



EVANGELICAL PRESBYTERIAN CHURCH  
OF ANNAPOLIS

# **Annapolis EP Church Strategy for Senior Leadership Structure**

25 October 2015

# Overview

- Background / Context of Strategic Plan
- Ideal Focus for our Pastors
- New Role for Executive/Operational Leadership
- Transitions in Roles & Reporting Structures
- Search Process & Next Steps

# Background

## Fall 2014:

- In light of vacancies at the pastoral-level, the Session commissioned the Strategic Oversight Team to recommend what the ideal senior leadership structure of the church should be in order to fully implement the goals of the church's Strategic Plan.
- Focus of this effort was at the “Pastor-level and Above” - to include the Session Executive Commission (SEC)

# ***What Should Be The Role of Our Senior Pastor?***

The purpose of this position is to lead the Session and congregation in the shepherding of God's people—that we might know Christ as He is revealed in the Scriptures, Love Christ as the Holy Spirit reveals Him to us in the Gospel, and show forth Christ as we relate biblically to Him, to the Body of Christ, and to the world. ***In this role, the Senior Pastor serves as the chief proponent and guardian of the mission of Annapolis EP Church.***

# ***What Should be the Focus of Our Senior Pastor?***

- ***Preaching and Teaching***
  - Minister God's Word to the Congregation of Annapolis EP Church by reading, expounding, and preaching the Word at the weekly Worship Services and other services as appropriate.
- ***Worship***
  - Provide leadership, planning and execution of worship services and work closely with those ministry leaders in the Deaconate, Music Ministry, and others who support the conduct of worship services at EP.
- ***Spiritual Leadership:***
  - ***Pastoral Care & Encouragement***
  - ***Session Leadership***
  - ***Staff Spiritual Mentorship***
  - ***Representative to Community / Engagement with other Pastors***

# ***Focus & Priorities of Our Associate Pastors***

- Does it need to be administrative leadership and management?
  - *Is that the right focus for our pastors given their giftings and calling?*
- Ideally, the focus should be on:

*Biblical Teaching, Spiritual Mentorship & Discipleship,  
Training in Outreach & Evangelism, and Caring, Loving, &  
Shepherding our People*

***If That Is The Desired Focus of Our Pastor's,  
Then Where Are The Obvious Gaps  
That Need To Be Filled?***

**Executive / Operational Leadership  
Across the Entire Church Organization**

## ***New Role for Organizational-Wide Executive / Operational Leadership***

- Organizational-wide leadership role focused on executive operations and management, freeing the Senior Pastor to focus on teaching, worship, and spiritual leadership.
- A leader who can develop other leaders and has a proven track-record of implementing vision.
- Doesn't *have* to be a Seminary Graduate / Teaching Elder
- Ministry leadership experience a must.



# ***Chief Operating Minister / Chief of Staff Role***

- Ensure the strategic ministry objectives and operations of the church are effectively and efficiently implemented.
- As the church's chief of staff, this individual supports and supervises the pastoral staff (with the exception of the Senior Pastor) and ministry directors, leading them in planning and executing ministry objectives and ensuring that they are accomplished for the betterment of the church body.
- The Chief Operating Minister / Chief of Staff will lead in aligning staff and ministry leadership teams with the mission objectives established by the Session.
- The Chief Operating Minister / Chief of Staff will ensure that the processes, practices, activities and policies of the church are responsibly and effectively executed, consistent with the objectives and other principles established by the Session and the pastoral guidance of the Senior Pastor.

# ***Chief Operating Minister / Chief of Staff***

## ***Responsibilities***

- Coordinate and lead weekly staff meetings and other activities designed to clarify, coordinate, execute goals, meet objectives, and effectively administer church programs.
- Oversee the hiring and evaluation of non-pastoral staff.
- Provide leadership and accountability to the staff in the design and implementation of their annual ministry plans and day-to-day operations.
- Conduct frequent face-to-face status synchronization meetings with each ministry staff member in order to strive for effective stewardship of the church's resources.
- Serve as the staff's resource for prioritization of efforts and resolution of conflict.
- Encourage and foster trust and unity across the church staff.
- Administration of the financial functions of the church, including: cash flow, annual budget preparation, contributions, insurance, banking and financing, payroll, leases, budget planning and oversight.
- Human Resource Management issues—conduct and document performance evaluations, and on-going informal performance feedback. Oversee the negotiation of insurance and other benefits, etc.
- Oversee planning, maintenance and operation of all information and communication systems, and church facilities to include capital facilities planning and construction.
- Development, documentation and adherence to church policies and procedures.

