

# Portland Mennonite Church

## Church Leadership Reorganization

### Job Descriptions and Role

**Mission:** "By the grace of God, Portland Mennonite Church is striving to be an Anabaptist community that is shaped by the life of Christ, acts with the compassion of Christ, worships in the name of Christ.

**Introduction:** Church leadership is a critical foundation to the life and health of PMC. The Church Leadership Structure below brings together the pillars that make PMC a vibrant place for people to worship, be involved and fellowship together. This is achieved by entering into prayer and a common conversation with Core Ministries, Pastors, Lay Leadership and supporting committees at a Common Table.

Decision making guided by faithful Christian discernment is a critical element of this leadership group. At Portland Mennonite Church we desire to stand in the stream of Anabaptist thought that enters discernment by reading God's Word through the lens of the life and words of Jesus Christ, and to trust God's living Spirit to guide us into our future. A tool designed to guide the Leadership Table and other committees of Portland Mennonite Church in Christian discernment is attached (See Appendix 2)

- The goal is not uniformity of thought, but discerning through prayer and spirit-led discussion, the best direction for the congregation as a whole.
- Personal relationships are important and can be enhanced through the decision-making process.
- Harnessing group wisdom is an important objective

**\*\*Note: Term and conditions of the existing Constitution and Bylaws for Portland Mennonite Church will remain, except for the specifics addressed in this proposed leadership structure.**

## **Section A The Table and It's Members**

### **The Leadership Table**

#### **(The overall leadership group of PMC)**

The Leadership Table shall be the congregation's overall spiritual leadership, governing and coordination body. It will represent the congregation by listening, discerning and carrying out the decisions of the congregation and make operating decisions concerning the congregation's life and ministry, subject to the congregation's authority and direction, guided by our mission.

*"By the grace of God, Portland Mennonite Church is striving to be an Anabaptist community that is shaped by the life of Christ, acts with the compassion of Christ, worships in the name of Christ."*

The Leadership Table will make decisions and discern matters of faith concerning the life of the congregation as a whole and The Leadership Table will also empower the Core Ministries, Pastors and Committees to make decisions and carry out overall decisions concerning their particular Ministry or function. The Leadership Table shall report its activities to the congregation periodically and refer to the congregation matters of policy, program, and direction / vision.

The Leadership Table will consist of the Church Chair, Chair Elect, Pastors, Facilities Elder, Finance Elder and one Elder from each Core Ministry (Worship, Faith Formation, Community Outreach, Congregational Life, Children and Youth).

The duties of The Leadership Table are:

- Support and enable the Ministry of Portland Mennonite Church in striving to be an Anabaptist community that is shaped by the life of Christ, acts with the compassion of Christ, worships in the name of Christ.
- To promote faithfulness, discipleship and shalom in the congregation.
- Provide for the visioning and long term planning of the church.
- Support and enable the work of each Core Ministry, all Pastors and hired staff as guided by The Leadership Table Covenant in appendix 1.
- Manage the congregation's funds and designate people who are authorized to disperse funds, enter into contracts, notes deeds and other legal documents on behalf of the congregation. A Finance Committee will be assigned to assist with this.
- Call, appoint, employ, manage and terminate staff to support the overall church program. The Staff Relations Committee will coordinate many of these functions.

- Be the legal representatives for governmental and denominational requirements.
- Appoint delegates to the Pacific Northwest MC conferences and MC USA conferences through congregational nominations, volunteers or Leadership Table nominations.
- Appoint members to the Staff Relations committee, Facilities Committee and Finance Committee.
- Set policy and review existing policy as needed
- Ensures a financial review by an outside neutral party is performed annually. Based on the review, directs Finance committee to implement recommended changes.

Non-Staff members of The Leadership Table will be confirmed by the congregation and serve three year terms.

### **Church Chair**

The Church Chair will call the meetings of The Leadership Table. The Chair will give oversight to the mission and business of the church, and perform other duties consistent with this position.

The Mission of PMC is important and should be known by all members of The Leadership Table. The PMC Mission should be read periodically to ensure the intended culture is cultivated at PMC.

The duties of the Church Chair include:

- Keep attentive to following Jesus in all activities.
- Use The Mission and regularly review The Mission with the larger group.
- Call the meetings, organize the agenda in collaboration with the Lead Pastor and others, and chair the meeting.
- Facilitate coordination of the ministry and work of The Leadership Table, the Core Ministries, committees and auxiliary groups.
- Connect regularly with all Pastors (staff).
- Facilitate the directives of the congregation.
- Sign legal documents on behalf of the congregation.
- Direct The Leadership Table in following the Consensus Decision Process.

