

Church Administration, Management and Leadership Training



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Overview

If we can combine depth in the Word and the Spirit, with good skillful organization and administration, our churches and ministries will become an explosive force for God, maximizing reach, impact, and service to many. The converse is also true, that without proper administration and organization, a church or ministry will struggle and at times, even come to a halt.

In this training we cover practical aspects of the organization and administration of a local church, drawing much from what we do at APC, Bangalore as well as best practices from thriving churches. These practices may be contextualized to the specific setting in which you are doing ministry.

1. Importance of good administration
2. Objectives of good administration
3. Church Trust and Governance
4. Church Organization Structure
5. Administrative Policies, Guidelines and Standards
6. Systems and Processes
7. Church Staff/Human Resource Management
8. Church Workplace Culture
9. Finance, Accounting and Budgeting
10. Legal
11. Planning and Coordination
12. Ministry Teams
13. Volunteer Teams
14. Church Culture
15. Executing Projects
16. Leveraging Technology
17. Pursuing Excellence

We also recommend the free APC Book “The House of God” (download from apcwo.org/books).

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1. IMPORTANCE OF GOOD ADMINISTRATION

The motivation for good organization and administration.

A BIBLICAL PERSPECTIVE

God is a God of order, design, organization, and creativity

Creation Genesis chapter 1

1 Corinthians 14:33

Consider few Biblical examples.

Old Testament

Moses the leader and his team

Exodus 18

Numbers 11

Order in the camps

Numbers 10

Worship in the Tabernacle

During the time of Moses – Priests and Levites

During David's time 1 Chronicles 25

Executing an assignment - Nehemiah rebuilding the walls

Nehemiah

Local church organization: elders and deacons

Acts 6:1-11

1 Timothy 3:1-13

Romans 16:1-5

The Church is a body - Gifts and ministries in the Church

Cells, organs, systems, and processes in the body.

Specialized functions in the body.

Romans 12:4-8

1 Corinthians 12:28

Paul's admonition for order in local churches

1 Corinthians 11:34; 1 Corinthians 14:40; Titus 1:5

A PRACTICAL PERSPECTIVE

There is a need (demand and expectation) for efficiency

People in the congregation expect the local church to be organized and efficient.

People are eager to serve with their skills and willing to volunteer

People want to be an active part of the life of the church and not remain as spectators.

The world we live in requires such competencies for the church to be relevant

The way we live and go about life continues to change with the use of technology and other advancements.

OVERCOMING EXCUSES

Consider some common excuses Christian churches and ministries make for poor organization and administration. How would we respond to these?

Lack of proper training – *We are seminary trained and did not learn management*

Lack of skilled personnel – *We do not have the means to hire skilled staff*

Spiritual personnel – *Ministry must be done by those trained in spiritual matters*

Focus on spiritual matters - *We are a spiritual ministry, so we focus on spiritual things*

Maintain a spiritual atmosphere – *We do not want to become like the corporate world*

This is God's work – *God is at work and does not need our human involvement*

2. OBJECTIVES OF GOOD ADMINISTRATION

DEFINITION OF ADMINISTRATION

In church and Christian ministry context, we use 'administration' to refer to the broad area of activity that support and undergird the ministry of the Word, worship, prayer, nurture and equipping of believers and the proclamation of the Gospel.

Administration is spiritual ministry

Administration, in the context of the church, is a ministry to the Lord and His people, and not just a function.

Romans 12:6-8

'ministry' meaning service or to serve and is the same root word for deacons.

'lead' meaning to stand in front

Romans 16:1-2

'servant' same word for deacon, minister

1 Corinthians 12:28

'helps' to aid, to assist, to bring relief

'administrations' to steer a ship, (hence translated governments, leaders, guides, organizers)

1 Timothy 3:1-13

'bishop' used for spiritual leader, spiritual elder

We see two broad categories of ministries: bishops and deacons

Administration – an art, a science, a spiritual gift

Art – develop and nurture certain innate traits and characteristics, through learning and experience, and use these abilities to accomplish their work. Example: working with people, understanding people, being attentive (sensitive) to people's needs, timing, etc.

Science – develop the skills to organize, plan, establish process, budget, review performance, evaluate data, analyze, make decisions, etc.

Spiritual gift – God anoints, empowers, inspires ideas, guides, gives wisdom to those in this ministry.

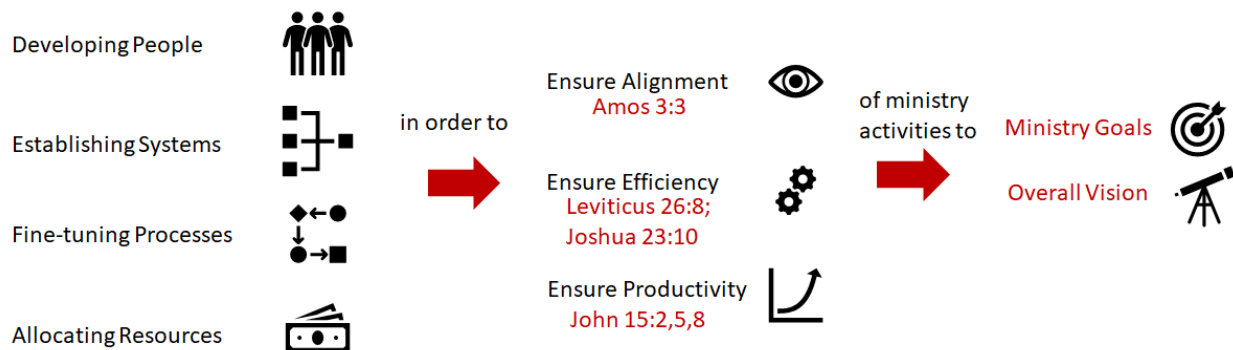
LEADERSHIP, MANAGEMENT, ADMINISTRATION

In contemporary organizational and management studies, there usually draw a distinction between leadership, management, and administration.

Leadership	Management	Administration
Vision	Plan	Schedule
Strategic	Organize	Execute
Influence	Motivate	Accountability/Checks
Organization	Department/Unit	Teams/Individual
Organizational Performance	Department/Unit Performance	Individual Performance

For the purposes of this course, we will not be addressing areas that typically come under “Management” and “Administration” distinctively (separately). For our purposes we see overlap and fluidity between these and so do not wish to hold these as rigidly distinct.

OBJECTIVES OF GOOD ADMINISTRATION



Administration involves developing people, establishing systems, fine-tuning processes, and allocating resources to ensure alignment, efficiency, and productivity of all ministry activities toward fulfilling ministry goals and the overall God-given vision.

Dynamics of Administration

People skills (Human skill) – the ability to nurture, develop, motivate, and care for people while enabling them to give their best performance in the work they are engaged in.

Organizational skills (Conceptual skill) – the ability to establish systems and processes, continuously review and improve these.

Execution skills (Technical skill) – the ability to properly allocate resources (people, time, money, etc.) towards specific projects/ministry areas to achieve objectives, establish metrics, analyze outputs, improve outcomes.

3. CHURCH TRUST AND GOVERNANCE

A FEW “GUIDING PRINCIPLES” FOR CHURCH GOVERNANCE

Submission to civic authorities Romans 13:1-7

Blameless in how we conduct ministry 2 Corinthians 6:3-4

Honorable in all things, especially in finances 2 Corinthians 8:21

Personally, maintain a clear conscience Act 23:1

INCUBATION PERIOD FOR A LOCAL CHURCH OR MINISTRY

Usually, you would get your local church or Christian ministry started in a small, informal manner. This incubation period serves to help you build a core group of people, understand things at ground level, etc. However, we recommend that you register a legal entity as soon as possible, without undue delay.

IMPORTANCE OF FORMING A LEGAL ENTITY

Credibility: There is more credibility for a religious/nonprofit organization than for a person or persons informally trying to accomplish their purpose. Donors may prefer to donate to the organization because of this credibility.

Separate entity status: can open bank accounts in the name of the organization, enter into its own contracts, etc.

Limited liability protection: A religious/nonprofit organization protects directors and officers against being held personally responsible for the organization’s debts and liabilities.

Enlist professional services: appoint professional agents to provide services and handle matters.

Tax-exempt status: Registered religious/nonprofit organizations can apply for tax-exempt status, if applicable.

Access to grants: Some nonprofits are eligible to receive public and private grants.

In some places there are different kinds of organizations that could be formed. Identify what type best suits your ministry objectives:

- Religious organization
- Non-government organization

- Educational organization
- Other

WHEN TO FORM A LEGAL ENTITY

Establish momentum of your mission

Do your homework – understand what options are best for your mission

Identify your core team

Gather sufficient funds for initial expenses

Enlist the help of a lawyer or tax expert or an accounting firm

Review and finalize articles of incorporation (trust deed, by-laws, etc.)

HOW TO SELECT MEMBERS OR TRUSTEES OR OFFICE BEARERS

People aligned to the vision and mission

People willing to serve, not looking for position

People with whom you hold good relationships and can trust

ARTICLES OF INCORPORATION (SEE SAMPLE TRUST DEED)

See sample.

FOLLOW OTHER STATUTORY/REGULATORY FILINGS

Ongoing compliance obligations: comply with local statutory requirements. That can mean, among other things, the need to file an annual report, draft bylaws (or an operating agreement), retain certain books and records, and make filings with the state upon certain important changes to the organization.

Management oversight: the law may require a board of directors, periodic meetings, quorums, minutes, and other compliance obligations.

ADVISORY BOARD

At the right time you would assemble an advisory board of people with experience and expertise to provide input for the growth and direction of the organization.

You may choose people who are involved with the organization or from outside.

Example:

Trustees

The Trustees are responsible for the spiritual life and spiritual growth of APC. Hence APC Trusteeship is usually held by those who are also part of the Pastoral Team at APC. Trustees hold spiritual (towards God), moral (towards people) and legal (towards government) responsibility of APC.

Advisory Board

The eight-member Advisory Board is selected by the Trustees, from people who are committed and involved in the life and ministry at APC Bangalore, to serve purely in an advisory capacity. The Trustees are responsible for the spiritual life and spiritual growth of APC.

The Advisory Board provides professional input and insights for the oversight and governance of APC, as well as for stability and direction for the future. Individuals are selected based on their experience and capabilities in these (or related) functions: (1) Legal, (2) Finance/Accounting, (3) Organization Development, (4) Christian Missions/Social Work, (5) Technology, (6) Operations, (7) Media/Creative/Arts, and (8) Current Trends/Urban Life/Counseling.

To have a balanced, yet forward-looking view on matters, the Advisory Board, has four people over 45 years of age, and four under 45 years of age. In situations where an individual with specific expertise is unavailable within APC, an outside member is invited. The Advisory Board serves a term period of two years. At the end of the two years, new advisors may be invited, or existing advisors may be requested to serve another term if available.