# ***Chief Operating Minister / Chief of Staff Responsibilities***

## ***Leadership Development***

- Develop, through personal mentorship and training, church staff into more effective leaders.
- Oversee the preparation of annual ministry plans by the pastors and ministry leaders.
- Engage the congregation through relationship building in order to better assess the effectiveness of the ministries of the church.

## ***Strategic Planning***

- Working with the Senior Pastor and SEC, ensure effective coordination and implementation in the execution of EP's Strategic Plan.
- Provide significant input in vision casting, goal setting and follow-through.
- Ensure staffing, facilities and programs are appropriately and effectively aligned to best meet our strategic goals.

# ***Chief Operating Minister / Chief of Staff Responsibilities***

## ***SEC Liaison***

- Attend SEC and Session meetings in order to serve as the primary liaison/conduit between the staff and various church ministries to the SEC and communicate the SEC's vision and actions to the staff.
- Serve as the primary staff member responsible for effective and timely execution of SEC decisions and directives.
- Work with Senior Pastor in organizing, facilitating and conducting follow-up for the annual Session/Staff Retreat.
- Maintain confidential record of Session decisions and proceedings (*i.e.*, minutes). Assists the Senior Pastor as Moderator in the preparation of a draft agenda for all Session Meetings.

## ***Diaconate***

- Provide support and resources to the Diaconate as the deacons execute their Scriptural responsibilities and other ministries assigned by the Session.
- Attend Deacon meetings.
- Serve as the communication link between the Session and the Diaconate.
- Promote unity between the Diaconate and the Session.



# Qualifications Required

- A personal relationship with Jesus Christ, and a strong grasp of the Gospel.
- A love and concern for the people of Annapolis EP Church
- A heart for God that is evidenced by proven character and a spiritual-mindedness that understands that “apart from Christ we can do nothing.”
- A strong marriage and family life visible to others.
- A shepherd’s temperament; servant-leader/mentor attitude and inclination.
- Strong interpersonal skills with a high degree of emotional intelligence —ability to communicate persuasively and compassionately, both verbally and in writing; ability to accept criticism with grace and lead a diverse team with discernment, discretion, and humility.
- Strong biblical foundation for wise leadership and management in a church setting.
- Must understand group dynamics and ensure effective consensus building and decision-making.
- Personal initiative and diligence, which produces follow-through in tasks.
- A willingness to grow and adapt to the inevitable changes found in a growing local church.
- Ability to effectively engage in conflict resolution.
- The ability to effectively build relationships with the Senior Pastor, associate pastors, ministry leaders, church officers, church members and congregants – as well as with external contacts in the local community.
- A firm understanding of, and agreement with, EP’s mission, core values and strategic objectives.
- Solid biblical/theological convictions, which are aligned with the EP mission, including subscribing to the Westminster Confession of Faith, or stating to the Session any exceptions.
- Meet all other qualifications necessary to serve as a Ruling Elder in the PCA.

# Transitions:

- Pastors:
  - Greg Doty to Outreach & Missions Pastor
  - Dan Smith to Shepherding Pastor
- Interim Administrative Leadership w/ Tom Thompson (covering Greg's previous role as Executive Pastor)



