

Staffing
Breakout Session
UNLEASH 2008
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General NewSpring staffing/structure info:

- NewSpring is staff-led
 - No committees
 - Do have a Board of Directors—church members who hold the staff accountable and help with major decisions
 - Staff make the decisions based on the vision/mission of the church
 - By-laws set up this structure
 - Allows us to be flexible
- Senior Management Team (SMT) is made up of 6 people, including Perry
- 81 people on staff right now
 - 70 full-time
 - 11 part-time
- 1:100 staff to attendee ratio
 - Try to staff lean
 - Depend on amazing volunteers
- Budgets
 - Set every 6 months
 - \$4.3 million budget for the first 6 months of 2008
 - 44.57% is staff salaries/benefits—try to keep that under 50%

Life cycle of a staff position:

- Hiring
 - Hire according to the vision
 - Ex.: hired Lee McDerment in the beginning because our vision included being influential in music
 - Don't hire based on whether the person is a great volunteer (although that definitely is considered during the process)
 - Volunteer base IS the best place to find staff once a position has been approved for hire
 - Over 90% of staff have come from within church/volunteers
 - Outside is OK (Ex.: Tony Morgan), but mostly find within
 - If we feel a person needs to be on staff in a specific position, we will go after him/her hard
 - Doesn't matter what they are making
 - If it's God's will, we have to go for it hard

- Ex.: paid house payment for a staff member moving from another city until it sold
- Growth/management
 - Staff works together like a team in a canoe
 - Have to be on the lookout for those not pulling their weight
 - Can be easy for people to get lazy and just go through the motions
 - Things we do to ensure the success of our staff:
 - Clear job descriptions
 - Simple, 1-page form
 - Top 3 responsibilities
 - Concise job evaluations
 - Used to do them once a year, very complicated process that no one enjoyed
 - Have simplified them now
 - Do evaluations every 6 months
 - 1-page form with 7 categories to evaluate
 - Opportunity for employee feedback and real evaluation by the supervisor
 - Employees want to know how they are doing
 - All Staff Meetings
 - Once a month
 - Perry usually gives a leadership talk
 - Very powerful time together
 - Everyone has opportunity to share what God is doing in their area of ministry
 - Time of vision casting
 - Conferences/retreats
 - Grow together
 - SMT goes on a retreat twice a year
 - 1 is strictly a work retreat
 - 1 is work and fun
 - Time off/vacations
 - Employees who have been on staff up to 5 years get 10 vacation days a year (Sundays are limited)
 - Employees who have been on staff over 5 years get 15 vacation days a year
 - Work schedule is Sunday-Thursday
 - We believe it's extremely important to have time off to spend with family
 - All staff members are here on Sundays
 - Some occasionally work on Fridays

- Our whole office is closed the week after Christmas
 - Weekend Care Team volunteers handle some things
 - Rest just gets taken care of
 - Warnings
 - We have a formal discipline procedure
 - Ex.: would give a staff member a warning if they were repeatedly late for work
 - Retirement/release
 - It's a touch subject, but it needs to be discussed
 - Since staff help accomplish the vision, having the right team is very important
 - We will release staff members for bad attitude (that's SIN)
 - We offer help/counseling when needed
 - Try not to get benevolence confused with ministry
 - Have to separate feelings/person from what's best for the church
 - After we decide to release someone, we will take care of his/her family
 - Will give generous severance—depending on person and situation
 - When a staff member is released, they sign a contract
 - To protect the church and the person
 - Do everything in our power to stop negative talk
 - Severance paid by month, dependent on person abiding by details of contract

Q&A:

- Did you have Sunday-Thursday/9-5 office hours when you were portable?
 - Yes, we leased office space and
 - Had the same office hours
 - Sundays were morning and evening, including set up and tear down
- Is a full-time staff position considered 40 hours per week?
 - Yes, 40 hours
 - Employees are salaried
 - Sunday is part of the work week, which makes it 40 hours
- How do you handle staff members that have evening responsibilities?
 - On a case-by-case basis
 - We give them time to make up for it

- Ex.: youth staff are here late on Wednesday evenings for their service, so they come in late on either Wednesday or Thursday
- Does the work day include a 1 hour lunch?
 - Yes, but many are work lunches
 - Flexible
- Does the ratio of staff to attendees include full-time and part-time employees?
 - Yes, it includes all the staff
 - % to keep salaries under is more accurate
- Are vacation days just Sunday-Thursday?
 - Yes
- Any floating holidays?
 - 10 vacation days for the year
 - 10 holidays for the year
- Do you require staff to tithe? If so, how do you monitor it? Do you require it of spouses as well?
 - Yes, require staff to tithe and check it pretty regularly
 - We hold the staff member accountable to tithing 10% of gross income (not the spouse)
 - Open up those conversations by asking if everything is okay financially
- How do you deal with supervisors who have close friendships with those they are leading?
 - We've never had an issue where friendship was not a good thing
 - Church takes on personality of the leader and Perry is great friends with the SMT
 - Sometimes it can make things difficult (especially if you have to release an employee), but you deal with it
- How do you keep from being accused of discrimination if you don't advertise all jobs outside the church?
 - Never even considered that
 - Staff based on vision alone
- Do your retreats ever include spouses?
 - Planning one that will, but haven't had one yet
- Do you use benchmarks/goals in your evaluations/raises?
 - Goals don't factor into it
 - We do consider job evaluation when considering a salary increase
 - No set formula for it
 - Consider the person, growth
 - Have salary ranges to stay within
- Who sees staff tithing records?

- Only the Executive Pastor and the CFO
 - Supervisors do not see them
 - Will let supervisor know if going to have a conversation with staff member about it, but don't give details
- Do you limit the number of Sundays that staff can be away?
 - Yes, think it's 4 per year
 - Conferences don't count toward vacation—away for work reasons
- Does the 50% of budget for staffing include all staff (support/admin)?
 - Yes, it includes every staff member
 - