDELINES

The use of job qualification guidelines for church secretary elevates the position of church secretary to the level of professional that it rightly deserves. The use of the method "everybody knows what a church secretary does" in today's high tech computer world no longer serves the church as it might have done in the past.

Much of the need for job qualification guidelines comes from the necessity to have a selection process which is easy to use and is straight forward. Having guidelines which define job qualifications make the job of selection much easier than without defined qualifications. The entire employment process becomes uniform and as such can remain consistent over applicants.

There may be times in the hiring process where individuals not involved in the hiring process may interfere for the good of a close friend or relative. The potential employee may not be completely qualified for the position and with written guidelines the insistence to employ someone who is unqualified is often times resolved.

Church secretary employment needs may not be a frequently reoccurring process, but when it occurs it will be much easier for the church and it's members to employ competent help if a job qualification guideline is followed in the selection process. Some items which should be considered when developing the "best job qualification guidelines for a church secretary" may be education, skills, experience and even ergonomic needs. In today's high tech world qualifications for the job of secretary may require formal training in a school setting or a number of years of "on the job" training to master the evolving clerical field. The church office, many of which are computerized, has changed dramatically. The need for education in computers, skills in using machines, and physical abilities to sustain long hours in front of the equipment may be part of the job qualification guidelines for a church secretary. Some churches may not have computer assisted church programs at this time making the selection of church secretary more complex since the individual selected may be required to update the church office and will need the skills of a computer age in order to assist the church in the transition from typewriter to computer. Selection of the most qualified, computer literate, individual may make the conversion less painful.

Depending on the needs of the church, it is critical that the individual selected meet the qualifications developed for the hiring process. The hiring of the right church secretary is extremely important in the ministry because the church is not hiring a secretary but a spiritual co-worker in Christ to assist the pastor, staff, church leaders and members in meeting people's needs for salvation and service.

SALARY NEEDS

To establish a formal salary plan Wedel suggest following 11 steps.²

The first step is the preparation of a written job description. This job description would be a summary of the duties which are required for the completion of the responsibilities which have been assigned.

The second is to evaluate the jobs by ranking them. This ranking is accomplished by rating several job descriptions and ranking them in order from most skill to the least skill required in job performance.

The third is to survey the community rates to determine that the salaries which are paid to staff are comparable. This is done primarily to remain competitive with the secular job market and provide adequate compensation for staff members.

The fourth step is to determine the beginning salary of each of the jobs held by staff. This fourth step will require that personnel committees be aware of community rates and whether or not they wish to pay at or near them. It is suggested that a starting rate would be slightly less than the average in the community.

The fifth item would be to determine the percentage range between salaries. This step may involve the greatest amount of judgment since some salaries comparisons from the community may be unknown. This is done by finding the spread between minimum and maximum salaries. This becomes a constant percent.

Wedel's sixth step is to figure the maximum salary for each staff job. This step sets the upper end of the pay scale for the job being evaluated.

His seventh is to determine the method of granting increases, such as merit, step, or percentages. The method used to grant salary increases should be decided. Calculations using various methods such as merit, step or percentage can assist in deciding how raises will be granted.

After these items are determined, as an eighth step, it is suggested that supporting policies be established. Once it is known the methods by which salaries and raises are granted it is important to write down these factors for all concerned and interested parties to see.

The ninth item is the preparation of any salary record forms not yet completed. Record keeping is essential to avoid confusion. The task of keeping records should be assigned and monitored to make certain that everyone continues to be treated in a fair and equitable manner.

The tenth step is to assign as a duty the responsibility of keeping and updating the salary records. This job responsibility should not be taken lightly. It is imperative that these duties be assigned to a competent employee. A great deal of valuable time and effort has gone into the process to get to this point with salaries.

Last, Wedel wants a staff administration handbook prepared. This may be easy with the inclusion of steps one through ten in this valuable handbook. It will be a great beginning in the preparation and completion of a staff administration handbook.

²Wedel, Church, 78.