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EP Ministry Oversight

## New Structure

**Yellow** = Pastors

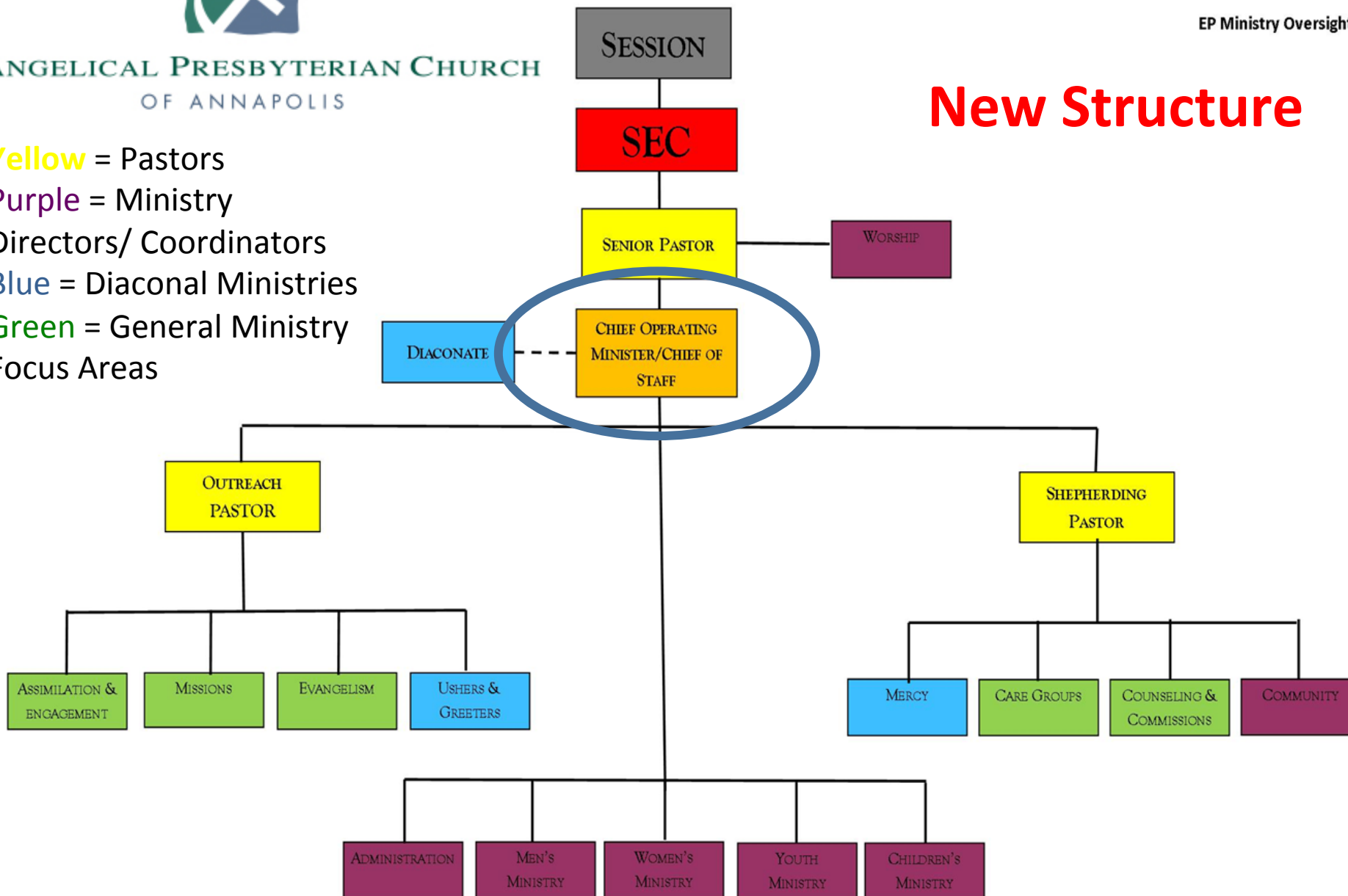
**Purple** = Ministry

**Directors/ Coordinators**

**Blue** = Diaconal Ministries

**Green** = General Ministry

**Focus Areas**



COM/CoS Search Committee



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# Search Process

*“You can ask me for directions to Minnesota, but I need to know where you are starting from.”*





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## **COM/CoS Search Committee Assignment from Session**

- Make recommendation to the Session for an Executive Search Firm and the timing for the desired start date- but with the goal of having the COM/CoS in place by the beginning of 2016. The search process will include visits to EP and meetings with the Session and deacons, and the staff for the top candidates.



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## Assignment from Session

- Plan a prayerful and considerate way to bring God's man into the ministry of Annapolis EP!



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## Search Firm Recommendation



**NL Moore & Associates** serves churches and Christian schools as the premier provider of an evidence based approach to leadership decisions that we call OI (organizational intelligence).