4. CHURCH AND MINISTRY ORGANIZATION STRUCTURE

DEFINITIONS

An organizational structure describes how activities (functions, roles, responsibilities) and information (decision making, process) flow within an organization to achieve the organization's goals and objectives.

Four types of organizational structures:

- Functional Structure
- Divisional or Multidivisional Structure
- Flat Structure
- Matrix Structure

ORGANIZATIONAL STRUCTURE AND DESIGN - A BIBLICAL PERSPECTIVE

1 Chronicles 23:1-6; 1 Chronicles 25:1-8; 1 Chronicles 28:11,12,19

WHY MUST WE HAVE A WELL-DESIGNED ORGANIZATION?

- ✓ So that responsibilities can be clearly assigned
- ✓ To avoid confusion within roles
- ✓ Ensure proper co-ordination among roles and functions
- ✓ Enabling communication and sharing of ideas, skills, resources
- ✓ Enabling quick decision-making
- ✓ Have an efficient, productive organization
- ✓ Ensure a healthy work environment that reduces workplace stress, conflict, etc.

ORGANIZATIONAL STRUCTURE AND DESIGN

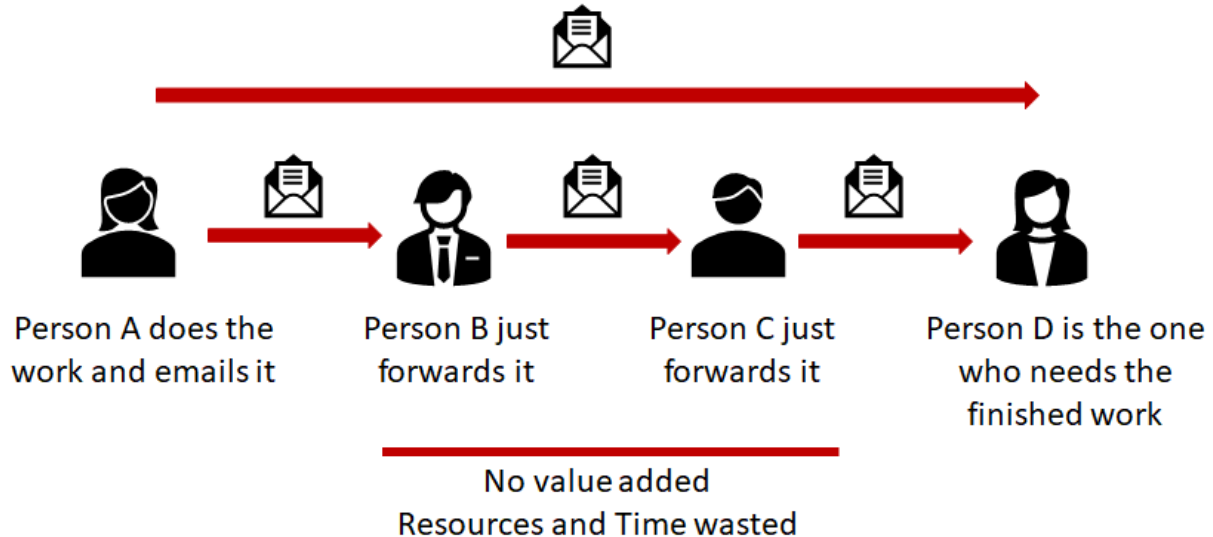
- ✓ Must be intentional, systematic, and planned (not haphazard, not driven by internal politics)
- ✓ Must flat-as-possible, simple, clear, and not overly complex
- ✓ Must be continuously improved
- ✓ Must be easily scalable

TESTS OF GOOD ORGANIZATION DESIGN

- 1, Is the organizational design aligned to the people/communities we are serving?
- 2, Does it enable people who work in the organization to add value and contribute meaningfully?
- 3, Is there alignment between the organization structure with employees' strengths, weaknesses, and motivations - or is there a mismatch?
- 4, Does it enable departments/units to function as they should?

5, Does it enable easy interactions and cooperation between departments/units?

6, Is it minimalistic-just what is needed? Flat as possible, without unnecessary hierarchy, unnecessary departments/units, meaningless process-steps that add no value, etc.



7, Does the design ensure sufficient checks and balances, to have controls, minimize waste of resources?

8, Is the organization flexible enough to implement new strategies and rapidly accommodate changes?

LIMITING FACTORS ON ORGANIZATION STRUCTURE/DESIGN

External:

- A, Government regulations
- B, Trustees not aligned

Internal:

- C, Lack of suitable resources (people, finances)
- D, Organizational culture (internal cultural clashes)
- E, Politics (internal power-play)

