

Staffing Committee Final Report

February 2010

Preface

Union Church has a strong and effective, but ambitious program. Maintaining that program is taxing both the professional staff and the members of the church. In order to continue our vibrant ministry we must grow both our staff and our membership. We cannot support additional staff without adding members and we cannot add members without increasing our professional staff. In addition, we must provide an adequate facility where we can all participate in the program of the church and worship.

We must grow

People

Programs

Place

Recommendation

We recommend calling a full-time associate pastor and a part-time staff with responsibility for managing our building, equipment and supplies.

Justification

We know that, even with good time management techniques, Rev. Kent is overextended in terms of time and personal energy and that the possibility of his focusing on expanding our membership and program is nonexistent. Building and equipment maintenance is an additional drain on his time and energies. We have no staff member with the time to concentrate on tasks such as budgeting and ordering of supplies. *Our current staff is over-extended.* At our current staffing level, the best that we can do is to maintain our program and the size of our congregation. More likely, people will become discouraged and drift away, thus causing our mission to decline.

Gary L. McIntosh, in his book *Staffing Your Church for Growth*, makes the case that a church should have a professional staff person for each 150 people in attendance at worship. Currently, our average attendance at worship is around 200. Roy Oswald, former Senior

Consultant at Alban Institute, in a paper "How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches," published on the internet, maintains that "if you desire to staff for growth, you need one full-time program person on your staff for every one hundred active members...Active members refers to how many are attending worship on the average year around. You are staffing for maintenance if you are just slightly under that figure. You are staffing for decline if you are seriously under that figure. Union Church is very close to being seriously under that figure.

When we interviewed Rev. Kent, he shared his frustration about having to spend so much of his time dealing with crises such as handling a hard drive crash on the computer and managing the building. Having to interrupt his schedule to cope with matters such as these prevents him from thinking creatively about the programs of the church and makes it impossible to "get out and be with people" as much as is necessary. He believes that too often he is just trying to get through the day.

The answer he gave to the question, "What part of your work brings you the most joy?" is informative. His answer:

- When a plan comes together.
- When people see a new aspect of God through working together.
- When people contribute to a worship experience.
- When people feel they've been included.
- When people are touched or grow.
- When what the church is doing makes a difference.
- When love and grace are brought to life.
- When he is able to "hang with people" in hard places.

Union Church needs enough staffing so that these things can happen.

If we wish to grow our program and take care of our people, we must have an additional full-time professional minister. Maintaining our building and equipment and keeping them working efficiently certainly are good stewardship, but employing a non-clergy staff person (or persons) to deal with these issues as well as to take care of purchasing and budgeting would be much better stewardship.

Funding Needs

Union Church should be diligent in providing at least a living wage for every full-time position and proportionate compensation for part time positions as well as maintaining responsible benefit programs for our employees. Professional staff should be paid according to guidelines of one of the major denominations.

With these requirements in mind, our committee believes that we should plan on \$100,000 to \$150,000 a year for our additional staffing needs. Should the church decide to proceed with a capital campaign, we should plan that the first year's funding for additional staff be entirely provided from funds from the campaign. The second year the funding should be decreased by a percentage (perhaps one-third) and the third year by a like amount. By the fourth year, the new staff position(s) should be self-maintaining.

Respectfully submitted by the Staffing Committee,

Ramona Culp
Carla Gilbert
Nancy Hindman
Michelle Tooley

References:

Job descriptions or letters of employment for current staff.
Staffing Your Church for Growth by Gary L. McIntosh
(www.congregationalresources.org/ShowOne.asp?RID=6557&TC=23)
"How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches" by Roy Oswald
Interview with Rev. Kent Gilbert
Compensation guidelines of several denominations