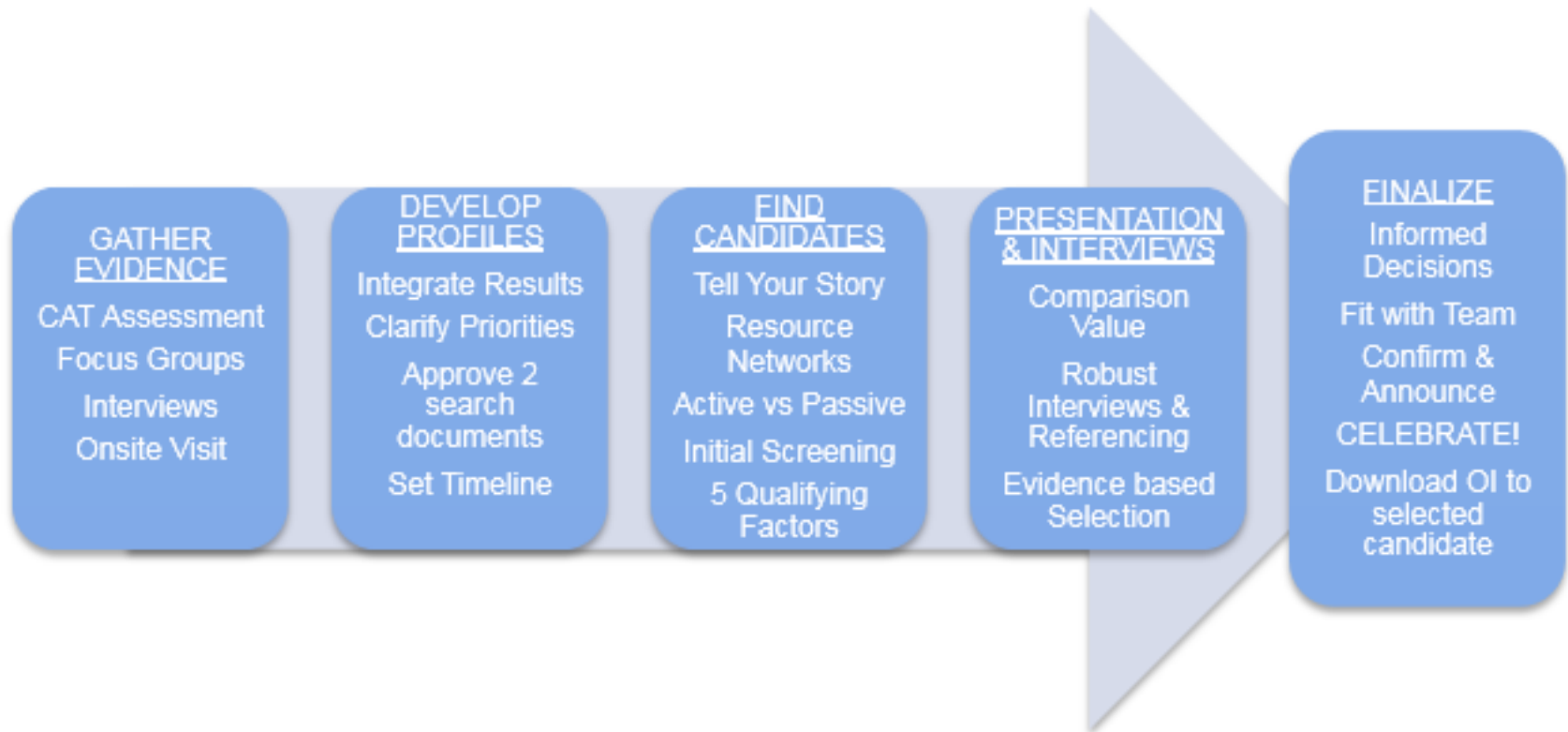
Organizational intelligence begins with understanding. Understanding where you are, where you want to go and working together to determine the best way to get there

<http://nlmoore.com/about-us/>





# NL Moore Process





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## NL Moore Deliverables

- Congregational Assessment
- Pastoral Assessment Overview
- Chief of Staff Candidate Profile
- Candidate Screening Report
- Additional COM/CoS qualification based on needs of the church



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# COM/ CoS

## Qualifications Required

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- Meet all other qualifications necessary to serve as a Ruling Elder in the PCA.

- Complementary strengths to the Senior Pastor -

# Next Steps

- Site Visit to Annapolis EP of NL Moore & Associates (24-26 October)
- Congregational Assessment November 1–22
- Timeline for Start of COM/CoS will be targeted for May / June 2016.



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# Questions?

Please feel free to reach out to:  
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