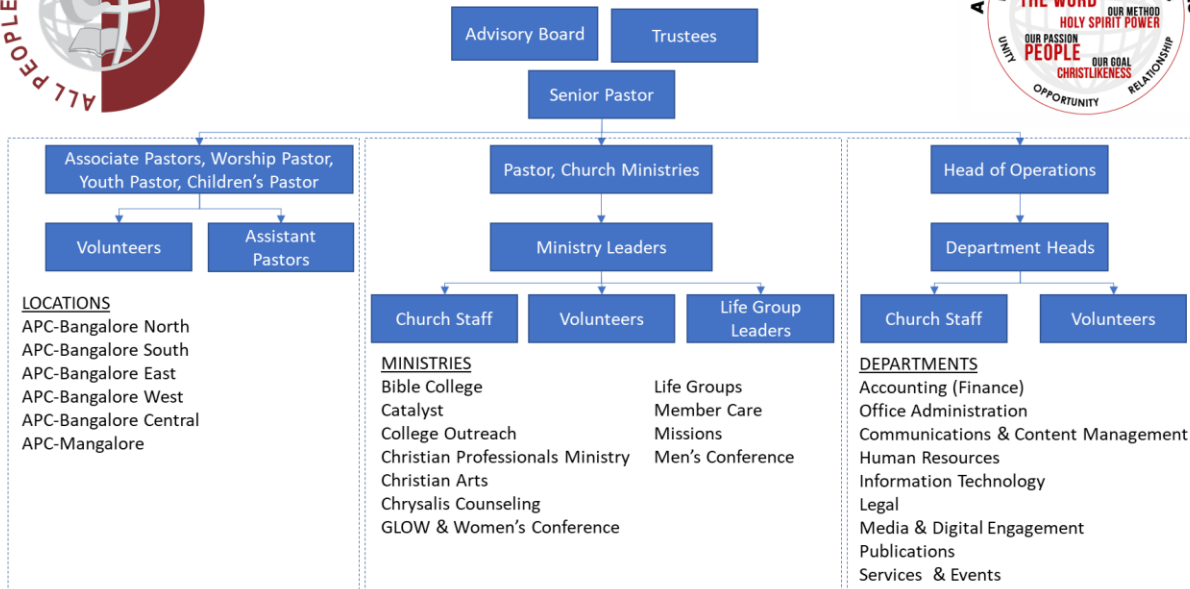
SAMPLE AND CASE STUDY

APC Organization Structure

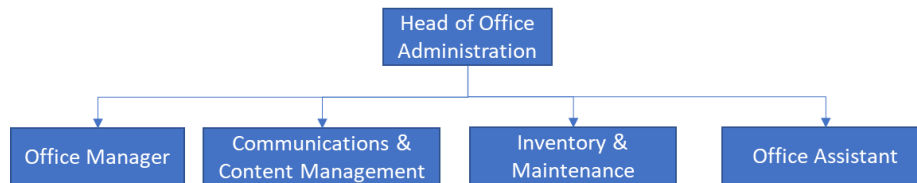
Evolution of APC Organization Structure



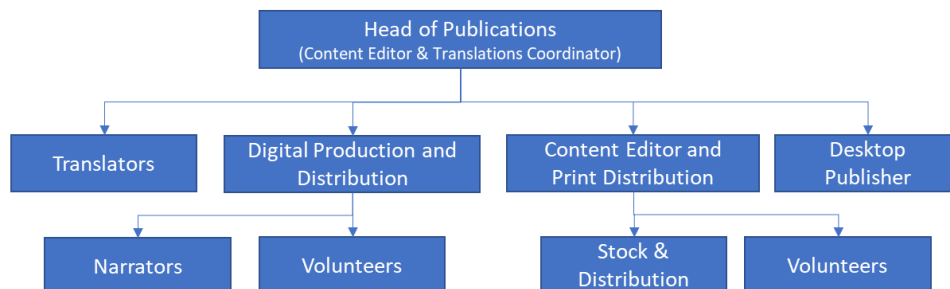
APC ORGANIZATION CHART



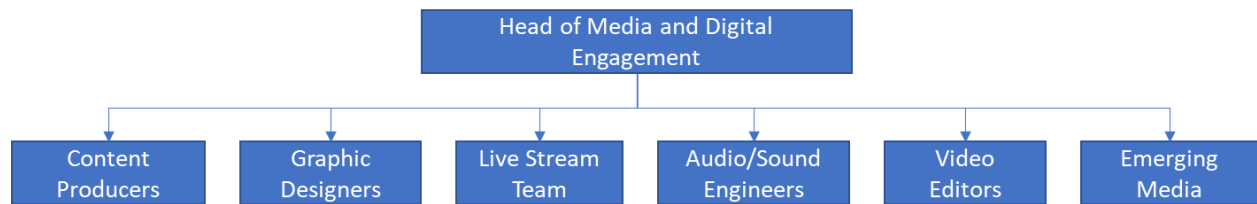
OFFICE ADMINISTRATION



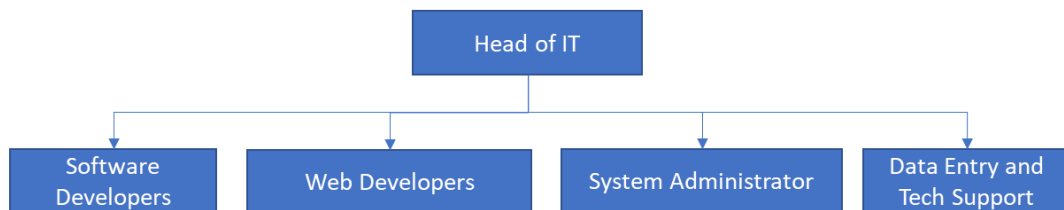
PUBLICATIONS



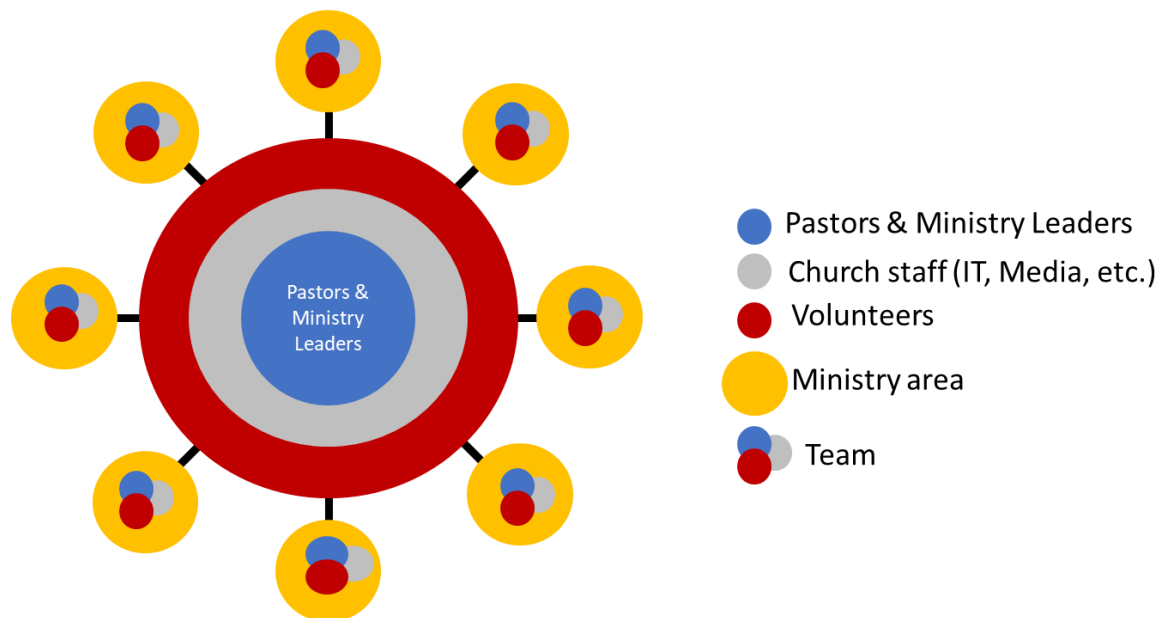
MEDIA AND DIGITAL ENGAGEMENT



INFORMATION TECHNOLOGY



THE FLEXIBLE HUB-AND-SPOKE ORGANIZATION MODEL ENGAGING VOLUNTEERS



The Hub-and-spoke organization model for engaging volunteers has the following advantages:

- ✓ Teams for different ministry areas engaging pastors, staff and volunteers can be formed quickly
- ✓ People can serve in multiple ministry areas
- ✓ New ministry areas and new teams can be assembled and disassembled very easily and quickly, without affecting the hub (core).

DESIGNING A NATIONAL OR GLOBAL ORGANIZATION

- ✓ Identify regions (e.g. North, South, East, West, Central or e.g. Americas, Europe, Asia, Pacific)
- ✓ Identify hubs (cities/locations) and units/departments best suited for that location
- ✓ Determine coordination

BUILDING A DATA-DRIVEN, TECHNOLOGY-ENABLED ORGANIZATION

- ✓ Change from independent work units to interdisciplinary collaboration.
- ✓ Change from experience-based, leader-driven decision making to data-driven decision making at the front line.
- ✓ Change from rigid and risk-averse to becoming agile, experimental, and adaptable.

5. ADMINISTRATIVE POLICIES, GUIDELINES AND STANDARDS

Administrative policies, operational guidelines, and practice standards are well-documented rules that guide the procedures and practices that take place within an organization. These serve to establish efficiency, consistency, responsibility, and accountability.

THE IMPORTANCE

Importance of having administrative policies, operational guidelines, and practice standards:

- ✓ Provides guidance for the organization and the people working in it.
- ✓ Clarifies the organization's position on specific issues
- ✓ Basis for decision making
- ✓ Ensures greater objectivity, consistency, understanding and fairness in decision making
- ✓ Provides a basis to hold people accountable

EVERYTHING MUST BE WRITTEN AND AVAILABLE

- ✓ Have these written down
- ✓ Be simple and clear
- ✓ Be specific and detailed
- ✓ Communicate principles and motivations as all scenarios cannot be documented or envisaged
- ✓ Make this available to people in the organization
- ✓ Reiterate, review, revise as often as needed

Question: What will happen in an organization if there were no policies, guidelines, and standards?

ADMINISTRATIVE POLICIES

Staff and Consultant Guidelines (see APC Sample)

Workplace policies

Interactions with external entities

Contracts and Lease Agreements

OPERATIONAL GUIDELINES

Volunteer Team Guidelines

Team specific Guidelines

Team Interaction Guidelines

Guidelines/ Standard Operating Procedures

- ✓ Explain how tasks should be accomplished
- ✓ Helps in training new staff/volunteers
- ✓ Ensures quality and consistency regardless of who does the work

PRACTICE STANDARDS

Standards for products of work

Graphic design

Videos

Books

Documents

Emails

Software Development

Language and Naming Conventions

SAMPLES

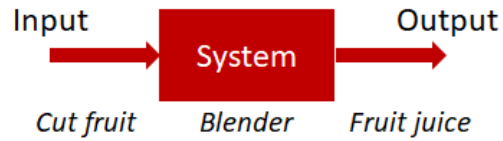
See apcwo.org/guidelines

IS THIS LEGALISM?

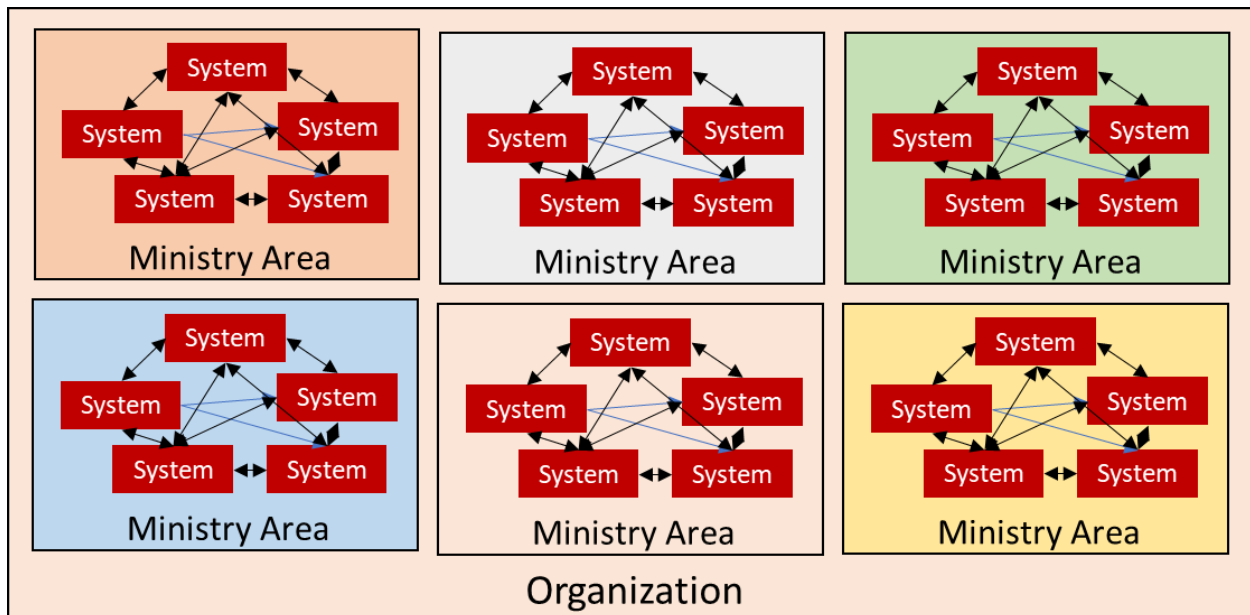
Question: Many believers view policies, guidelines, and standards as legalism. How do we facilitate the acceptance of policies, guidelines, and standards so that they see it as something for the good of the organization?

6. OPERATIONS : SYSTEMS AND PROCESSES

DEFINITIONS : SYSTEM AND PROCESS



A system is a dynamic, purposeful collection of components. Information and materials flow among these components. A system has boundaries; that which is outside the boundaries is considered the system's environment. Generally, the environment is outside the system's control; open systems are affected by their environment, whereas closed systems are not. Feedback loops provide information from one part of a system to another for purposes of adjusting the system's operation.



System: Repetitive function or activity that needs to be done to achieve a specific ministry objective.

A system is made up of people in various roles, with diverse skills sets, performing certain functions/activities.

Process: flow of information, resource, finance, etc.

Example:

ACCOUNTING DEPARTMENT

- Offertory Counting
- Deposits
- Purchases
- Expense Claims
- Salaries
- Vendor Payments
- Reporting
- Budgeting

Analogy of the human body with various systems and processes

- Circulatory system / Cardiovascular system: Circulates blood around the body via the heart, arteries and veins, delivering oxygen and nutrients to organs and cells and carrying their waste products away. Keeps the body's temperature in a safe range.
- Digestive system and Excretory system: System to absorb nutrients and remove waste via the gastrointestinal tract, including the mouth, esophagus, stomach and intestines. Eliminates waste from the body.
- Endocrine system: Influences the function of the body using hormones.
- Integumentary system / Exocrine system: Skin, hair, nails, sweat and other exocrine glands
- Immune system and lymphatic system: Defends the body against pathogens that may harm the body. The system comprising a network of lymphatic vessels that carry a clear fluid called lymph.
- Muscular system: Enables the body to move using muscles.
- Nervous system: Collects and processes information from the senses via nerves and the brain and tells the muscles to contract to cause physical actions.
- Renal system and Urinary system: The system where the kidneys filter blood to produce urine, and get rid of waste.
- Reproductive system: The reproductive organs required for the production of offspring.
- Respiratory system: Brings air into and out of the lungs to absorb oxygen and remove carbon dioxide.
- Skeletal System: Bones maintain the structure of the body and its organs.

Question: What are some objectives in putting a system and process in place?

- ✓ Makes work within a ministry area efficient
- ✓ People are clear what they have to do and who they have to interact with and what to expect
- ✓ Good control of flow of information, resources, finances, and time
- ✓ Enables us to identify areas for improvement by improving either the system or the process or both

Question: Since people are not stagnant, people grow and can move vertically, laterally, or externally, how do you make the System independent of people?

GOOD SYSTEM DESIGN AND IMPROVEMENT

Excellence (Better) How can we do things better?	What do we need to do to improve quality?
Efficiency (Faster) How can we do things productively? (faster, effectively, etc.)	Could a different approach streamline work? How can we increase our responsiveness?
Economy (Cheaper) How can we do things with less expense? (money, time, people, etc.)	How can we reduce the costs of obtaining inputs? Where are we wasting resources by not adding value? Can we find re-usable outputs?
Edge (Differently) What need are we meeting that cannot be met elsewhere in this manner?	Can we do things in different or innovative ways? Can we identify and meet a need that is not being met?