GOAL SETTING

Conducting a goal process session should start with a goal setting planning process. This planning process will include goals worked out between supervisors and the professional employees. The goals will need periodic review to determine the progress and to assist the employee in achieving his goals. The planning sessions will be great for interaction between supervisor and employee and can provide greater productivity when a closer working relationship is established between the people involved.

The plan can be used for employee development, an opportunity to reward the employee monetarily for appropriate completion of stated goals. Some steps which need to be accomplished would be a close scrutiny of the mission of the church, and the job descriptions of professional employees.

The use of methods which will identify priority projects for goal setting will lead to the creation of both quantitative and qualitative goal statements. These will later be used in the goal process session. The goal setting should include not only goal statements but should include strategies and action statements which will aid in determining whether or not the goals have been completed during the goal progress session.

The planning process should be conducted in such a fashion as to be non-threatening and considered by the employee as an opportunity to demonstrate his or her training and efficiency.

Critical to the overall process will be the supervisors attitude toward the need for goal setting. Supervisors should consider this planning process as an effective way to evaluate job performance and an equally effective way to reward the same. The planning, to be effective, should be cyclical in nature and should be placed within a calendar for short and long range completion of goals.

Meetings with the employee will be necessary to determine whether appropriate actions and strategies were used in the completion of the goals. Immediately prior to the goal progress session the time and place should be agreed upon by the people involved. Advance notice is quite appropriate. Prior to the session the supervisor should review the workers goals and make notes which will later be used to discuss workers progress and accomplishments. These sessions can be used not only to confirm successful completion of goals but can be used to evaluate the progress of the goals. Additional goals may be developed in these sessions for future goal progress meetings.

During the session the interview should be as comfortable as possible and prior working relationships can aid in an informal discussion which could be more productive. The supervisor should recognize the position in which the employee finds himself and should be as empathic as possible. A good start for the session would be to find a positive note to begin the session. However, do not overwork the accolades since it could produce a false sense of security. Honest give and take between the supervisor and the employee concerning the goals should produce the needed adjustments to the employees work performance.

A number of do's and don'ts exist. Many have to do with the supervisor's ability in interpersonal communications skills. Many of the do's would include a reasonable exchange of ideas and direct or specific suggestions from the supervisor. The don'ts, of course, include the admonition to the supervisor to treat the employee as one would wish to be treated. Don't forget that the employee is not only a professional but also a human being with feelings. This session could be a very vulnerable time for the employee. Supervisors should temper criticism with understanding and good judgment. The session should be closed with review of previous goals and the setting of new goals which will provide further employee development and incentive for completing future goals.

SUPERVISING THE STAFF

Self evaluation as a supervisor may be a difficult concept to achieve. Much of the supervisory duties performed in church work is accomplished with volunteers. To be a good supervisor with volunteers may be an even more difficult task to perform than that of working with paid staff.

Much of the work of the church seems to be on two levels. The first level seems to be that which must be completed or dealt with immediately. The second level would be all the items which deal with successful growth plans, with Sunday School or other training. Added to the second level is the guidance of all the auxiliary programs of the church which include women, men, boys, girls, and mission programs.

One should use planning, organizing, directing, and evaluating on all projects.

Planning: If one is prepared to plan and spends as much time planning as one does to recover from a disaster brought about by no planning, then one can have more time to do the things which occurs on the spur of the moment. Planning is a way to take time to make time. Without planning there seems to be no time to do the things which need to be accomplished. Planning frees up the one element which we all could use more of - time.

The planning process is successful when those which are involved in the projects are also those who are critical to the completion of the task. One must first determine who will be the individual to work with others in the program. Taking time to hear from them and exchanging ideas will often times produce the necessary impetus to begin the process. Planning is informal and is accomplished by working closely with those to whom the responsibilities have been delegated.

Organizing: Keeping a "to do list" and sticking to the task of its completion is important. Interruptions are only temporary and often times unavoidable but need not be a continual interference with task completion. Much of what is considered organization may well be nothing more than "stick to it." People appreciate organization, especially project leaders who have been evaluating the time spent on their projects. These leaders quickly appreciate that procrastinators cannot be one of the workers on their project.

