

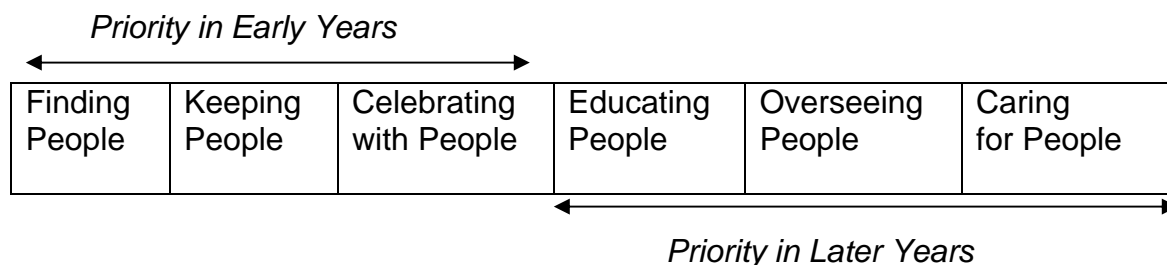
## Staffing Decisions in a UU Congregation

The decision on how to add staff is one of the more difficult decisions a growing congregation must face. There is no one answer and no one path; the leaders of each congregation have to understand the needs of their particular congregation. The majority of consultants suggest that a congregation needs one program staff person for each one hundred people in worship. A program staff person is someone responsible for a congregation's program – i.e. a minister, religious education professional, music professional, or lay person or minister to oversee small groups or pastoral care or membership integration, etc. It is also suggested that for each program staff person there needs to be a support staff person -- i.e. administrator, secretary, RE assistant, etc. I believe the need for custodians is complicated by the property and the use of the building by other groups. You could argue that a custodian is a support staff if they do set up for a program of the church but most custodian's work goes beyond just program support so I suggest that they not be included in the above figures. In a monograph on multiple staffs from 1998, Bill Easum makes the following specific suggestions on staffing:

- 0 – 100 in worship = one program staff person and volunteer music person
- 100+ = the need for the office to be staffed during normal working hours
- 125+ = need to begin to add part-time or full-time program staff – possibly music person, DRE or someone to work with small groups
- 200+ = adding the equivalent of a full time program staff person each time the congregation increases by 100 in worship. The roles these people fill need to be determined by each congregation. Many congregations today add part-time people with particular skills needed for a church program rather than one person to oversee a wide range of programs.

### From Staffing Your Church for Growth by Gary McIntosh

#### Staffing for Growth



In the above diagram McIntosh suggests that there are six staff (professional or volunteer) responsibilities in a congregation. The areas are:

- Finding People – bringing in new people
- Keeping People – assimilation, bonding and follow-up
- Celebrating with People – worship and rites of passage
- Educating People – UU history, RE, leadership training, and small groups
- Overseeing People – administration and oversight of the diverse programs
- Caring for People – pastoral needs grow

McIntosh goes on to propose that in the early years of a congregation's life the priority is on the first three, as a congregation grows the emphasis moves to the second three. Yet, he

advises that a stable congregation needs to continue to address all six areas, particularly if there is a commitment to grow.

### **From One Size Doesn't Fit All by Gary L. McIntosh**

McIntosh suggests that in the mid-size and large congregation the minister is an administrator and leader rather than a pastor. In the mid-size congregation and larger decisions for program, etc. are made by staff and committees (with a larger congregation having the staff and key lay leaders making these decisions). The midsize congregation has what he calls a quartet staff model, meaning the minister and a small staff working closely together, the larger congregation (400+ in worship) consists of a multiple staff – while they work as a team each staff member may in fact be responsible for several teams that work independently of each other. Thus as a congregation grows more and more of the work is done in teams, whether staff teams; staff and lay leader teams or lay teams. All teams must have achievable goals each year that can be assessed which is a prime responsibility of the board.

### **From UnFreezing Moves by Bill Easum**

In discussing staffing Easum is close to McIntosh. Yet he suggests looking at what he calls the five most important staff. The staff ideally works as a team with the Lead Minister as the supervisor, briefly they are:

- *Lead Minister* – supervises and ensures the rest of the staff and ministries are supported as well as being the public presence of the congregation.
- *Worship Leader* – Responsible for gathering and equipping a team responsible for the total worship experience(s) in the congregation. (McIntosh suggests this should be the next staff person after the Lead Minister.)
- *Lay Mobilizer* – Oversees the process of integrating everyone into the congregation, from visitor, to new members, to longtime members.
- *Administrator* – Insures that the support team/staff undergirds and makes easier the work of the rest of the staff and congregation.
- *Outpost Leader* – To help with outreach programming that flows from the faith base and mission of the congregation.

### **From When Moses Meets Aaron by Gil Rendle & Susan Beaumont**

This book deals with many practical aspect of staffing a congregation from interviewing and hiring to supervision and evaluation. The chapter on “Staff Team Design” suggests ten capacity questions in building a staff: 1) Are we adequately staffed for our size and growth aspirations? 2) Can we afford a staff team designed for growth? 3) Do we have an appropriate balance between staff members with relational outreach and those with institutional caretaking orientation? 4) Does the staff design direct sufficient leadership attention to the ministries or features of congregational life that make us unique? 5) Does the current design reflect the core values of the congregation? 6) Does the design protect specialized ministries that need distinctive cultures to flourish? 7) Does the current design foster collaboration for important unites with logical linkage to one another? 8) Does the current design have built-in redundancy? 9) Does the design encourage accountability? 10) Is the span of control for each supervisor appropriate?