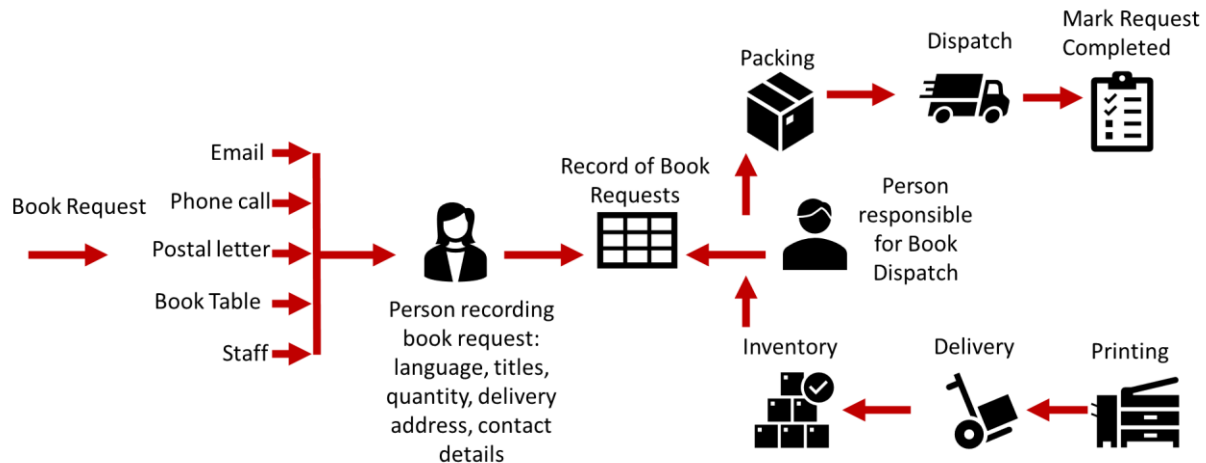
Thoughts to keep in mind for good System Design

- Lean, minimalistic
- The right people in the right place
- Evaluation and feedback for improvement
- Make the system independent of people, so that when people change, work continues

Improvement in one ministry area may not improve other ministry areas. Hence system and process improvement has to been maintained across the whole organization to keep the organization functioning well.

PROCESS DESIGN

Example: Book Requests



- Standardize the process and clearly describe it.
- Use resources effectively. Remove bottlenecks.
- Keep the process simple. Avoid unnecessary steps.
- Ensure things are moving (avoid delays, e.g. waiting for approval, waiting for person x, etc.)
- Be pre-emptive against possible changes (if this..then this).
- Keep an eye on output.
- Improve the system.

PROCESS IMPROVEMENT

Doing something a little inefficiently one time can be overlooked. Doing something inefficiently repeatedly, can add up to very expensive amounts of wasted resources.

- Monitor - collect data (but remember somethings cannot be 'counted' or quantified. So, observe).
- Analyze results
- Take corrective action. Monitor. Repeat

EXERCISES

Exercise:

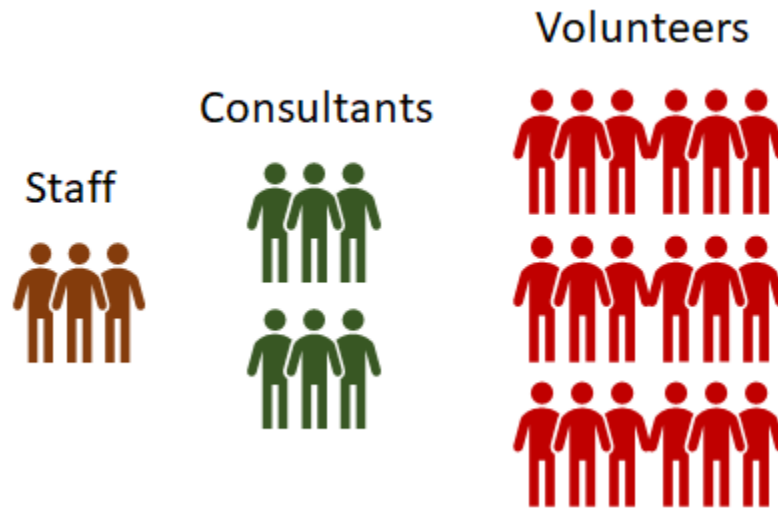
If you are setting up a travelling/itinerant ministry, what are some systems and processes you will put in place in your ministry/organization?

Exercise:

If you are setting up a Bible College, what are some systems and processes you will put in place?

7. CHURCH STAFF MANAGEMENT

THE TEAM



Staff : full-time, salaried personnel. Provided several benefits by the organization.

Consultants : paid hourly (consultants), or on work basis (translators). Do not have any other benefits from the organization.

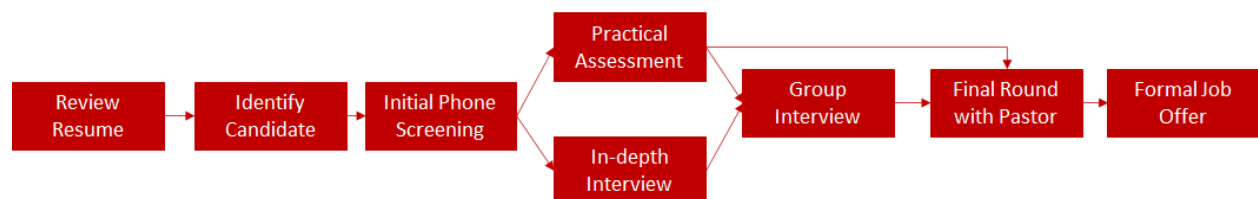
In this chapter we will mainly focus on engaging Staff – full time employees. We will share some ideas on engaging Consultants. We will have a separate chapter on Volunteer Management.

THE HIRING PROCESS

Role description

Clearly define and document role description: Objective, Role description, Responsibilities, Skills Required. (See samples at: apcwo.org/guidelines)

The interview process



- ✓ Check motivation – reason for applying to APC
(See *Sample-Prospective-Employee-Personal-Statement*)
- ✓ Check competence, skills, calling, passion
- ✓ Review track record/work history
- ✓ The “blank sheet” of paper question
- ✓ Practical assessments
- ✓ Questions that unearth wrong, harmful, or dangerous character traits
- ✓ Recognize red-flags or dangerous attitudes

Here are some red flags and warning signs:

1. Arriving late for the interview.
 2. Treating your staff disrespectfully.
 3. Speaking negatively about past employers and experiences.
 4. Being judgmental, critical, opinionated about denominations, churches, etc.
 5. Showing up unprepared. (e.g. What do you know about APC?)
 6. Appearing disinterested.
 7. Being vague in their responses. Covering up. (e.g. Why did you leave your previous job?).
- ✓ Family members must be interviewed, as all other applicants, without being given any preferential treatment

(See *Sample-Interview-Questions-Pastoral-Candidate*)

Verifying employment eligibility

Background/reference checks

Job offer letter

State start date, role designation, remuneration, reporting to. Include role description and Staff guidelines.

(See *Sample-Offer-Letter*)

Staff guidelines

Sample: Staff or Employee Guidelines

(See *APC Staff Guidelines document at apcwo.org/guidelines*)

New employee orientation

New employee paperwork, setup, etc.

EMPLOYEE COMPENSATION AND BENEFITS

Compensation = base salary + bonus(es) + other benefits

How people are compensated for their work affects how they feel about their job and the organization. Employees need to feel they are being compensated fairly and competitively. Employees need to feel that their compensation is directly linked to their personal performance, as well as organization performance, and is in line with their contribution.

How much the organization can pay for each role will depend on where the organization is financially, its capacity to pay.

Employee compensation must be aligned with the organization's stated values and operating principles.

A good compensation system does not keep people focused on their compensation. It keeps them focused on the organization's mission, goal, and other important goals, because poor pay is not a distraction.

Fair pay

Determining an employee's compensation must be fair and based on:

- What the organization can afford
- Level of skills and competencies
- Level of responsibilities and work
- Level of leadership provided to their ministry area
- Level of performance and results advancing organizational objectives
- Level of personal growth, learning and development
- Experience and tenure (duration with the organization)

Benefits

- ✓ Group health insurance
- ✓ Retirement savings (Employee Provident Fund)
- ✓ Paid vacation/Leaves
- ✓ Learning and development
- ✓ Annual bonus

Communicate to employees about the economic value of their benefits package.

Intangible benefits

- ✓ Involvement in Kingdom work
- ✓ Opportunity for missions
- ✓ Job security
- ✓ Growth opportunity

- ✓ Workplace culture
- ✓ Brand (in this case reputation of organization)
- ✓ Quality of life (Work-life balance)

EMPLOYEE MANAGEMENT

Employee motivation

How do you keep church staff motivated - stay excited about their work, consistently give their best, be creative, serve with passion, go the extra mile when needed, etc.?

- ✓ Provide meaningful work
- ✓ Provide freedom to make choices
- ✓ Provide work that leverages competencies
- ✓ Provide work that encourages personal growth (new learning, develop new skills, new challenges, etc.)
- ✓ Highlight progress
- ✓ Engage and involve people in decisions
- ✓ Provide positive reinforcement
- ✓ Visible appreciation
- ✓ Trust the team
- ✓ Coach with feedback
- ✓ Inspirational leadership

Address/Reduce Demotivators

- ✓ Employee turnover
- ✓ Difficult workplace culture
- ✓ Reorganization
- ✓ Increased workload
- ✓ Personal challenges (financial, family, etc.)

Employee satisfaction

(See Sample-Job-Satisfaction-Survey)

Annual planning document

(See Sample-APC-Personal-Review-And-Planning-Document)

Regular review meetings

Handling under-performing employees

Face to face meetings to address difficult matters

Put everything in writing

EMPLOYEE DEVELOPMENT

Learning and development

- ✓ On-The-Job training
- ✓ Online videos/courses
- ✓ Bible College Courses
- ✓ Weekend Schools

Growing professionally within the organization

New projects
New opportunities/assignments
Increased responsibility
New roles

PERFORMANCE REVIEWS/APPRISALS

Salaries

DEALING WITH DIFFICULT SITUATIONS

Three-strikes approach
Situations that result in immediate termination

EXIT INTERVIEW

(See Sample-Exit-Interview)

EMPLOYEE LABOR LAWS

Statutory regulations by local government

A FEW QUESTIONS

Question: What can we do to help people grow within the organization?

Training, Opportunities, Mentoring, help fulfill their vision,
provide resources + assignments + feedback

Question: How do we separate the personal life of the church staff and their work at church?

General guide: Where things in their personal life impact and affect the church/ministry, we do address the matter and highlight how these are inter-related. Other areas we stay away from completely.

Some scenarios where personal life can impact church:

A, someone working at Church, but has their own ministry outside, e.g. conversation, no fund raising, no promotions, no competition within between

B, someone serving at Church – poor testimony outside

C, Family interference (family members controlling the church staff and getting their agenda done through the staff)

D, Family constraints (e.g. wife expecting husband to be home all the time), availability to travel, to be deployed somewhere else, etc.

