

Appendix 7

Staffing Proposal Introduction

A Staffing Proposal was presented to the Church Council on October 23, 2019 but did not pass by the council agreed-upon percentage of 75%. A Staffing Proposal Committee was created to review the proposal and offer revisions based upon additional background and work. A preliminary report from the Staffing Proposal Committee will be presented to the Church Council in January 2020 with next steps to be determined at that time.

The Church Council has formed a new Staffing Proposal Committee to continue the work of determining the leadership our church needs to lead us in the future. That group includes some members of the Futures Task Force and of council. They will work with information from the Futures report, as well as meeting with consultants that has been working with the leadership team. Their work began in November and they will have a progress report to council at the January 2020 council meeting, moving ahead with deliberate speed.

Staffing Proposal October 11, 2019

We are proposing a Leadership Staff model of Vision, Faithfulness, Authority, and Accountability which:

1. Is tied to the evolving vision, goals, and outcomes that the congregation has discerned.
 - a. Has the continuing authority and responsibility for helping the congregation focus and clarify their vision, and for the ongoing shepherding of that vision.
2. Has the authority and responsibility to evaluate the alignment of clergy skills and performance with the vision of the congregation.
 - a. Articulates clear understandings of excellence in pastoral care, worship leadership, and administrative tasks.
 - b. Has a path for celebrating and supporting excellence.
 - c. Notes when we are off track, and directs support, resources, and focus as needed.
 - d. Is able to specify consequences for performance that does not meet expectations.
3. Gives care and attention to fostering diversity of voices within leadership, staff and the congregation
 - a. Balances the common vision with the need to elevate marginalized voices and allows for a variety of voices to be respected.
 - b. Has a way of recognizing when common vision and understandings have ignored or intensified marginalization.
 - c. Builds collegial relationships
4. Sets priorities and makes plans for faithful work, allowing us to move efficiently when needed.
 - a. Is able to make plans related to vision and goals and monitor their implementation.
 - b. Has the authority to act quickly when necessary

This model includes support staffing for anticipated growth of membership and active involvement, including but not limited to worship attendance, and addresses the expressed desire of the congregation for directive energy in leadership as well as a collaborative leadership model.

It is suggested that this model be implemented on an experimental basis while a search for the next pastor is conducted, and continue for a minimum of two years.

This model supports the thoughtful and collaborative work of Church Council to call forth vision from the congregation.

For any model to succeed in its desire for a diversity of voices at the Leadership level in our congregation, training is needed regarding anti-racism, and anti-implicit bias tools need to be developed. Participants in such training should include the Leadership Team, the Church Council, the Personnel Committee, and Leadership Parish Relations Committee.

Overview

UCUCC is served by a team of ministers, who together help the church discern its call and carry out its ministry. The Team as proposed will consist of three members.

The Minister of Vision and Stewardship has the responsibility for helping the congregation discern and articulate its vision, and to develop goals and outcomes related to that vision. The Minister of Vision and Stewardship also has the broad responsibility for leading the congregation in our covenant to live responsibly within creation, sharing with gratitude the gifts we are given.

The Minister of Care and Outreach has the broad responsibility for empowering the congregation and its individual members to live out our covenant in the areas of caring for one another and promoting God's reign of justice and peace in the world.

The Minister of Worship and Christian Formation has the broad responsibility for leading the congregation in faithful and meaningful worship, and providing Christian formation opportunities to help members of all ages deepen their understanding of the Sacred.

Authority and Accountability

The Team will be led by the Minister of Vision and Stewardship, who will help the Team articulate long term goals, short term objectives, and common understandings and expectations. All members of the team will, in collaboration with lay leadership, develop specific goals and outcomes related to their specific areas of responsibility as well as their participation on the leadership team. Each team member will be accountable to work with other leaders to reach those goals and will have authority within their areas of specialization in relation to the other team members.

The Minister of Vision and Stewardship has the authority and responsibility to provide for supervision and evaluation of all leadership team members individually. This work is to be done in close collaboration with the Personnel Committee.

The Minister of Vision and Stewardship also has the authority for articulating common expectations related to general ministry and individual functioning as a team member.

The Minister of Vision and Stewardship will work closely with the Personnel Board to ensure they are equipped to do their work and are partners in the annual evaluation of all Leadership Clergy.

The Minister of Vision and Stewardship will:

- Coordinate and oversee the ministry of the clergy team, including
 - Nurture an atmosphere of respect, trust, and collaboration
 - Oversee a process of developing a team vision, seeing that team goals are developed and implemented in line with articulated UCUC priorities
 - Set and implement clergy team meeting agenda
 - Ensure that the Leadership Team evaluates its own performance quarterly and annually. The annual team evaluation will be facilitated by the Personnel Board, which will receive, review, and make recommendations to the Team and Council regarding next steps.
- Ensure that all members of the team are accountable to the team for their performance in general ministry, in their area of expertise, and in their participation on the team

- Coordinate and oversee the ministry of individual Leadership Team members, including
 - Nurture an atmosphere of respect, trust, and collaboration
 - Oversee a process of ministry vision that ensures ministry goals are developed and implemented in line with articulated UCUC priorities
 - Gather, understand, and interpret the mission, vision, and ministry feedback of the individual pastors
 - Ensure adequate and appropriate supervision providing regular feedback
 - In collaboration with each other pastor, develop standards, performance expectations, and goals for the pastor.
 - Evaluate staff in alignment with stated vision, goals, and outcomes
 - Ensure that concerns with performance are named and addressed at the team level as well as the individual level.
 - Implement corrective action plan if needed, in collaboration with the Personnel Committee when goals and performance are not adequate and faithful

Specific Ministry Responsibilities

Minister of Vision and Stewardship

The Minister of Vision and Stewardship has responsibility for the effective management of the ministry of UCUC, including ensuring that the activities of all Leadership Team members are in line with the vision and goals of the congregation. The Minister of Stewardship is accountable to the Leadership Team, the Personnel Board, the UCUC Church Council and the congregation for the fulfillment of these expectations.