Directing: This may be the best part. Being a "cheerleader" at times, may be what really gets things done. Encourage people, complement them, point out what they are accomplishing which moves them closer to the goal. Let them know you are there for them. They should be aware that you will help in any way to make them successful with their project. They should be encouraged to use their abilities and authorities given to make appropriate decisions.

Evaluating: Evaluation of projects are critical. One should consider doing periodic evaluations on the way to the goal, in addition to, evaluation at the end of the project. Adjustments to the performance or task may be of absolute necessity to the goal completion. Monitoring and evaluating on a periodic basis will allow volunteers to know they are on the right track. This is also a great opportunity for encouragement and problem solving. People need to know that they are doing as expected. This can be affirmed by the evaluation process. After project completion, evaluation is just a review of the periodic evaluations and applying that which was learned to the next project. The more energy one gives to the people involved, the more productivity they give the project. The use of interpersonal actions and communication go along way in dealing with non-paid staff in the small church.

STRENGTHENING YOUR SKILLS

One might use the following ten points of communications to strengthen their skills.

First, one must communicate to the workers sufficient information to make them knowledgeable of the subject being discussed. At times one may provide too much information and have a tendency to repeat information to the point of annoyance. One should be careful to assure that information required for appropriate job performance is sufficient and not suffocating.

Second, when speaking, use words which people will understand. People should be exposed to speaking which communicates to them on their level. The major compliment in communications would be to possess the ability to make the complicated, simple and easy to comprehend.

Third, speak naturally, but vary pitch, tone, and pacing of your voice. A good speaking voice should be audible. One should continue to work to improve being heard. Pitch and pacing may be one of the better attributes of communications. Story telling is fascinating.

Fourth, know what you wish to impart. Use words to put that picture in your workers minds. One of the things which will revolutionize most anyone's ability to communicate would be the knowledge that words are pictures. To communicate one with another, one must share verbal pictures. Many people lack the ability to use clear or well focused pictures. Words are incomprehensible until they become drawings in the art galleries of the mind.

Fifth, let listener know the direction of the conversation. Conversations should be like roads. A path which leads to somewhere. A study of the map which in one's mind may be quite vivid. It does not necessarily mean that the listener will be looking at the same map. Proper signs and guidepost in conversation will simplify communications and provide listener with the knowledge of the speaker's destination. One should lead listeners to the meaning of the conversations.

Sixth, be sure your listener is familiar with the area under discussion. A quick review of the area of discussion will prove effective in communication with others. It is surprising to note that many conversations are not on the same wavelength. Knowing that each party understands the present subject matter, certainly eliminates many embarrassing situations.

Seventh, avoid being lazy in your pronunciation. The practice of proper pronunciation should be extensive. One should work on articulation projection. Much can be said for the need to project, as well as, pronounce while speaking.

Eighth, learn to progress logically as you move from one step to another. Arrangement of speech patterns in a logical sequence is a plus. It may have something to do with the old and tired joke of "three points and a poem", but it will aid in getting from point "A" to point "B".

Ninth, a test run of your presentation will provide confidence and clean up the unclear. Musicians practice until they get their music right, while preachers are expected that on command, three times a week, they will be articulate, learned, and eloquent in their elocution of the English language, as they interpret Biblical revelation from Hebrew or Greek. Much can be said about the preacher who appears to know his subject matter well. Certainly, it would help if the poor preacher had a rehearsal time.

Tenth and last, practice the cardinal rule of communication. Present your words "in a logical, interesting, acceptable, and persuasive manner."³

³Wedel, Church, 142.

SUCCEEDING THROUGH THE STAFF MEETINGS

Prior to the church staff meeting the pastor should plan the meeting. The planning will include preparing an agenda. The agenda should be amendable but workable. The person in charge of the meeting should determine the best time and place for the meeting and the purpose for the meeting.

Understanding what needs to be achieved in any meeting is an important step to having a good meeting. Knowing in advance what is to be accomplished at the meeting will aid in the resolution of any problems which may arise. Extraneous items which may be discussed should be available to assist with the discussion, including items as books, programs, or things which would otherwise delay the meeting.