E, Personal businesses/dealings

Question: How do we pastor church staff?

Church staff are staff employed in the organization and members of the congregation, as well. So, they are pastored the same way the rest of the congregation is pastored. Receive through the Sunday services, times of worship and prayer, LGs, Seminars, Weekend Schools, Missions trips, etc. etc.

It is difficult and challenging pastoring church staff because the Senior Pastor is both boss/leader and pastor. Therefore, we must keep work performance and pastoral matters – separate.

Personal time – made available. Also depends on people drawing from us.

Make opportunities available – mentioned in our Staff Guidelines, Weekend Schools, attend BC Classes, Missions trips, Conferences, Counselors – counseling.

8. VOLUNTEER MANAGEMENT

Romans 12:4-8; Ephesians 4:11-12; 1 Peter 4:10-11

Volunteers are people who offer their time, skills, energy, and other resources freely, out of their generosity and willingness to serve the Lord Jesus Christ in the context of the local church or Christian ministry, thus participating in the vision of the organization.

In many contexts, volunteers are the life of the organization. They are the ones who keep the organization alive and functioning.

THINK THESE THROUGH

How do we invite and engage volunteers?

To what extent should we involve volunteers in our organization?

How do we structure or adapt our ministries/programs to include volunteers?

Involve staff in deciding/determining how best to engage volunteers and how best to include volunteers into the organization structure.

BENEFITS OF VOLUNTEER ENGAGEMENT

- ✓ Congregation/partners feels part of the church ministry – contributors not spectators
- ✓ Opportunity to exercise and nurture spiritual gifts
- ✓ Opportunity for the local church to function as a body – every part doing its share
- ✓ Opportunity to turn spiritual learning/equipping into practical action
- ✓ A lot more people, larger 'work force', hence more can be done
- ✓ No financial expense for volunteer services

LIMITATIONS OF VOLUNTEER ENGAGEMENT

- ✓ Volunteers are available only for small periods of time
- ✓ Volunteers will have other higher priorities (e.g. workplace demands, work-related travel, etc.)
- ✓ Volunteers may need to transition from a 'corporate culture' to a 'church culture'
- ✓ In some cases, volunteers may over-commit and under-deliver

VOLUNTEER TEAMS

Some ministry areas will require dedicated full-time staff and cannot be volunteer driven.

Identify ministry areas where volunteers can be engaged, while clearly understanding the benefits and limitations of volunteer participation.

Establish reasonable expectations. In some situations, volunteer teams are the best option. In some situations, a hybrid of volunteer and staff are the best option.

Examples of volunteer teams at APC

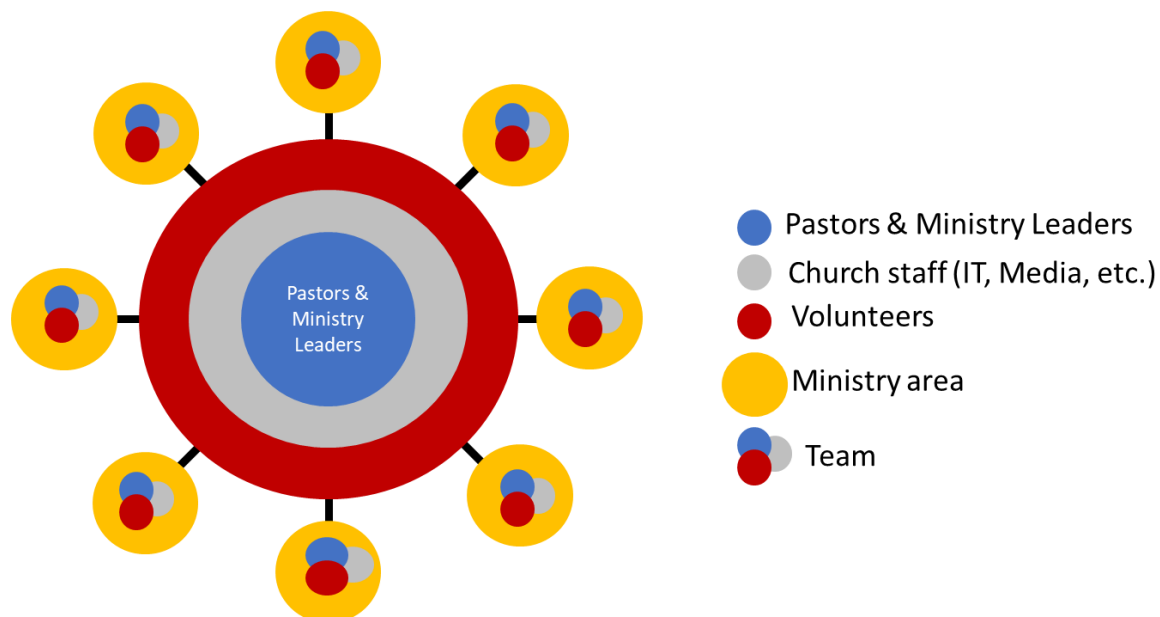
Sunday Services

- Greeters
- Parking lot guides
- Security Assistance
- Information Desk
- Registration Desk
- Welcome Lounge
- Connect Team
- Book Table
- Ushers
- Offertory Counting
- Media Presentation
- Stage Décor (special occasions)
- Sound and Setup
- Live Streaming
- Live Stream Moderators
- Post Service Online Prayer Rooms
- Announcements
- Worship
- Children's church
- Ministry of the Word
- Prayer time
- Other ad-hoc teams

Ministry Teams

- Worship
- Life Groups
- Youth Ministry
- Christian Professionals Ministry
- Men's Ministry
- Women's Ministry
- Prayer Teams
- Member care (calling on others)
- Performing Arts (special events)
- Publications (proof reading)
- Catalyst – outreach to schools
- Campus Elevates – outreach to colleges
- Campus groups
- Evangelism teams
- Missions (teams on mission trips)
- Camps and Conferences
- Special projects (e.g. building project, etc.)

THE FLEXIBLE HUB-AND-SPOKE ORGANIZATION MODEL ENGAGING VOLUNTEERS



VOLUNTEER RECRUITMENT

For many churches and organizations, finding volunteers and allocating the right people to right roles is a big challenge.

Welcome volunteer involvement

As a local church or Christian organization, we must be open to recognize and enlist the involvement of volunteers. We must recognize that God anoints, imparts a variety of grace and gifts to all His people, even those who are not in “full-time” ministry.

The local church/Christian organization must provide opportunities for volunteer engagement and participation

What are some reasons why local churches/Christian ministries hesitate to enlist volunteers to serve?

- may feel threatened by the skills and competencies of volunteers
- may feel volunteers are not very spiritual as "full-time" ministers
- may feel volunteers may take the church/ministry in a different/wrong direction
- etc.

Making volunteer opportunities known

- ✓ Personal contact – most effective means for volunteer recruitment. In many cases, volunteers are waiting to be asked, though they may not ‘come forward’ and offer their services on their own.
- ✓ Sunday announcements
- ✓ Website sign-up
- ✓ Special volunteer drives (on Sundays)
- ✓ Testimonials of others who have volunteered – this is a huge motivator and a big draw for others to get involved

Enlisting volunteers

- ✓ Keep the sign-up process simple (e.g. a simple online form).
- ✓ Enlist immediately where applicable. Being unresponsive could send a wrong message to an interested volunteer. In some cases, an interview/audition/review process is necessary.

Role descriptions for volunteer positions

Clearly identifying the specific tasks to be performed.

Clearly identify the knowledge, skills, abilities, and other characteristics that are required.

Clearly communicate policies and guidelines.

Clearly communicate reporting and other accountability requirements.

(See samples of volunteer team guidelines at apcwo.org/guidelines)

VOLUNTEER DEMOGRAPHICS

If done strategically and in a well-designed manner, volunteer involvement is a great way to strengthen the health of the local church community by strengthening relationship and understanding across generations.

- ✓ Keep in mind that different generations think, process information, and communicate differently.
- ✓ Create opportunities for all ages, and backgrounds to volunteer.
- ✓ Highlight and leverage the strengths each generation/demography brings to the team e.g. technical skills, knowledge of current trends, experience, hard work, commitment, etc.
- ✓ Intentionally create teams where people of different ages can volunteer. This provides opportunity for building bridges across generations, learning, mentoring, etc.

ORIENTATION: WELCOMING NEW VOLUNTEERS

Team introductions

Introduce volunteers to their teams, team leaders and other team members as soon as possible.

Add them to their email/WhatsApp groups for coordination.

Organizational culture

Help volunteers understand and imbibe the organization's culture-values, practices, standards, goals.

Organizational culture has significant impact on volunteer experience and can either draw them in or turn them away. Example: a professional attempting to volunteer in a poorly run, unprofessional environment.

Volunteer team policies and guidelines

Policies and guidelines clarify expectations, aid decision making, and help influence actions that people take. Policies also help keep people accountable and aligned to the organizations values and mission. Good policies also serve to enhance performance and productivity.

(See Sample-APC-Staff-and-Volunteers-Guidelines.pdf)

Training volunteers

Different volunteer teams will have different training requirements.

Training is essential

- ✓ to ensure performance—things are done as they should
- ✓ to ensure and improving quality
- ✓ to keep teams motivated
- ✓ to introduce and effectively manage change

✓ to achieve excellence

1. What knowledge, skills, or abilities do volunteers need on this team, and for their role?
2. How can we impart the required knowledge and skills in the most efficient manner?
3. How can we include practical learning opportunities for volunteers to develop skills and confidence?

Formal (lecture type) training sessions

Practical (hands-on) training sessions

Group/discussions

Coaching/Mentoring

Training Team Leaders

Team leaders will need additional training and guidance on how to lead their teams, care for their team members, resolve conflicts, and report on status/progress.

Side Note: Learning types

Visual Learners

Auditory Learners

Kinesthetic Learners

Visual (spatial) - Preference for using pictures, images, and spatial understanding

Aural (auditory-musical) - Preference for using sound and music

Verbal (linguistic) - Preference for words, both in speech and writing

Physical (kinesthetic) - Preference for using the body, hands, and sense of touch

Logical (mathematical) - Preference for using logic, reasoning, and systems

Social (interpersonal) - Preference for learning in groups or with other people

Solitary (intrapersonal) - Preference for working alone, using self-study

MAXIMIZING VOLUNTEER ENGAGEMENT

What are key motivators for volunteers:

- ✓ opportunity to engage in Kingdom work and ministry
 - ✓ feel strongly connected to the organization's vision, mission, and work
 - ✓ contribute meaningfully towards the vision of the organization
 - ✓ opportunities offering some growth or learning potential
 - ✓ serve as leaders and decision makers bringing expertise
 - ✓ potential for a paid position
-
- Create opportunities for volunteers to contribute meaningfully.
 - Have a clearly understood schedule (roster).
 - Ensure volunteers are not overworked or 'burnt out'.