The Church Chair will progress from the Chair Elect position if affirmed by the congregation. Otherwise, the nomination process will be used to select and affirm this position.

Term of 3 Years, to be succeeded by the Chair Elect if affirmed by the congregation. Otherwise, this position will be selected using the Nominating Process and affirmed by the congregation.

Voting Status: Voting Member

### **Church Chair Elect**

The Church Chair Elect will support the work of the Chair and be the representative for the Staff Relations Committee to The Leadership Table. For the purpose of continuity the Chair Elect is assumed to progress to the position of Chair when the current Chair leaves.

The Chair Elect will perform the following duties:

- Chair the meetings, organize the agenda in collaboration with others in the absence of the Chair.
- Listen to the tone and content of meetings to identify and facilitate conflict resolution by encouraging the Consensus Decision Process.
- Represent the Staff Relations Committee at The Leadership Table.

This position is selected using the Nominating Process and affirmed by the congregation.

Term of 3 Year, moves to Chair if affirmed by the congregation.

This position is affirmed by the congregation.

Voting Status: Voting Member

### **Core Ministry Elders**

#### **(Worship, Faith Formation, Community Outreach, Congregational Life, Children and Youth)**

An Elder will be chosen for each of the five Core Ministries, and called and affirmed by the congregation. They will work closely with other members of The Leadership Table, Pastoral Staff, other Core Ministries and Committees to enable the work of the Core Ministries in light of the overall mission of the congregation. They will work on behalf of a particular Core Ministry and their committees by providing information about their programs and request and manage resources needed for the work of these committees. Their duties include:

- Represent their Core Ministry at The Leadership Table.
- Provide regular communications with the Core Ministry to provide support and encourage the ministry.
- Request resources such as money, facilities, staffing and other resources needed to enable the work of the Core Ministry committees.
- Understand and report the budget to the Core Ministry.
- Provide Congregational Care

- Be available to hear congregational concerns

Term of 3 Years

Limit of 2 consecutive terms

This position is affirmed by the congregation.

Voting Status: Voting Members (Total of 5 Seats, one vote per Core Ministry Elder)

### **Pastoral Staff**

All members of the pastoral staff will be members of the Leadership Table. As leaders in the congregation they will be expected to bring the following aspects of their role to the functions and deliberations of the Leadership Table:

- Provide a theological perspective to the work of PMC
- Assist in guiding the Leadership Table when needed in matters of faith
- Offer regular reports to the Leadership Table from the Pastoral staff team.
- Partner with the Elders of Core Ministries in advocating for the various core ministry areas of the congregation.

The LEAD PASTOR will be expected to partner with the congregational chair in both setting agenda for the Leadership Table and in providing a vision for the entire congregation through the work of the Leadership Table.

Term and limits of term: N/A

Voting Status: Pastors are Ex Officio, non-voting members of The Table.

### **Finance Elder**

#### **(Treasurer)**

Tracking and managing the finances of the church are key to the stewardship of the gifts God has given the church.

The Finance Elder acts as the Treasurer and is responsible for the following:

- Present financial documents and necessary financial matters to The Leadership Table.

- Coordinate the annual budget between The Leadership Table and the Finance Committee.
- Present budget for official congregational approval.
- Provide monthly financial updates to The Leadership Table.
- Work with the Core Ministries to help them understand the financial resources available and how special requests for funding will be considered by The Leadership Table.  
Keep the Core Ministries and Pastors aware of their pertinent budgets and fiscal limitations as they arise.
- Sign legal documents on behalf of the congregation.

Term of 3 Years

Limit of 2 consecutive terms.

This position is affirmed by the congregation.

Voting Status: Voting Member

### **Facilities Elder**

The Facilities Elder is responsible for the following:

- Represent the Facility Committee at The Leadership Table.
- Work with Pastoral Staff, Administrative Staff and Core Ministries to support the worship and mission of PMC.
- Communicate the requirements with The Facilities Committee.
- Carry out the Leadership Table's vision and plans for the facilities.
- Maintain a future spending plan to ensure proper budgeting for large maintenance items in the future.
  - o Work with Facility Committee and The Finance Committee to manage future spending and ensure proper long term maintenance of the church.

-Bring expense projects that exceed budget and non-budgetary items to The Leadership Table for approval.

Term of 3 Years

Limit of 2 consecutive terms.

This position is affirmed by the congregation.