Prior to the meeting facts concerning the type of meeting will let the planner be better prepared. Preparation should include meeting room chair arrangement since this is critical to interactive communications. Along with knowing the purpose of the meeting is the need to know the participants who should be asked to attend the meeting. Not everyone in the church needs to be at a meeting concerning building renovation or needed repairs on the preacher's Cadillac.

Now that the meeting has been planned, the actual meeting can take place. It would of course start with prayer for the meeting. This should not be a prayer meeting. Personal prayers should have already been covered in one's own prayer closet prior to starting the day. Leader recognition that this meeting is as much a time of communication as it is a problem solving session will go a long way in having a productive meeting. All those involved in this meeting hopefully will be led to start the meeting on the right foot. That is that they are ready to do business for the Lord, and their personal pet peeves are put aside for another time. Discussion of the issues is important in beginning the session. This may be the time when all parties are brought up to date or familiarized with the issue at hand.

Staff meetings should be a meeting where everyone realizes that their opinion is important and that what they have to say will be listened to attentively. If the leader will not be using the input from the staff then the meeting need not be held. Cooperation and communication will be the key to a good staff meeting. The atmosphere in the discussion must include mutual respect. Ideas which may not be popular concerning the agenda item should be allowed since all views should be considered. Differences of opinion should not cause ostracizing.

The staff leader will need to clarify and summarize all solutions or decision of each agenda item. It should be understood that follow-up may be assigned to a staff member at this time. The agenda should be set to allow time for all items and the meeting should close at the appointed time with appropriate prayer for the items or the people involved. A copy of what occurred and a list of goals as assigned to staff members should be made available by the next day.

If another meeting is scheduled in the near future those involved should feel that their time will be well spent and they can expect that the meeting will be productive. Remembering, mutual respect of ideas and good interpersonal communications when properly used will go a long way in achieving the ideal church staff meeting.

SUPPORTING THE STAFF

Major benefits for a church employee should be similar to that of other workers in the community. They will probably include paid vacation, sick leave, holiday pay, retirement, life and health benefits, housing allowance, car expense, and a relocation or moving expense. They may also include a gift at Christmas. Other church related benefits may include release time for revivals, conventions or continuing education. Benefits range in scope from "so what" to "wonderful" depending on the generosity of God's people toward His servants.

Paid vacation: Vacations will vary with staff members and with each church. Some variables which effect vacation are years of experience, education, years at present church, type of job performed, and the big one, the generosity of the church or their ability to pay.

Sick leave: Sick leave is not a cut an dry issue with a church family. The closeness of the employee to the people make it difficult to be locked into a given policy. This item of course should be standardized an adhered to as much as possible. However, Christian love will change policy.

Holiday pay: Church holidays should be the holidays which are generally available to business employee throughout the year. They should include New Years, Memorial, fourth of July, Labor day, Thanksgiving, and Christmas.

Retirement: Planning for retirement of church employees is just as important as that of other employees. Church employees will probably continue to serve the Lord until His return or their reward. However, a church which assist in proper planning for their staff, need not be ashamed as their ministers attempt to survive in a run away economy.

Life and health benefits: Many people believe that they will live forever and that if one serves the Lord he will remain healthy. It doesn't take but one quick stay in the hospital to realize that some type of life and health insurance is appropriate. The need for these benefits can often times be cheaper when a group rate is sought.

Housing allowance: This may be a great benefit while one is in the ministry, but what happens after retirement. This allowance when provided should be utilized to purchase equity in a home. Too often ministers and staff face retirement with little reality of the cost of housing until too late.

Car expense: What staff member doesn't find themselves at one time or another incurring ministry expense in the use of their private vehicle. Some plan of reimbursement should be initiated from mileage to car and all expenses.

Relocation or moving expense: Since this item seems to be prevalent in churches which select pastors and staff, some mention of this should be part of a policy or as an initial goodwill gesture. Some pastors will be unable to accept another church if help with relocation and moving expenses are not made available to them.

Gift at Christmas: Gifts from employers to other than church employees come generally as a matter of fact. Many of the gifts are from companies rather than individuals or the supervisor. Church family at Christmas can surely express their love in some manner reflective of the Christian community. This can be a budgeted item to say thank you.