VOLUNTEER MANAGEMENT SOFTWARE

Will be mentioned later in this course.

We will address some of this in the course on: Media and Technology in Ministry.

VOLUNTEER AND STAFF RELATIONS

The relationship between volunteers and staff is critical to the success of that ministry area.

- ✓ Staff should be trained to understand and work well with volunteers.
- ✓ Both staff and volunteers should learn to treat each other with trust, respect and celebrate each other.
- ✓ Foster teamwork, harmony, camaraderie.
- ✓ Communicate clearly, regularly, meaningful, and transparent with volunteers and staff. Volunteers who are well informed about the organization feel very satisfied with the organization.
- ✓ Recognize breakdown in volunteer-staff relationships and address matters as early as possible.

Symptoms of breakdown in volunteer-staff relationship

- uncertainty among volunteers and staff about roles and responsibilities
- uncooperative about working on joint projects
- unwelcoming to ideas/suggestions from each other
- separate secret meetings with themselves, excluding the other
- little or no information sharing
- not communicating directly, but going around each other to get information
- increasing use of “us and them” language
- volunteers or staff becoming territorial - carve out territory and guard it tenaciously

Do an audit/assessment-a check-up of what is wrong, why problem(s) were caused and take remedial action at the earliest.

- 1, Are volunteer team leaders being responsible and fulfilling their role well?
- 2, Are volunteers following our guidelines in these 3 areas (a)life example, (b)respect toward church community, and (c)respect of team leaders?
- 3, Are volunteers committed and serving passionately, or are some people doing things half-hearted, just because they are rostered, etc.?
- 4, Are volunteers being over-worked, feeling ‘burnt-out’, not being refreshed spiritually because of missing the main services, etc.?
- 5, Are there any tensions, breakdown in relationships between staff and volunteers?
- 6, Do volunteers feel part of a community? Are we building community among our volunteer teams. (Example: Have a lunch for just your team(s). Get them together to pray, share, discuss ideas, etc. Think through and implement any other ways to strengthen meaningful relationships among volunteers in your team(s).

VOLUNTEER PERFORMANCE MANAGEMENT

Provide regular feedback in team meetings and ad-hoc review meetings (e.g. Worship Team)

Ensure same standards are maintained for staff and volunteers in a team.

When required guidance and correction must be communicated, with love and patience.

VOLUNTEER APPRECIATION AND RECOGNITION

Our annual Volunteer Appreciation Day coincides with the annual anniversary Sunday (the Sunday in February closest to February 18) where we take time to honor and thank all the volunteers who serve at APC.

REMOTE VOLUNTEERING

Can leverage technology for volunteers to engage remotely from anywhere in the world.

CROSS-CULTURAL VOLUNTEERS

Sensitize volunteers to local culture and customs, as part of the training and orientation.

9. COMMUNICATIONS

THE IMPORTANCE OF OPEN COMMUNICATION

- ✓ **Enthusiasm** - It's hard for anyone to feel as if they have a great job when they don't feel informed of what's happening in the organization nor involved in making decisions.
- ✓ **Connected** - People need to know what's going on in their work environment to be successful. When people are uninformed, they feel disconnected and out-of-sync. When goals and direction is well articulated and communicated, people feel like they know what's going on and how they fit in.
- ✓ **Ownership** - When they are not involved in decisions that affect them, they do not feel ownership of with the organization's strategic direction.
- ✓ **Alignment** - In organizations that communicate extraordinarily well, people are aligned with organizational goals and objectives.
- ✓ **Care** - people need to be informed of decisions that affect them and of the strategic direction of the organization.
- ✓ **Inform** - communicate organization news and changes share openly the progress or lack of progress that is being made on objectives.
- ✓ **Inspire** - employees feel inspired by the messages they are receiving.

DIALOGUE

- ✓ Engage people in meaningful dialogue when appropriate and possible.
- ✓ Promote interactions/discussions, problem solving, decision making.
- ✓ Hold "town meetings" where all staff can participate.
- ✓ Encourage ongoing and constructive feedback.

OPEN, HONEST, DIRECT

Creating a culture of trust requires a long-term commitment to open, honest, and direct communications about successes and failures, results, and strategic changes.

COMMUNICATING WITH THE CONGREGATION (DONORS)

Regular but not too much.
Use a good website/portal.

PRACTICAL NOTES

"Let your speech always be with grace, seasoned with salt, that you may know how you ought to answer each one." (Colossians 4:6).

".....be an example for the believers in your speech (communication), your conduct (including etiquette, manners),....." (1 Timothy 4:12).

Do not be dictatorial, domineering, "as lords" (1 Peter 5:3).

1, Use good English (or the language you are communicating in)

Poor/broken English leaves a bad impression and can be easily misunderstood/misinterpreted. Do an English grammar course or read an English grammar book to improve your spoken and written English.

2, Use good etiquette

Use proper salutation.

Applaud good work. It expresses gratitude to the one who did the work.

Don't command, instead place a request.

Be patient with people, within reason. (Don't harm the organization or others by being patient with one person).

Be kind with people, within reason. (Don't harm the organization or others by being kind to one person).

Be mindful – remember to thank those who served.

Respond promptly – don't put off calling people when you have promised to do so.

3, Use the three golden words lavishly but sincerely: please, thank you, sorry

Pad your communication with 'please' and 'thank you'. It expresses kindness and makes what you say acceptable.

Say 'sorry' when you make a mistake. It shows you take responsibility for your wrong and are willing to change.

Don't cover up or ignore your wrong. Exposing your own wrong shows inner strength.

Use 'please', 'thank you', 'sorry' when you communicate to all ages, those older and those younger to you. It demonstrates humility.

4, In conversations and discussions share an idea as a suggestion, not as mandate

Present your idea as a suggestion.

Example: "Do you think if we did this....", "Should we consider doing something like.....", "How about exploring this option....."

Forcing an idea is often an expression of insecurity.

No one likes to be ordered around.

5, Do difficult matters in-person or on a video call

Example: If you must tell a person to step down from a ministry area due to improper conduct, discuss it first in person. Do not do this in an email or WhatsApp message.

Help them understand how their conduct affects both their testimony and the ministry.

Work with them on how to grow in that area of personal conduct if they are willing to grow.

6, Make conscious decisions about what, to whom and why

What to communicate to whom and be clear about the purpose of the communication.

7, Use good e-mail protocols—not too long, not too often

8, Use available technologies

Reduce travel costs through teleconferences.

10. CULTURE

DEFINITION

Culture = shared values, practices, standards, traditions

Culture of an organization:

- ✓ is described by jointly held beliefs within the organization.
- ✓ is described by the values, practices (rituals) by people within the organization.
- ✓ is described by the ways of behaving and thinking (behavioral norms, patterns of behavior)
- ✓ is described by the way things are done (this is how we do it here)

In a large organization, there could be sub-cultures that exist, which may be specific to departments/divisions.

Culture is dynamic and could change over time, due to external or internal changes.

Our interest is in both the workplace culture of the Christian church/organization, and the church culture (congregation).

IMPORTANCE

The culture within the organization:

- ✓ affects the overall employee experience.
- ✓ affects outcomes - productivity, etc.
- ✓ affect how people are served.
- ✓ protects the organization from negative influences (culture can be seen as the organization's immune system)

WHAT SHAPES ORGANIZATION CULTURE

(A) leadership modeling behavior aligned to the culture. People follow their leaders. Leadership behaviors must be consistent with the cultural values of the organization.

We reproduce after our own kind – even in leadership.

Avoid creating a celebrity culture (1 Peter 5:1-4).

Model servant leadership (Matthew 20:20-28).

Leadership giving people an opportunity to give feedback (without people feeling threatened) and being open to feedback (without the leader feeling insecure).

(B) stories of origin, victories, situations etc., that are told and re-told, inspire, shape and guide behavior within the organization.

(C) rituals and practices, that are repeated consistently shape thinking and behavior. Example: Celebrate transitions from Children's church to Teen Church to Adult church

(D) orientation, training and repeatedly communicating core values

(E) affirming and rewarding behavior aligned to the culture - If behaviors that support the desired and required norms and values of the culture are rewarded, then people will get the message that rewards are tied to strengthening organization culture.

CORE VALUES

Our Core Values help define who we are as a local body, guide decisions we make, the goals we set and what we become as we journey together.



OUR THEME - JESUS

We do not preach ourselves, but JESUS CHRIST. In everything JESUS CHRIST must be pre-eminent. We lay aside SELF, ORGANIZATION name, so that JESUS CHRIST will be glorified.

OUR CONTENT - THE WORD

It is the WORD of God that transforms, not our good ideas. Present the uncompromised, undiluted WORD in relevant and meaningful ways.

OUR METHOD - HOLY SPIRIT POWER

While we use tools (media, technology, etc.) we depend not on our intellectual prowess or persuasive presentations, but on the work and ministry of the HOLY SPIRIT to transform lives.

OUR PASSION - PEOPLE

We are here not to build a ministry or an organization. We are here to build PEOPLE.

OUR GOAL - CHRISTLIKENESS

We work to help people move to CHRISTLIKENESS in all things, in all areas of life. We love, we pursue, we are patient, we correct and we discipline, to see CHRISTLIKENESS formed in us.

OPPORTUNITY

Without any form of partiality we provide OPPORTUNITY for everyone to live, love and serve as part of this local community of believers.

UNITY

In everything we do we work at strengthening UNITY within us as a local church and within the larger Body of Christ which we are part of. Anything that brings division or strife is rejected.

INTEGRITY

INTEGRITY is doing what is right before God and man at all times and in all matters. That’s the way we work.

EXCELLENCE

We pursue EXCELLENCE in all we do by giving our very best because we do what we do for the King Himself.

PIONEERING

We are a PIONEERING people, ready to go where others may not have gone; willing to break new ground and traverse uncharted paths. We stay on the leading edge of what God is doing.