Voting Status: Voting Member

## **Section B: Committees Supporting The Table**

### **Table Advisory Team**

The Table Advisory Team is comprised of the Pastoral Staff, Chair of the Leadership Table and Chair-Elect of the Leadership Table. The chair of the group will be self-selected annually. The Table Advisory Team exists as a resource to the Leadership Table and is used for discerning congregational issues at the request of the Leadership Table as needed. The Table Advisory Team will test all recommendations with the Leadership Table prior to the Leadership Table taking them to the congregation.

When discerning difficult theological issues, the Table Advisory Team and The Leadership Table may propose a process that includes additional members to aid in this task

**NOTE:** The Table Advisory Team should guard the confidentiality of sensitive issues within the congregation.

### **Finance Committee**

The Finance Committee is responsible for the financial resources of PMC. This committee includes the Finance Elder, assistant Treasurer and accountant. The duties of this group include:

- Responsible to see that all funds of the congregation are deposited in a financial institution as defined by The Leadership Table and set financial policies.
- Monitor and report on the giving and spending of the church.
- Approve payments for reimbursement, payroll and contributions as outlined in the church budget.
- Oversee the accounting procedures of the church.
- Generate monthly, quarterly and annual financial statements.
- Manage the budget process
  - o Create the initial budget.
  - o Work with The Leadership Table, Committees and Elders to make adjustments as needed.
  - o Finalize the budget for approval by The Leadership Table.
  - o Present the budget to the congregation.
- Provide needed financial information for the outside neutral financial reviews. Implement recommended changes as directed by the Leadership Table.



- Meet with other committees to plan for future projects.

Term of 3 years

Limit of 2 terms

Finance Elder is affirmed by the congregation.

Assistant Treasurer is confirmed by the Leadership Table.

## **Facilities Committee**

The Facilities Committee is responsible for the physical building and oversight of the insurance needs. This committee includes the Facilities Elder, Church Administrator and 2 at-large members. The duties of this group include:

- Provide for the maintenance and repair of church assets including the building, parsonage and parking lot.
- Maintain a list of upcoming repairs, improvements and projects that will be needed in the future and project the costs associated that will need to be held in reserve for ongoing maintenance and support of the facilities. Define the amounts and timeframes to ensure funds are available for large projects in the future.
- Carries out the Leadership Table's vision for the future of the facilities in conjunction with the strategic vision provided by The Leadership Table.
- Review annually and make necessary changes to property insurance details and amounts to minimize risk.
- Overview of the janitorial, landscape and other contractors.
- Regularly tour the building for maintenance needs.
- Meet with The Finance Committee to discuss upcoming projects and costs.
- Organize the activities of volunteers and contractors.

Term of 3 years

Limit of 2 terms

Facility Elder is affirmed by the congregation.

Other members affirmed by the Leadership Table

## **Staff Relations Committee**

The congregation calls and employs Pastors and Staff to support the ministry of PMC. The Staff Relations Committee shall assist The Leadership Table in carrying out its duties in personnel administration and staff relations.

The Staff Relations Committee is comprised of the Chair Elect and three congregational representatives. The Chair Elect is the liaison to The Leadership Table and should not be the chair of this committee. The goal of this group is to build healthy relationships and check on the relationships that the various pastors have with other leadership positions and the congregation.

The Staff Relations Committee has the following functions:

- a. Review the memorandum of understanding, including the salary, for each staff member annually.
- b. Administer and recommend changes to benefits including Health, Retirement and other related benefits. Collaborate with the Finance Committee to recommend changes to staff salaries and benefits.
- c. Administer an objective "Minor" review process that follows a defined, consistent manner that includes processes and elements of "The Appreciative Way" from Mennonite Church USA. Staff Relations will coordinate a "Review Group" to perform the annual staff reviews with the following members:
  - i. A member from The Leadership Table
  - ii. A member from Staff Relations
  - iii. Two at-large members
  - iv. And
    1. The Lead Pastor for each staff member or
    2. The Chair for the review of the Lead Pastor
  - v. The Review Group will record the feedback for consideration by the Staff Relations Committee.
  - vi. Staff Relations Committee will also solicit feedback from the congregation.
  - vii. A report will be prepared for The Leadership Table.
- d. Interpret the Review Process results for use during the coming year.
- e. Support and empower both congregation and pastor to voice concerns, test perceptions and resolve conflicts through active listening and mutual feedback. Be available to the pastor(s) to hear concerns, test perceptions and deal with conflicts in regularly scheduled meetings and upon request. Be available to the congregation to hear concerns, test perceptions and deal with conflicts upon request. Remind the congregation occasionally of availability and listen for undercurrents not clearly named.