Specific areas of leadership responsibility include:

- Liaison with Church Council

- Ensure that The Church Council is working to discern the mission and vision of the congregation and creating long and short-term goals for the ministry of UCUCC
- Provide leadership to big-picture analysis and long-term planning with other church leadership
- Interpret, articulate, and promote the congregation's overall mission, vision, and goals within areas of assigned responsibility in service to the Council and congregation.
- Ensure that Church Council has the training and tools necessary to carry out its role in visioning and ministry implementation.
- Support the implementation of Care and Outreach programing as led by the Minister of Care and Outreach
 - Share in pastoral care with the other pastors
- Support the implementation of worship and Christian Education programming as led by the Minister of Worship and Christian Education
 - Share in worship and preaching rotation
- Liaison with Stewardship Administration Ministry

Additional support staff recommended:

Church business administrator responsible for financial affairs and facilities of the congregation. Hours to be determined- 3/4 to full time.

Minister of Care and Outreach

The Minister of Care and Outreach has broad responsibility for the congregational care and outreach ministry of UCUCC , to empower the congregation and its individual members to live out our covenant to promote God's reign of justice and peace in the world, and to help people find their vocation and opportunity for ministries (both small short-term callings and big life-time vocational discernment). The Minister of Care and Outreach is expected to coordinate and take the lead in the activities of care and outreach, oversee the care and outreach program staff, and is accountable to the Leadership Team, the Minister of Vision and Stewardship, the UCUCC Church Council and the congregation for the fulfillment of these expectations.

Specific areas of leadership responsibility include:

- Works with Leadership Team to help the congregation articulate its vision, goals, and hoped for outcomes. Specific focus will be congregational care and outreach.
- Shepherd all areas of vision goals related to Congregational care and Congregational engagement.
- Liaison with Calling and Engagement and Love & Justice Ministries
- Oversees program staff for congregational care and outreach
- Lead the implementation of Care and Outreach programing in line with articulated UCUCC priorities
- Interpret, articulate, and promote the congregation's overall mission, vision, and goals within areas of assigned responsibility in service to the Council and congregation.
- Support the implementation of programming as led by other ministers in their areas of call
- Participate faithfully in the work of the Leadership Team.

Additional support staff recommended:

Additional hours for volunteer coordination in parish life and mission outreach. 10-15 hours per week.

Minister of Worship and Christian Education

The Minister of Worship and Christian Education has broad responsibility for designing, developing, and implementing a vision for leading the church in engaging worship, working together with others to provide meaningful and faithful worship. In addition, the Minister of Worship and Christian Education has broad responsibility for providing meaningful educational programs to help members of all ages learn of God's love and care and call for our lives. The Minister of Worship and Christian Education is expected to coordinate and take the lead in the activities of worship and music, oversee the worship and music program staff, and is accountable to the Leadership Team, the Minister of Vision and Stewardship and UCUC Church Council and the congregation for the fulfillment of these expectations.

Specific areas of leadership responsibility include:

Works with Leadership Team to help the congregation articulate its vision, goals, and hoped for outcomes. Specific focus will be Worship and Christian Education.

Facilitating the designing, developing, and implementing of goals for worship related to the congregational vision.

- Liaison with Music & Worship and Christian Education Ministries
- Oversees program staff for worship, music, Christian Education
- Lead in implementation worship and Christian Education programming in line with articulated UCUC priorities
- Interpret, articulate, and promote the congregation's overall mission, vision, and goals within areas of assigned responsibility in service to the Council and congregation.
- Support the implementation of programming as led by the others in their areas of call
- Participate faithfully in the work of the Leadership Team.

Additional support staff recommended:

Additional hours for music directing/coordinating and worship planning are needed to faithfully and effectively launch and sustain a second service.

10-15 hours for CE/Spiritual Practices/Fellowship coordination and program support.

Common Expectations and Commitments of each member of the UCUC Clergy Team

- Participate in strategic planning and implement the direction agreed upon
- Commit and honor the goals and direction of UCUC
- Exhibit a commitment to partnership, coordination, collaboration
- Affirm a vision to be in community to lead a community of Christians
- Name expectations and hopes
- Value trust and honesty
- Affirm and implement decisions that have been made
- Trust the work done together
- Honor each other's areas of leadership
- Work/focus on how to keep each other accountable to each other and the church's ministry
- Collaborate and seek input for one's area of responsibility
- Trust and honor the lead of the others in their areas of leading
- Provide honest and clear feedback to the others on the team
- Any two can request a review toward a corrective action plan for the other team member (in addition to the authority of the Minister for Vision and Stewardship to also ask for a corrective action plan).

- In rotation for preaching and teaching
- Share pastoral care as appropriate and assigned
- Be available and responsive to the congregation in areas of responsibility and as a pastor
- Attend and participate in Church Council and congregational meetings
- Provide excellent and honorable supervision for the staff supervised
- Partner with the Ministry liaison and Ministry Chair (if there is one) to reflect on the overall work of the Ministry. Meet regularly with them on an agreed-upon frequency.

Compensation packages are based on Personnel Guidelines and applied equally to all team members.