RELATIONSHIPS

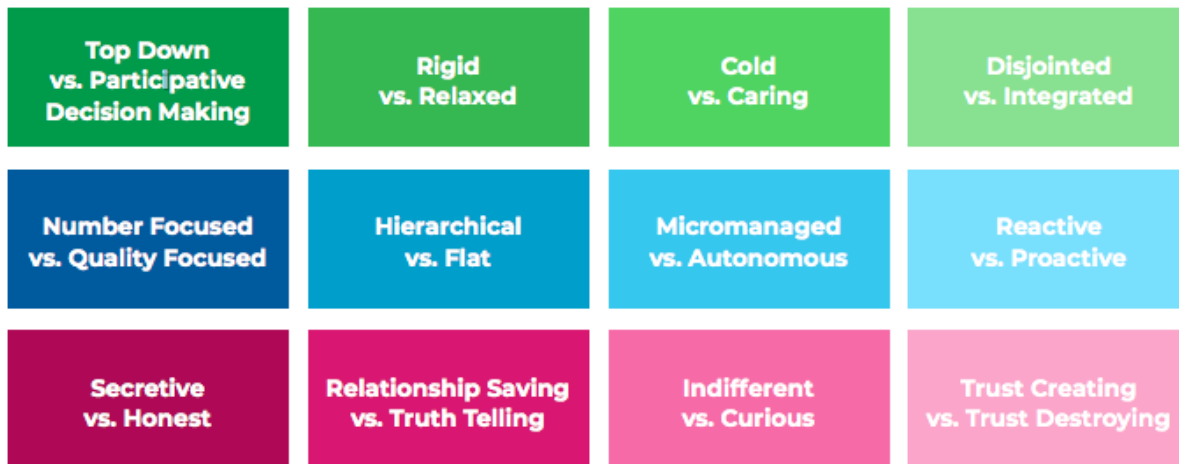
We value the RELATIONSHIPS we have with each other and with the extended Body of Christ. We invest into and do our best to nurture meaningful RELATIONSHIPS.

CONTRASTING CULTURES

HEALTHY CULTURE	TOXIC CULTURE
Among leaders	
Consultative, “lets discuss”	Dictatorial “just do what I say”
Encouraging, Supportive	Abusive, Overpowering, Suppressive
Teamwork	Unhealthy Competition
Direct, straightforward	Manipulative
Freedom	Controlling
Transparent	Secretive
Shared success	Celebrity, Superstar “I am the brand”
We did it together, “it is about all of us”	Egotistical “It is all because of me”
Fairness, each one is rewarded based on performance	Entitlement “It my right” “I deserve this”
Accountability, “I am answerable to others”	Autocratic, no accountability “I don’t answer to anybody”
We celebrate each one’s strengths	Superiority “I am better, I know more”
Walk in mutual submission. All of us follow the	Everyone follows the rules except me. I am above

rules.	these rules.
Among staff	
Passion, "I give my best"	I must hold on to my job
Excellence, "I do outstanding work"	I just do my "9 to 5"
"We" must succeed, I help others where I can	I just do my job, don't care about what others do

The following word pairs describe potential elements in an organization's culture.



Source: limeade.com

GOOD TO GREAT

Jim Collins conducted extensive research on this subject and wrote a book about the findings, "Good to Great". Below, is an adaptation of the timeless characteristics that Collins discovered in his research that help organizations move from being good to being great:

1. Undaunted curiosity
2. Rigorous not ruthless
3. Culture of discipline:
 - Disciplined people
 - Disciplined thought
 - Disciplined action
4. Leadership humility
5. Professional determination
6. Right people in the right jobs
7. Unwavering faith
8. Honesty about the brutal facts of the current reality
9. Carefully selected technology accelerators
10. Core values
11. Understanding of differentiating competencies (what we are best at in the world)
12. Piercing insight into economic drivers
13. Focused passion

14. Goals based on understanding vs. bravado

15. Executive decisions based on

- Dialogue and debate
- Autopsies and analysis

How many of those characteristics would describe the organizational culture in which you work?

EVALUATING ORGANIZATION CULTURE

General Assessment

- ✓ What stories/experiences do people know/remember about the organization?
- ✓ How do they perceive leadership? What are the outstanding 'traits' they highlight about the organization's leadership?
- ✓ What repeated practices (rituals) are people excited about?
- ✓ How do people behave? (open, friendly, sharing, supportive, team-spirit, sacrificial, fearless feedback, etc.)
- ✓ How do people feel about the organization?
- ✓ Are people inward looking or outward focused?
- ✓ Are people risk-takers, entrepreneurial, innovative, or calculated, risk-averse, cautious?
- ✓ Is the organization hierarchical, with lot of control, or flat and free?

Questionnaire

CULTURE ASSESSMENT QUESTIONNAIRE							
Description A	Rating						Description B
Individual Individual Performance is encouraged and rewarded	1	2	3	4	5	6	Team Team work is encouraged and rewarded
Centralized Close monitoring and control by leadership, most decisions are made centrally	1	2	3	4	5	6	Decentralised Loser monitoring and control by leadership, most decisions are made by teams
Rules Driven People's behaviours are guided mostly by rules laid down in policies, procedures and manuals	1	2	3	4	5	6	Objectives-Driven People's behaviours are guided mostly by targets and objectives
People There is a strong emphasis on employees and concern for their well-being	1	2	3	4	5	6	Task There is a strong focus on completing work and hitting targets
Service There is a strong emphasis on customer service and building long term customer relationships	1	2	3	4	5	6	Product There is a strong emphasis on designing and manufacturing high quality products
Tradition Employees are encouraged to use tried and tested approaches and avoid mistakes	1	2	3	4	5	6	Change Employees are encouraged to try new ideas and take risks to improve the business
Consensus Decisions Decisions are made through consensus and require the prior agreement of a wide group of people	1	2	3	4	5	6	Small-group decisions Decisions are taken by individuals or a small group, and then communicated to a wider audience
Results focus Minimal time is spend on forward planning - the focus is on swift action	1	2	3	4	5	6	Forward Thinking Significant time is spent planning and thinking things through before acting
Team Communication Communication from management is clear, transparent and frequent	1	2	3	4	5	6	Need to know Communication from management is infrequent and on a "need to know" basis
Competition Teams, departments etc compete internally to provide the best service or value for money	1	2	3	4	5	6	Cooperation Team, departments etc coordinate and cooperate well to provide the best service or value for money
Attention to detail Primary focus on getting the details right - the aim is 100% accuracy	1	2	3	4	5	6	Pragmatism People apply the 80/20 rule, they are more concerned with getting the "general direction" right than the details

Source: <https://worldofwork.io/2019/07/organizational-culture-assessment-questionnaire/>

NURTURING KINGDOM CULTURE

...within the organization and in the congregation.

Traits (expressions) of Kingdom culture

- ✓ Compassion/Love
- ✓ Faith/Courage
- ✓ Humility/Servanthood
- ✓ Sacrifice
- ✓ Generosity
- ✓ Hard work (Diligence)
- ✓ Perseverance/Endurance
- ✓ Pioneering/Innovation/Creativity
- ✓ Stewardship/Fruitfulness
- ✓ Unity/Teamwork
- ✓ Integrity/Honesty
- ✓ Exalting Jesus (Glorify God)

Nurturing

- Reiterate these traits
- Model these traits
- Require these traits
- Recognize and reward these traits

ACTIONS TO PROTECT ORGANIZATION CULTURE

- ✓ Hire right - ensure cultural fit
- ✓ Preserve organization's traditions
- ✓ Encourage communication - create internal language
- ✓ Recognize and reward positive behavior (not just performance)
- ✓ Address behavior contrary to organization culture
- ✓ Hold people accountable
- ✓ Avoid covering up or feeding toxic behavior

11. FINANCE, ACCOUNTING AND BUDGETING

Proper management of church and ministry finances is crucial to the functioning of the organization. Church history (recent and prior) is replete with examples of churches and Christian ministries collapsing almost overnight, (or bringing great disrepute to the name of Christ) simply due to mismanagement of funds.

A BIBLICAL PERSPECTIVE

Key Principles

- ✓ Share a God-given vision, God will stir people to give toward the vision (Exodus 25:1-9; Leviticus 27:30; Deuteronomy 26:1-15; 1 Chronicles 29:1-9)
- ✓ Serve people spiritually, they will sow financially (1 Corinthians 9:7-14; Galatians 6:6)
- ✓ Be a good steward of money, along with spiritual things (Luke 16:11)
- ✓ Be accountable to the people who have given (2 Corinthians 6:3; 2 Corinthians 8:20-21)
- ✓ Be accountable to civic authorities (Romans 13:1-7; Titus 3:1)

SOFTWARE SYSTEM

Tally Accounting Software (India).

Free accounting software (<https://gnucash.org/> , <https://www.waveapps.com/>)

Double Entry Bookkeeping Method

In the double-entry system, transactions are recorded in terms of debits and credits. Since a debit in one account offsets a credit in another, the sum of all debits must equal the sum of all credits. The double-entry system of bookkeeping standardizes the accounting process and improves the accuracy of prepared financial statements, allowing for improved detection of errors.

General Ledger is part of the Double-Entry Bookkeeping Method. A general ledger is the foundation of a system employed by accountants to store and organize financial data used to create the firm's financial statements. Transactions are posted to individual sub-ledger accounts, as defined by the organization's chart of accounts (COA) sometimes also referred to as a header (or sub-accounts) or projects.

General Fund account

Designated Fund accounts (ledger heads) Example: by church location, by ministry areas, by projects, etc.

FINANCE DEPARTMENT

Internal Accountant
Internal Auditor
Purchasing
External Accountant
External Auditor

THE TWO PERSON RULE

All transactions throughout the accounting process should have at least two people involved in reviewing and approving.

RECEIPT OF OFFERING/CONTRIBUTIONS

Counting
Depositing
Recording
Direct Deposits
Contribution Acknowledgment

ACCOUNTING POLICIES AND PROCEDURES

Vendor Verification
Purchase Processes (Pre-approvals)
Disbursement Processes
Payment Priority
Payroll
Expense Claim
Tax payments
Petty Cash

BUDGETING

Overall church budget
Event/Program specific budget
Special Offering Allocation

AUDITING

Weekly Audit
Monthly Audit
Semi-Annual Audit
Annual Audited Reports

FINANCIAL REPORTS

Monthly Reports

apcwo.org/financials

MANAGING EXCESS FUNDS

Bank Fixed Deposits (depending on Trust Governance)
Do not invest in private businesses, etc.

FUND RAISING FOR SPECIAL PROJECTS

No competition between ministries

STATUTORY COMPLIANCE

Filing Income Tax Returns (depending on local regulations)

12. LEGAL

MATTERS REGARDING LEGAL ENTITY

Change of Trustees/Members

Recording meetings and major decisions

FILINGS AND COMPLIANCE

Reporting source of income/contributions

PROPERTY MATTERS

Purchase of property always in the name of the entity

COURT PETITIONS

In India

<https://adfindia.org/>

<https://persecutionrelief.org/>

13. PLANNING, EXECUTION AND COORDINATION

PLANNING

Ministries, Conferences, Mission trips, Special Projects, Other events, etc.