Other church related benefits: Release time for revivals, conventions or continuing education are items which may not be found in secular employment but may be one way for pastors and staff to keep up monetarily with their secular peers. Often times revivals pay a love offering which provides money for family emergencies not generally covered by low church salaries. Conventions and continuing education may benefit the church as much or more as the church employee and should be considered a perk where possible. Many employees return renewed and regenerated. This is a good investment.

CHURCH HOLIDAY POLICY

The church will observe a number of holidays each year.

Memorial Day, Labor Day, and Thanksgiving Day will include the following Friday. Independence, Christmas, and New Years will include three additional days placed either before or after the holiday. Every member of the church staff will be allowed a holiday which will be called a personal holiday. Personal holidays will need the Pastor or immediate supervisor approval. All holidays falling on Saturday will be observed the Friday before the holiday. All holidays falling on Sunday will be observed the Monday after the holiday. All other holidays will be approved prior to the occurrence at a regularly scheduled business meeting. A list of all approved holidays will be a part of the annual budget approval process. Holidays where possible may be used to extend vacation periods provided there are no conflicts with scheduled events deemed important for the staff members presence. When an extension of vacation with holidays is requested it must be approved by the pastor. Holidays may be used to extend conventions, revival and other association events. Pastor approval will be required.

BIBLICAL METHODOLOGY OF LEADERSHIP

The Biblical methodology of leadership which can be found in the Old Testament seems to encompass that of apprentice training. In most cases in which the Bible speaks of leaders, such as Moses, the leader has someone to whom he may delegate authority and to whom he is exhibiting appropriate leadership skills. It should be clearly noted that the Biblical methodology chain of command begins with God being fully in charge of His leaders and the leaders listening to God to fulfill God's wishes for the lives of the people who are being lead by the leader. Moses was lead by God and with God's guidance Moses trained by example Aaron, delegated authority to the 12 judges and provided rules and regulations to a large subordinate sub-structure beneath them. Predecessor selection of future leaders was accomplished through God and resulted in the selection of the trained apprentice. Aaron in the case of Moses, Elisha in the case of Elija. The New Testament Biblical methodology of leadership came from the leadership of Jesus with His disciples. Jesus was continually in touch with God the Father concerning His task on this earth. He was completely aware of His short stay on the earth and the need to train men to continue to spread the gospel. Jesus selected men who would "follow" Him to be His future leaders. He taught them that which they needed to fulfill the great commission and then left them to establish church leaders and missionaries for the propagation of the gospel. Starting with Jesus the structure of leadership was delegated to His disciples. Later the authority would be delegated to seventy-two who were sent door to door. This was all followed by the establishment of church leaders, who using the method of selecting a "few good men", began to meet not only the physical needs of the church and community but spread the spiritual knowledge of our Savior as well. Stephen would be a case of delegated authority which sincerely meant something to him as a church leader.

The Biblical methodology of leadership can be summed up like this. Go ye, teach, baptize: teach them to observe what the Lord instructs you and He will be with you.

ALLEGIANCE AND HOW TO BUILD IT

Allegiance is extremely important and should be recognized as critical to the completion of the tasks which belong to each leader. Leaders who do not garnish allegiance from those around them will find their tenure tenable. Allegiance is a treasure worth seeking since it makes one's life and job less complicated. The importance of allegiance is not only critical to task completion but is critical to interpersonal relationships and probably contributes to extremely effective communication.

Since allegiance is important to task completion and interpersonal relationships then the way to build upon them is through effective interaction with each of them. The beginning of this interaction starts with a Biblical example. By noting some of the things which Jesus did in His earthly ministry as he trained his disciples will help us to learn how to build allegiance. The first thing one should learn from Jesus example is the relationship which He had with His Father in heaven. Allegiance to the Lord is a proper beginning for allegiance with others.

Much of what we do in prayer to the Lord is communications. Communications establishes self worth and provides the knowledge that one has value because of who they are in Christ Jesus. Communication should not be over looked when working with others to form allegiance in the work place. Knowing that everyone has value and worth and communicating that to staff members will be the beginning of building allegiance. To receive allegiance the leader must certainly demonstrate a Christ like attitude with those around them. If anything will be accomplished for the glory of God it will be when mutual respect and admiration exist between people. Loving others in Christ name will build allegiance.

