

MINISTRY PHILOSOPHY OF LEADERSHIP AT ECC

KRA #6 [version 3.0]

WHAT THIS DOCUMENT IS: A proposed, high level overview of the Pastor & Elder relationship and leadership structure at ECC moving forward. It is intended to supplement and clarify the existing profile document. The goal of this document is to establish *enough* clarity around the leadership model at ECC to be able to get us to ‘search’ - confident that we are aligned on the nature of the role and its relationship to the larger organization structure.

WHAT THIS DOCUMENT IS NOT: An attempt to recreate the Profile document or an attempt in any way to contradict the profile document. The most significant changes (other than clarity) are listed at the bottom of this document. This document is also *not* the role profile but will be used to assist us in crafting one.

KRA #6: Pastoral/Staff Elder Leadership Role - Based on the results of KRA #1 - determine the appropriate leadership role - Staff Elder OR Pastor.

- Affirm that whichever role is chosen, it will require a leader with a proven track record and commitment to a highly collaborative leadership style
- Once established, document what the limits are to the pastor/staff elder’s leadership and authority
- Greater clarity if the term “first among equals” is used

LEGEND:

[n] references when a phrase or idea is “newly articulated” and isn’t readily found in the profile document. The idea may be indeed there but it’s that we’ve filled it out more *or* articulated something new altogether.

[p] when a sentence or idea is pulled from the profile almost verbatim (in many cases verbatim)

PHILOSOPHY OF LEADERSHIP AT ECC

PREAMBLE

[p] In accordance with NT teaching, ECC governmental structure is based on leadership by Elders under the headship of Christ (Acts 14:23; Titus. 1:5).

[p] We believe God has called ECC to be governed by Elders with equal authority who lead under the lordship of Christ.

[n] We believe God has called ECC at this time to be shepherded also by a Pastor who works co-operatively *with* the Elders in helping ECC carry out its mission. The Pastor will have a non-voting seat at Elders meetings and except for 'in camera' agenda items where (he/she) will be excused.¹

The reason to move to an Elder – Pastor leadership model as opposed to an Elder - Staff Elder model has both practical and spiritual reasons:

- a) From a practical perspective, whether a paid employee has the title of Staff Elder or Pastor, they are required to function in an employee – employer relationship. It is a conflict of interest for an employee (Pastor or Staff Elder) to be a member of the group of directors (Elders) that functions as the employer.
- b) There is a clear sense of discernment by the Elders that the Elder – Pastor model best serves the needs of ECC. This is based on the input of the congregation through the Transitional Listening Event, the Transitional Assessment and the recent working groups.
- c) The term Pastor is better understood by those new to ECC and to the general public.
- d) A Pastor works in concert *with* the Elders, *under* the authority of the Elders, and one who is *given delegated authority* by the Elders in order to serve the local church.

[n] The pastor, although fulfilling the Biblical role of Elder with the Elders, is not a voting director or a member of the Emmanuel Christian Community Society as defined in the Societies Act of British Columbia.²

[n] The Pastor and Elders together share the Shepherding role of the Elders at ECC.

For the purposes of this document, we are grouping the key roles for Leadership of ECC into two buckets: Governance and Shepherding.

¹ The Elders generally work with a consensus model for decision making. There are times when Elders are required to make a decision by voting. The primary reason for this is when motions or resolutions must be approved with a vote for legal matters.

² The rationale for this is to avoid possible conflict of interests. The Canadian Council of Christian Charities (CCCC) recommends the following related to the matter of paid employees serving as voting directors of a registered charity. "No member of the governing board shall be entitled to receive, either directly or indirectly, any salary, wages, fees, commissions or other amount for services rendered to the organization." ECC is a member church affiliated with the Canadian Council of Christian Charities.

1. GOVERNANCE

Governance as a Spiritual Discipline/Activity

We believe that governance is more than just the needed “business activity” of the church. Governance is a spiritual discipline and activity for which certain people are gifted and equipped by the Holy Spirit for the benefit of the local church.

“We all have different gifts, according to the grace given us. If a person’s gift is. . . leadership, let him govern diligently.” Scripture - Romans 12:6, 8

Governance is the spiritual discipline of leadership in order to:

- ensure the church does what God is calling the church to do (direct)
- ensure that situations and outcomes detrimental to the church are avoided (protect)
- ensure that the church operates in a manner that allows for the wise expression of gifts for ministry “All of these (use of gifts) must be done for the strengthening of the church. . . But everything should be done in a fitting and orderly way.” I Corinthians 14:26, 40

AS IT RELATES TO THE GOVERNANCE ROLE OF THE ELDERS AS DIRECTORS, THE FOLLOWING FURTHER CLARIFIES WHAT THE ELDERS SEE THE ROLE AS BEING:

1. The Elders are organized and operate in such a manner that the church functions in both its operations as a legally incorporated society and purposes as a church - Mission, Vision, Essentials, and Ministries with or without a Pastor. The Elders are not dependent on having a full-time pastor or pastors in order for the church to function.
2. The work of making sure the church is operational and functional becomes ‘de facto’ one of the major responsibilities of the Elders as a governing body.
3. The Elders will fulfill the role of “Employer” as defined by the Employment Standards Act of the Province of British Columbia.
 - 3.1 The Elders are the sole directors and legal members of the society. As such they will be the only body able to hire, employ, terminate or discipline employees according to the Employment Standards Act of the Province of British Columbia and commonly accepted employment best practices as defined by the Canadian Council of Christian Charities.
 - 3.2 When there is at least one full-time pastor:
 - a) The Elders will delegate to the pastor oversight the core roles of the pastoral office as defined by the Elders through a position description. In general, these include – Sunday worship, preaching/teaching, pastoral care, rites of passage, some administration. (see section Working Definition of a Pastor at ECC below)
 - 3.3 The Elders will conduct an annual review of the Pastor’s performance and matters related to the oversight and employment of the pastor.
 - 3.3.1 The Elders with the Pastor will conduct reviews of other staff employed by the church.
4. The Elders, even though they are the sole directors and members of the society, thus de facto they are the society, will direct, lead, oversee and shepherd in a manner whereby the

congregation is consistently consulted and informed and given opportunity to provide input.

4.1 There may be times that the Elders are not able to consult or inform the congregation on certain matters due to confidentiality matters or applicable Privacy or Employment Standard laws.

NOTE: There are further statements forthcoming for future discussion related to matters where the Elders must consult the congregation.

2. SHEPHERDING

Where the governance function lies exclusively with the Elders/Directors, the Lead shepherding role is shared by the Eldership and the pastor[s]. For the purposes of this document, we are using shepherding to refer to the spiritual, pastoral and managerial oversight and care of the church. The pastor(s) are considered to be part of the shepherding ministry with the Elders and other people with shepherding gifts as identified and appointed by the Elders.

KEY SHEPHERDING ROLES OF ELDERS:

- [p] Spiritual oversight within the community through prayer, doctrine, ministry of the word and discipline.
- [n] Oversee pastoral teams, paid staff, and volunteers.
- [n] Establish and review core ministry values in consultation with the congregation.
- [n/p] Create and steward core identity documents, including doctrinal statements and the profile.
- [n] Set basic worship service parameters (e.g. having weekly communion, worship style and expression, opportunity for sharing, values)

WORKING DEFINITION OF PASTOR FOR ECC:

The Elders at ECC, for reasons expressed in the Preamble section above believe at this time we are seeking to hire a Pastor to lead *with us* during this next chapter of our story. We are broadly defining the role of pastor as:

1. Someone with a sense of calling from God to the role/function as pastor as described in Ephesians 4:11,12 “It was he (Christ) who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God’s people for works of service, so that the body of Christ may be built up . . . “
2. Someone who has experience, spiritual integrity, equipping and servant leadership giftings to pastor and teach, and has relevant training for this purpose.
3. Someone who works in concert with the Elders, under the authority of the Elders, and one who is given delegated authority by the Elders in order to serve the local church.
4. Someone who is given a measure of oversight and responsibility for the day to day operations. As trust building experiences increase over time, the authority given to the Pastor may increase.