A BIBLICAL PERSPECTIVE

Matthew 6:25-34 James 4:13-17

Proverbs 6:6-11

The prudent man

Acts with knowledge Proverbs 13:16

Understands his way Proverbs 14:8

Considers well his steps Proverbs 14:15

Receives correction Proverbs 15:5

Acquires knowledge Proverbs 18:15

Foresees evil Proverbs 22:2

PROJECT LIFECYCLE

Five Stages:

1. Initiating
2. Planning
3. Executing
4. Monitoring (measuring and controlling)
5. Closing (review, assessment)

Key Success Factors:

- A clearly defined objective
- A practical timeline
- Good leadership
- A good team, right skills, committed
- Constant review, feedback, improvements (good management)
- Ability to resolve problems (internal, external)
- Finishing well

STAGE 1: INITIATING

Project Plan

- Objectives
- Project Timeline
- Budget
- People

Project Manager/Team Leader

- Acquiring Resources
- Fighting Fires and Obstacles
- Leadership
- Negotiation, Conflict Resolution, and Persuasion
- Credibility
- Sensitivity
- Leadership, Style, Ethics
- Ability to Handle Stress

Project Team

- Skills required for project
- Project Timeline

STAGE 2: PLANNING

Project Schedule

Cost Estimation

Project Activities

Resource Allocation

Project Risk Assessment and Mitigation

STAGE 3: EXECUTING

Team Interactions/Communications

Team Motivation

Weekly Review Meetings

Resolving Problems

Purchasing

Reporting
Informing Stakeholders (Leadership)

STAGE 4: MONITORING

Measuring and Controlling

Expanding Scope

Increasing Costs

People Management

Monitoring Quality

Monitoring Schedule

STAGE 5: CLOSING

Review and assessment

Estimate versus Actual

Project Review and Future Corrections

PROJECT MANAGEMENT METHODOLOGIES

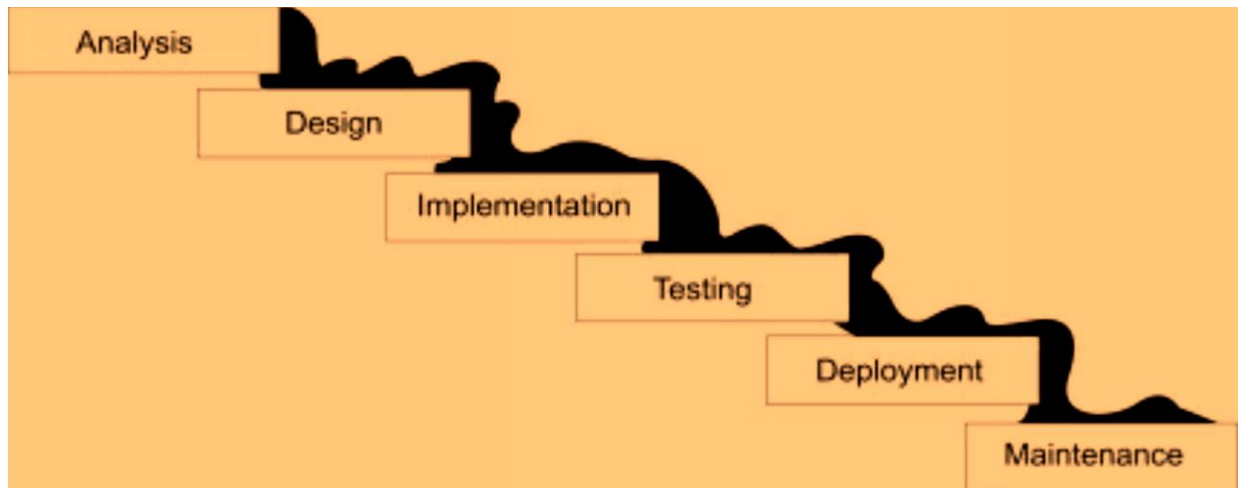
Three possible methods:

#1, Classical project management (Waterfall or Linear)

#2, Agile and Scrum project management

#3, Hybrid project management

#1, Classical project management (Waterfall or Linear)



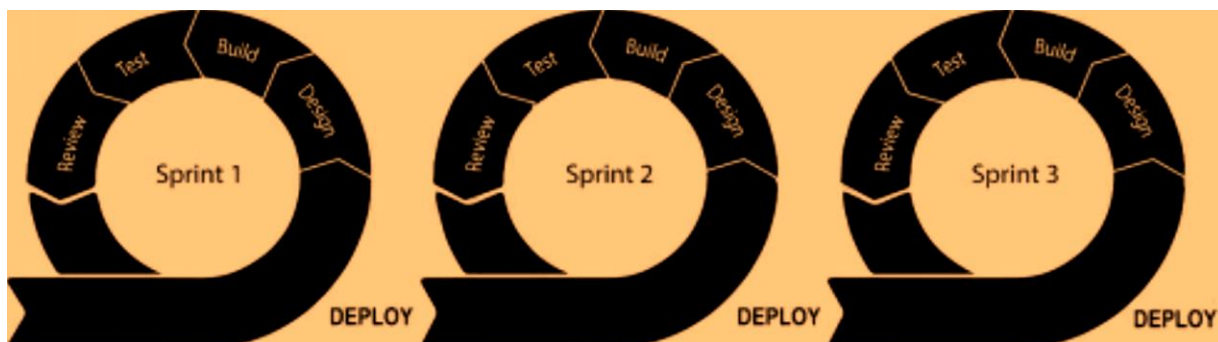
Traditional project management is characterized by a linear (step-by-step; sequential) approach that usually has some or all these broad steps:

1. Scope (understand the big picture, project objectives).
2. Initiation (starting the project).
3. Planning.
4. Execution.
5. Monitoring.
6. Completion.

#2, Agile and Scrum project management

Agile is a method of project management that is iterative and focuses on dividing tasks into short phases (iterations) of work, with frequent reviews of the project and adapting/changing as needed, during execution.

Agile breaks up projects into sprints (iterations). During each day of a sprint, daily standups (short meetings) occur where the progress of the project is covered. In these daily meetings (standups) progress is reviewed, and tasks are assigned.



PROJECT OVERVIEW

Objective. Cost. Time. Resources.

ROADMAP

Build visual, interactive roadmaps

PROJECT TASKS (WORK BREAKDOWN STRUCTURE)

Sub projects. Work packages. Tasks.

Visually track project tasks for better workflow and status, using out-of-box and custom task boards.

Task Lists

TIMELINE (GANTT) VIEW

Track and understand dates, assignments, and the relationships of project tasks.

Project scheduling

A Gantt chart, commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time. On the left of the chart is a list of the activities and along the top is a suitable time scale. Each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity.

COLLABORATION AND COMMUNICATION

Work together with stakeholders and team members to edit and update task lists, project schedules.

Define workflows

PROJECT PLANNING AND SCHEDULING

Scheduling tools to assign project tasks to team members and use different views like Grid, Board, and Timeline (Gantt chart) to oversee the schedule.

REPORTING

Reports to track progress on your projects, resources, etc

TIMESHEET SUBMISSION

Capture project and non-project time spent

RESOURCE AND MATERIALS MANAGEMENT

People, products, materials

IDEA MANAGEMENT

Capture and evaluate project ideas from anywhere in the organization through a standardized process.

ENTERPRISE RESOURCE PLANNING AND MANAGEMENT

View and compare how resources are used across projects to optimize assignments.

TOOLS WE CAN USE

Spreadsheet

Microsoft Project

Open Project Software

<https://www.openproject.org/collaboration-software-features/project-management-process/>

<https://www.openproject.org/docs/user-guide/>

PROJECT MANAGEMENT EXERCISE

Sample Projects:

For each project, create a Spreadsheet that shows sub-projects (if any), work packages (if any), tasks, schedule, cost (if any), resources (people, materials, etc.). Please collaborate and share ideas as a team and work on the Spreadsheet together. Feel free to make valid 'assumptions' as part of the project planning.

Project: APC MUSIC ALBUM

Team Leader:

Team Members:

Project Overview: Release a music album on the first Sunday of November next year. The album consists of top 8 songs, from a pool of 16+ songs, all written and composed by APC's Worship Team. The album release will include all available media and distribution channels. Allocated budget is Rs. 30 Lacs for this project.

Project: CHRISTIAN ARTS CONFERENCE

Team Leader:

Team Members:

Project Overview: Plan for a two-day Christian Arts Conference, addressing relevant topics/theme, with speakers from any where in India. Promote the event all across India, to have a participation of about 500 people from churches around India. The goal is to excite, empower and equip Christian artists to pursue and excel in their sphere. Allocated budget is Rs. 10 Lacs. You can charge a reasonable fee.

Project: SHORT TERM BIBLE COLLEGE

Team Leader:

Team Members:

Project Overview: Host a two-month short term Bible college May 15 to July 15, next year for 300 students from all across India. Assume 50 are local in Bangalore and 250 are outstation. Classes will be held in English and Hindi. Six hours of lectures per day. Each week will have two topics being covered. Each topic will have 15 hours of lectures. Classes will also be recorded and live streamed on Google Classroom. Assume another 250 students from many countries

attending Google Classroom. Lectures will also be available via the E-learning Platform. Please arrive at an estimated cost to host this.

Project: OPERATION OF APC RESOURCE CENTER

Team Leader:

Team Members:

Project Overview: Assume APC has completed its building project and now has a huge campus and facility. The building has a 5000 square feet room dedicated as a Resource Center that has all APC books available in print, in English and all Indian regional languages. The books have to be stocked. People who come for Sunday services, usually stop by to pick up books. People stop by during the week to pick up books. Book requests come in from all over India, including bulk request for conferences, etc. There is a reading lounge with a small café as well inside this space. Please assume 100 book titles. Please arrive at an estimated monthly operation cost. You can estimate/project the volume of books being consumed for a month.

Project: CHRISTIAN LEADERS CONFERENCE

Team Leader:

Team Members:

Project Overview: Host a 3-day Christian Leaders conference in January of next year in Bangalore, for 500 attendees. Each day will have 4 sessions during the day, with an additional evening session. 200 attendees are local, 200 are from around India and 100 are international participants. Conference is also live streamed and recorded. Speakers are from within India. Arrive at a promotion plan, an estimated total cost. You can charge the attendees a registration fee.

Project: LAUNCH OF BIBLE COLLEGE STUDENT PORTAL

Team Leader:

Team Members:

Project Overview: Plan the design, development and launch of the APC BC Student Portal.

14. LEVERAGING TECHNOLOGY

Software for office work
Word, Email, Spreadsheet

Software for Accounting/Financial/Donor Management
e.g. Tally

Software for People Management (can also use for donor and volunteer management)
e.g. Church Management Software (RockRMS.com)

Software for Staff Management
e.g. OrangeHRM (orangehrm.com)

Software for Communications
e.g. PHPlist (phplist.com)

15. PURSUING EXCELLENCE AND STRATEGIC INNOVATION

Strategic Management
Innovation Management

16. ESTABLISHING CONTINUITY-PASSING THE BATON

Leadership Development

Succession Planning