

STAFF TEAM CHARTER GUIDELINES

These guidelines are a template for developing a charter for your church staff team appropriate to your church's size and ministries.

A. Purpose

The purpose of the staff team is to together direct the implementation of the church's vision by overseeing all ministry operations.

B. Priority of staff team

Most staff team members are also team leaders, leading teams for ministry to children or youth, worship, small groups, building and grounds, events, etc. The staff team members' primary loyalty is to the staff team, not the teams they lead. In their work as a team they are generalists first (responsible for the work of the entire church) and specialists second (responsible for the teams they lead). Every team member speaks into all the team's decisions, not just those that directly affect the teams they lead. Success is measured by collective results; the whole team succeeds or fails together.

If any team member places his or her loyalty to the team he leads above his or her loyalty to the staff team, the team leader (and the rest of the team) will hold the team member accountable to correct this behavior. Any team member who is unable or unwilling to change this behavior will be removed from the team.

C. Composition of team

Team leader: The senior pastor is the leader of the staff team. When the church is without a senior pastor, the governing board will appoint an interim staff team leader (head of staff).

Team size: The staff team will consist of three to twelve members, preferably from five to eight.

Selection of team: The team leader is responsible to select staff team members, making selections in consultation with those who will be working most closely with the new team members.

Criteria for team member selection: The staff team will consist of those ministry leaders, paid or unpaid, whose involvement is most critical to implementing the church's vision because of their roles in directing day-to-day ministry operations. In a small to medium-sized church, this will include most or all paid pastors and ministry directors, and unpaid leaders of most or all core ministry teams. Leaders of support teams such as building and grounds or office administration may or may not be on the team depending on their specific role and whether they have gifts to

serve the team effectively as generalists, collaborating in the planning and execution of ministry in all areas of ministry.

In a large church whose paid staff of pastors and ministry directors is too large to serve effectively as this team, the team leader will select an executive team of preferably five to eight people to fulfill these responsibilities.

D. Community

The foundation of effective teamwork is trust. As the team that not only oversees ministry operations but also shows every other ministry team in the church what team ministry looks like, the staff team must lead by spiritual example. They must demonstrate love for and trust in each other. It must be a team where vigorous, creative conflict is safe and frequent. It must be a team where members commit deeply to their shared goals and hold one another accountable for following through on those commitments. While team members are selected primarily on the basis of their ministry roles, this team cannot be effective if it focuses only on tasks. Every team member must have a strong personal commitment to the other members of the team. A visitor to the church should be able to tell in a glance that the staff members love one another.

E. Collaboration

The staff ministry team is responsible to align all the ministries of the church so that every ministry is pursuing the same vision and operating by the same ministry principles. Through collaborative planning and execution, the team will “break down silos” facilitating ministry that includes multiple ministry teams. There should be several ministry seasons or events each year in which many ministry teams collaborate.

When a single DNA is shared by all ministries, a visitor to a children’s class, a youth event, a home group, and a worship service will be able to sense how ministry in each of these settings reveals the unique DNA of this particular church. The unique personality of this church, expressing its vision and values, will be visible in each of its ministries.

F. Team roles

While the senior pastor is the team leader, the senior pastor should not personally lead all staff meetings and retreats or personally supervise all ministry team leaders. The wise staff team leader will share leadership roles with other team members according to their gifts and experience. The best leaders surround themselves with people more gifted than them and empower them to use their gifts. For example, a senior pastor who does not have the gift of administration (and most do not) will make it a priority to bring onto the team a person with a track record of forming and getting results through teams who will complement the team leader’s gifts.

G. Reporting and accountability

The team leader is accountable to the governing board. The staff team members are accountable, directly or indirectly, to the team leader. All other ministry team leaders are accountable directly or indirectly to members of the staff team. No ministry teams report directly to the governing board, although committees that do not operate ongoing ministries (such as a search committee or nominating committee) may report to the governing board.

Team leader: The team leader is accountable to the governing board for the performance of the staff team and the operation of all the ministry teams. The board is responsible to clearly define expectations for the team leader including how success will be measured. The board is responsible to conduct regular reviews of the pastor's performance in light of the questions: Is the team leader operating within the boundaries defined by the governing board? To what degree is the church succeeding in achieving the measurable goals defined by the governing board?

Staff team members: Each staff team member will report to the team leader, directly or indirectly. The team leader will serve as the coach for each direct report and will conduct regular coaching sessions with each of them. The team leader may choose to have some staff team members report to and be coached by an assistant who in turn reports to the team leader.

If the governing board has concerns about the performance or behavior of a staff team member or ministry team leader, the board will raise that concern with the team leader. The team leader is responsible to hold staff members and other team leaders accountable for successfully performing their jobs and for correcting bad behavior.

Each staff member's performance will be reviewed regularly by his or her coach. Areas of needed improvement will be noted in a written summary following each coaching session. The coach will make every reasonable effort to provide the staff member the encouragement and resources necessary to make the requested improvements. If, after reasonable efforts have been made to help the staff member make needed improvements, performance or behavior is still not satisfactory, the team leader will remove the staff member from the team.

Ministry team leaders: Every ministry team leader will have a coach. (Fully implementing this coaching system will take time, but this is what it will look like when it is fully implemented.) Leaders of core ministry teams will be appointed by the staff. Since edge ministry teams are self-organizing, they will select their own leaders, then those leaders will be matched to an appropriate coach.

Leaders of *core ministry teams* and *support ministry teams* (facilities, finances, office operations, personnel) are held accountable for satisfactory performance. As with staff members, if a core team leader fails to perform satisfactorily even after the coach provides resources to overcome deficits, it is the responsibility of the coach to replace the team leader.

To encourage creativity in ministry, *edge ministry teams* are given great freedom to experiment and fail. The coach is responsible to equip, encourage, and facilitate the ministry's connection with other ministries. The coach will not remove the leader of an edge ministry team for poor performance; only for bad behavior (behavior outside the boundaries defined by the governing board.)

H. Meetings

The staff team will meet regularly, as often as necessary to carry out its mission with excellence. (For example: “The staff team will normally meet monthly for 3 to 4 hours. The team will have an annual off-site retreat for team building, equipping, evaluating the previous year’s ministry, and planning for the coming year.”)