

## **Executive Director of Ministries**

### **Core job description**

#### **Primary functions**

- 1. Head of equipping staff.* The Executive Director of Ministries (EDM) serves as the immediate supervisor to all members of the equipping staff except the senior pastor—the associate pastors and ministry directors.
- 2. Staff coaching.* The EDM is responsible to coach and mentor these staff members, to champion their ministries, to be an advocate for removing any functional barriers that might inhibit their ministry effectiveness.
- 3. Staff team-building.* The EDM will lead the process of replacing the present “silo” culture of the equipping staff in which each staff member is CEO of his/her ministry area with a synergistic team culture in which staff members work together in teams to enhance ministry effectiveness in all areas.
- 4. Community-building.* The EDM will champion the building of community within the staff so that the staff becomes and remains a strong, positive example of healthy Christian community to the congregation and your surrounding community.
- 5. Spiritual formation.* The EDM will nurture a culture of intimacy with God among the staff members by personal example and by championing consistent efforts to make the practice of sabbath days and other spiritual formation disciplines integral to the culture of the church staff, elders, and the congregation.
- 6. Hiring, reassignment, and firing of equipping staff.* The EDM plays a key role in the hiring, reassignment, and firing of equipping staff. Because the EDM is charged with putting together a strong, synergistic team, all hirings for equipping staff require the wholehearted agreement of both the senior pastor and the EDM. In other words, both the senior pastor and EDM have veto power over any proposed equipping staff hire. The EDM has the authority to authorize modest changes in the duties of equipping duties as part of the routine functioning of the staff. Reassignment of staff members to substantially new positions requires the consent of the senior pastor and the governing body responsible for oversight of equipping staff.
- 7. General oversight of support staff.* The EDM will supervise the staff member(s) charged with direct supervision of the office support staff and facility staff.
- 8. Budget preparation.* The EDM will facilitate the budget preparation process with primary responsibility to see that the budget reflects the church’s ministry priorities and that the highest ministry priorities are all fully funded.
- 9. Leadership development.* The EDM should be able to guide the development and implementation of a comprehensive, church-wide system for leadership development. This includes guiding the development and nurture of a ministry team culture, including a consistent, effective system of coaching for all ministry team leaders and members.

## Core qualifications

1. The EDM must be a **person whom the senior pastor implicitly trusts**. While the senior pastor has primary responsibility for articulating vision (though not for coming up with vision single-handedly), the EDM is the point person for translating vision into reality. Therefore, the senior pastor and EDM must have deeply shared values and a deeply shared vision of church. The senior pastor must be able to safely entrust most aspect of vision implementation to the EDM. This almost certainly means that the senior pastor and the person who fills this role must have a tested working relationship. (Note: If you must hire from the outside someone with whom the senior pastor hasn't previously worked closely, consider hiring initially for a smaller scope of responsibility as a way to test the relationship. If the relationship works well, expand the responsibilities accordingly.)
2. The EDM must be a person whose life strongly exemplifies the core values of **intimacy with God and a commitment to Christian community**.
3. The EDM must be a person who **does not have a recent history of overcommitment to work**, but whose lifestyle exhibits a healthy balance among work, time for relationships, and rest.
4. The EDM must be a superb **team-builder**. This means that he/she must have a strong track record of (1) recruiting the right people for the right positions so that their gifts are released and their productivity maximized, and (2) creating an environment in which people work together collaboratively to achieve far more together than they could accomplish working alongside each other. The EDM must understand the disciplines of teamwork and be able to teach them to people who have little previous experience with teamwork.
5. The EDM must be a superb **community-builder**. Community-building and team-building overlap and enhance each other, but are in some ways distinct. Community-building refers to nurturing an atmosphere of committed love to one another. Team-building refers to nurturing an environment of collaborative work. The EDM must have a strong track record in building both teams and community.
6. The EDM must have a **passion for empowering people** to do ministry. This relates not only to the staff, but to the entire congregation. Further, ministry must not be viewed narrowly as church-operated programs. In fact, most ministry takes place outside of church-operated programs, and the EDM must be a person who has a great passion for empowering workplace ministry, home-based ministry, etc., as well as church-based ministry.
7. The EDM must be a **strategic thinker** and planner. The EDM is charged with the primary responsibility for translating vision into strategic plans and guiding the execution of the plans.
8. The EDM must be skilled with **effective structures**. The EDM needs to be someone who has a track record of developing lean, efficient systems for handling tasks; whose basic mindset is one of continual improvement (systems are almost constantly being improved, never static). The EDM does not spend a great deal of time doing administrative tasks, but rather shapes the systems by which administrative and office support staff do administrative tasks in streamlined, efficient ways consistent with a culture of empowerment.

## **Pastor or layperson?**

This job description avoids the term “Executive Pastor” so as to avoid prejudicing the issue of whether this position should be filled by a pastor or layperson.

It is safe to say that few (if any) of the skills required for this role are taught in seminary. Therefore, seminary education is irrelevant to this position. Where are the kinds of skills necessary to this position to be found? You are looking for a person who has demonstrated outstanding leadership as a team leader in business, in leading a not-for-profit organization or parachurch ministry, in directing a social service organization, or perhaps as a school administrator. If you find a pastor who fits this bill, it will likely be a second-career pastor who has previous experience in a field like one of these listed. While some single-career pastors have these skills, they are rare.

It is, of course, fine for the person you hire to have speaking gifts and to do some teaching and preaching. It just needs to be understood that such gifts are optional and secondary to the gifts needed to bring healthy functioning to the staff, and the teaching load should be light enough that it does not interfere with the EDM’s primary responsibilities.