- f. Assist the pastors in identifying appropriate goals to accomplish the job description in light of the congregation's mission and vision. Write and update job descriptions with input from Lead Pastor and The Leadership Table.
- g. Assist the staff to assess ministry load, responsibilities, priorities, limits and boundaries in conjunction with the Lead Pastor.
- h. Recommend an outside resource person (including the district pastor) to assist a staff member encountering challenges or difficulties.
- i. Have representation on pastoral search committees and staffing interviews.
- j. Major reviews of Pastoral staff should start 12 months prior to the end of a Pastor's term and complete within 9 months of the end of a Pastor's term
- k. Administer an objective "Major" review process that follows a defined, consistent manner that includes processes and elements of "The Appreciative Way" from Mennonite Church USA. Staff Relations will coordinate a "Review Group" to perform the annual staff reviews with the following members:
  - i. a member from The Leadership Table
  - ii. a member from Staff Relations
  - iii. two at-large members
  - iv. and
    - 1. the Lead Pastor for each staff member or
    - 2. the Chair for the review of the Lead Pastor
  - v. The Review Group will record the feedback for consideration by the Staff Relations Committee.
  - vi. Staff Relations Committee will also solicit feedback from the congregation.
  - vii. A report will be prepared for The Leadership Table.
  - viii. This group will record the feedback from the review group for consideration by the Staff Relations Committee.
  - ix. Staff Relations Committee will also solicit feedback from the congregation using "The Appreciative Way".
  - x. A report will be prepared for The Leadership Table and discussed with the Pastor. A decision will be made to present the Pastor to the congregation for another term or plan for a transition of the role.
  - xi. If the Pastor agrees, they will be presented to the congregation for another term and the congregation will vote to affirm or not.
  - xii. If affirmed by 80% of the votes\*, the staff member will be informed of the vote and offered another term. \*The meeting

must meet the necessary requirements of a Quorum as defined in the bylaws.

- xiii. If not affirmed, the staff member will be informed and future plans will be made to transition the role.
- xiv. The congregation will then be informed of the vote and the decision of the Pastor.

Term of 3 Years

Limit of 2 terms

Position affirmed by the Leadership Table

## **Recorder**

The Leadership Table will designate and approve a person to take the minutes during The Leadership Table meetings and Congregational meetings. This person could be an existing participant of The Leadership Table or an outside person. The Recorder will take the minutes and provide a copy for approval by The Leadership Table, make necessary changes and provide approved copies to the Church Administrator.

## **Nominating Committee**

The Nominating Committee will consist of the 5 Core Ministry Representatives to The Leadership Table, two members of the Gifts Discernment committee and a member from Pastoral Staff. The Nominating Committee will begin work 6 months prior to the end of a position expiring or coming open for whatever reason. This committee will seek input from the congregation, Gifts Discernment committee and the Leadership Table for candidates that could be called into various leadership positions at The Leadership Table. This committee will do the following:

- Determine what positions will become open and begin a process 6 months prior to call candidates into the leadership position
- Seek input from a minimum of three sources:
  - o The congregation through meetings, questionnaires and discernment
  - o The Gifts Discernment committee

- The Leadership Table
- The Nominating committee will collect the list of possible candidates and suggest a primary and secondary candidate.
- Present the selection to the Leadership Table for further discernment
- The Chair and Chair Elect will contact the candidates expressing the “Call of the Congregation” into the leadership position

Term: The term for each will be the term of their primary position as Core Ministry Representative or Gifts Discernment Committee.

Decision Process: Each year, a Chair is chosen from the members of the committee. Consensus is the goal with voting being used as necessary. Each member on the committee from the Core Ministries and Gifts Discernment will have a single vote. The Staff member will be an Ex Officio member, non-voting.

## **Gifts Discernment Team**

**This new committee will be added to the Faith Formation Core Ministry**

**Guiding Principle and Perspective:** The fulfillment of the mission of Portland Mennonite Church is dependent on a diverse and potent web of gifts and assets, rather than a list of needs and problems. The discovery of these assets in one another should be a positive and affirming experience. Ultimately our work together should reflect where our collective assets and the spirit of Christ intersect.

The Gifts Discernment Team explores the gifts and assets of each person in the congregation through one-on-one relationship building, dialogue with small groups, and occasional congregational seminars or workshops.

The Team should consist of individuals who get energy from this idea and approach!

### **Methodology:**

- Develop a simple survey that maps the assets we have at PMC. The intent is to discover and unlock people’s gifts and energy.
- **Connect with people at PMC.** (Take people for coffee, visit small groups, etc.)
- Work with The Leadership Table, Pastors and Core Ministries to connect people’s assets and energy with the life and work of the church.

This Team will consist of 4 core members called by the Leadership Table (Team can expand if needed to fulfill its mission.) This team will have a budget line to cover expenses.

Term and limits of term: 3 year Terms with an option of a second term.

**Suggested Resource:** *The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts* by Luther K. Snow

## Appendix

### Appendix 1

#### **Leadership Table Covenant at Portland Mennonite Church**

1. **Public Decorum and Collaborative Action:**
  - The Leadership Table understands our work to be collaborative.
  - We will attempt to reach consensus (see Consensus Decision Process). When a member finds him/herself in disagreement with the majority, that member agrees to fully air the disagreement with The Leadership Table at the time. There should be no surprises later.
  - A member may publicly disagree with a position of The Leadership Table Council, but agrees not to personally criticize an individual, nor undermine The Leadership Table's collaborative decision.
  - Prior to such public disagreement, The Leadership Table will agree how to present it to the congregation.
  
2. **Confidentiality:**
  - Discussions within the confines of The Leadership Table are confidential. Members will use careful discretion in sharing information with their spouse.
  - When The Leadership Table is working with a difficult issue, we should let the congregation know we are working on it even if we cannot share details with the congregation.
  - A member who is aware of a sensitive pastoral care issue may keep that information from other members so long as it is not relevant to decisions being made by the team.
  
3. **Conflict:**
  - We covenant to work out our problems as a Leadership team, settle our disputes among ourselves, and seek help when needed to resolve our differences in order to present our ministry to the congregation as the work of a united team.
  - We agree to continue to work on ways to hold our convictions that may be contrary to the majority without rupturing relationships.
  - We strive to model for the congregation the Biblical principles outlined in *Agreeing and Disagreeing in Love* and the Consensus Decision Process.
  
4. **Carrying Complaints:**
  - Members will not carry a complaint to The Leadership Table unless the person with the complaint is willing to be identified.
  - The Leadership Table will work with persons having a complaint to help them understand the need to own their complaint and speak directly to the issue.
  - In the case of abuse or serious moral misconduct, a member of the congregation may speak to any member of The Leadership Table. That member will access the resources of the Pastor, District Pastor or Executive Conference Minister.
  
5. **Accountability:**
  - The Leadership Table is accountable to the congregation through the following:
    - i. A full version of Leadership Table meeting minutes will be kept, with confidential items in brackets.





Appendix 2

## **Consensus Decision Process**

(Adapted from Common Ground Conciliation Services, Inc. [www.commongroundcs.org](http://www.commongroundcs.org))

### **Underlying Beliefs and Attitudes of Spiritual Discernment and Consensus Decision Making**

1. The goal is not uniformity of thought, but discerning the best direction for the congregation as a whole.
2. An alternative can be found which a group can accept and support even when it is not their preferred alternative.
3. Personal relationships are important and can be enhanced through the decision-making process.
4. Harnessing group wisdom is an important objective.
5. A balance needs to be struck between respecting dissenters yet fairly considering everyone's opinion so that a small number should not have the power to obstruct good group action.
6. And, that a significant majority of 80% will carry action, if a vote is needed.

### **Process Steps**

1. Agree that the decision will be made through group consensus
2. Identify process constraints such as time and outcome limitations such as cost.
3. Determine how the decision will be made if consensus is not achieved within the constraints and limitations. See #6 above as one option for a fallback decision-making position.
4. Share perspectives. Actively listen when people are speaking to learn and demonstrate that their perspective is valued.
5. Brainstorm alternative solutions.
6. Identify points of agreement such as similar objectives, concerns, strategies and limits.
7. Define specific points of disagreement.
8. Enhance understanding of the key interests that underlie differences by asking open-ended questions such as: When? How? How much? Who?

9. Capture new alternatives that emerge from the open-ended questions. Sometimes the original alternatives may be modified or discarded based upon the new information.
10. Test for group consensus. If consensus is not achieved, go back to step (4) or employ your fallback decision-making process.

### **Testing for Group Consensus**

Measure group consensus by asking group members to describe their perspective based upon selecting one of five responses:

1. I think there are major problems with this, and I choose to dissent from group action to adopt.
2. It's too soon to adopt anything. More work needs to be done before I can support.
3. I am neutral and can see both sides. I will not oppose adoption.
4. It's OK with me. I can live with the decision.
5. Yes! I'm excited about adopting it.

Consensus ----->

1 ----- 2 ----- 3 ----- 4 ----- 5