RESPONSIBILITIES OF ELDERS WORKING TOGETHER WITH THE PASTOR

- [n] Mission and vision creation and stewarding in consultation with the congregation.
- [n] Partner together to work on the expression of this mission. The pastor will be encouraged to take initiative in presenting to the Elders ideas, strategies, ministries and proposals to fulfil our mission.
- [n] Jointly determine the best model to involve others in teaching for Sunday worship.
- [n] The pastor should be bringing ideas to the table, helping fill gaps, and considering ministry leader succession along with the Elders.
- [n] Review and approve new church affirmed ministry opportunities.
- [n] Affirm key ministry leaders for ECC ministries.
- [n] Monitor the health and vibrancy of the church.
- [n] Elders and pastor seek to recognize, affirm and develop spiritual gifting in the community.

DELEGATED RESPONSIBILITIES OF THE PASTORAL ROLE

- [n] Counselling, prayer, discipleship, mentoring and visitation ministry as well as equipping others with giftings in these areas of ministry.
- [p] Discern and monitor the focus for Sunday morning worship and gatherings within the parameters established by the Elders.
- [n] Focus on ensuring that our community worship is Christ centred and Spirit led and expresses both biblical and pastoral integrity.
- [n] Be the key point person and overseer for ECC’s Sunday worship.
- [p] Oversee the ministry and training for those who lead communion. Scheduling for this may be delegated if desired.
- [n] Fulfil a primary teaching role on for Sunday worship and equip others with teaching gifts to share in this ministry.
- [p] Work with worship leaders and others in planning services and to encourage the development and expression of worship and other gifts in the community for Sunday

worship.

- [n] Be thinking strategically about current and future ECC ministries around areas such as new opportunities, evangelism and other ministries and proposing strategies to the Elders for improvement and growth.
- [n] Monitor and suggest improvements related to spiritual, relational, organizational, and operational health.
- [n] Monitoring, reporting on and recommending actions to the Elders to address church growth, resource constraints or other obstacles.
- [n] Managing the overall functioning of the church building, in close partnership with volunteers and staff.
- [n] Spending within the budget and within cash-flow considerations in concert with the Treasurer.
- [n /p] Equipping, supporting and encouraging our volunteers.
- [n] Equipping and oversight of key ministry leaders as delegated by the Elders.
- [p] Day to day supervision of the church administrator.
- [n] Conflict resolution in accordance with ECC's "conflict resolution" section in the profile.
- [n] Approve, facilitate or create one time ministry opportunities and events (ie Ash Wednesday, BBQ Outreach event) within parameters established by the Elders.
- Consistently keep the Elders informed on ministry activities, progress, needs, and concerns.

THE PASTOR SHALL NOT HAVE AUTHORITY TO:

- Hire, employ, terminate, or discipline employees, this must be done by the Elders
- Violate safety and privacy laws, church risk management policies, the Employment Standards Act of British Columbia or Canada Revenue Regulations for Registered Charities
- Speak publicly on behalf of the church:
 - a) without the prior authority or consent of the Elders (e.g. to the media or on controversial matters) OR
 - b) except within the parameters of a critical incident or urgent matter communication policy established by the Elders for situations when prior consultation is not possible
- Prohibit congregation member communications or relationships with the Elders in any way
- Exceed approved expenditures in the budget except in cases of prior approval by the Elders
- Sign contracts on behalf of the church without the prior approval of the Elders
- Terminate ministry leaders, paid or unpaid without Elders approval/participation