Communicating one's availability as a Christian leader to subordinates in whatever manner appropriate for their growth and development is crucial to forming allegiance with them. To believe that there is no time for caring and concern in the work place will demonstrate quickly that without allegiance gained by this caring then nothing will be accomplished.

Allegiance is established between individuals by placing trust and confidence in each other. To say that it is one way would be inappropriate. Unless allegiance is established both up and down the chain of command it will be ineffectual. Allegiance one way, bottom up, is servitude. Allegiance both ways, up and down, is Christ-like.

GOOD COMMUNICATION

Good communication comes from knowing that communications is both speaking and listening. A misnomer of communications is often that of believing that communications is one individual imparting information to another. This perhaps has a good deal to do with a previously learned and antiquated leadership style.

Within the speaking area of good communications is the need to make clear you are communicating. Many leaders assume that because they know what they want to accomplish that their subordinates also know and understand how to accomplish the assigned task. Much of what is communicated to the employee may be misunderstood if not appropriately communicated. Enthusiasm for the task can be communicated to the staff person in such a way that they become involved in the project. Skills at motivation may be just what it takes to make a poor employee a better employee.

Part of communication is that of letting the employee know the expected outcome of the assigned task. Employers or leaders who simply tell subordinates to perform a task will not only get a poorly executed task but will most often achieve a disgruntled employee as well. This may be where listening comes into the communication process.

The listening aspect of communication is critical to the success or failure of the assigned task. Listening skills achieve the ability to impart information. Information can be discerned by listening to the staff members as they share what they believe they are expected to accomplish.

The exchange of words between individuals will make the task completion easier. The listening process in the beginning of the project will tell the employee of your willingness to communicate as the project unfolds. Proper delegation is not neglected duties, but guided task with continuous communications to the completion of the delegated assignment.

Knowing good communications skills, both speaking and listening, will enhance the work environment and provide good relationships between supervisor and staff member. Critical to the whole process is the understanding, by both parties, that each individual involved knows what the other person thinks they said during the speaking and listening exchange.

CONDUCTING SUCCESSFUL STAFF MEETINGS

A number of ways to plan and conduct successful staff meetings exist. The methods which follow may assist in summarizing the process.

An agenda should be prepared. The preparation of an agenda prior to the staff meeting will lead to a better staff meeting. The agenda should be amendable and workable. The time and place for the meeting should be determined and all appropriate parties notified. The purpose for the meeting should be given. When the purpose of the meeting is known, preparation and problem solving can begin prior to the meeting. The type of meeting should be addressed. Prior knowledge concerning whether the meeting is to be interactive or informational will determine such things as room preparation and chair arrangement. Determine who should participate in the meeting. Just because there is a meeting does not imply that everyone is welcome. Those individuals not directly involved with the purpose of the meeting should find other things to do.

Following the five steps listed above may provide a more productive meeting. Listed below are five ways to conduct a successful meeting. Start the meeting with prayer. A good beginning to any meeting is prayer. This prayer is for the meeting and should be restricted to the meeting. A prayer meeting can be conducted at another time. Effectively communicate the purpose of the meeting. This is the time to cover each agenda item using good communication skills and problem solving techniques. Allow time for new ideas and differences of opinion. Not everyone shares the same view concerning each item on the agenda, allowances should be made for that difference. Clarify decisions and assign staff follow-up responsibilities. Close meeting at appointed time and provide after meeting information where required. Meetings do not just end when the bell rings. Follow-up will include such items as minutes of the meeting, staff assignments made, next scheduled meeting, and of course, prayer to thank the Lord for another successful staff meeting.

A successfully planned and conducted staff meeting can be most productive. Well planned meetings conducted using good interpersonal communications skills may give rise to future successful staff meetings.

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Other writings;

Discipleship: An Evangelistic Approach.

The Decree of God.

The Deity of Christ.

Personality of the Holy Spirit.

The Ministry of Angels.

The Creation and Fall of Man.

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A Pastor's Calendar.

The Sinless Christ.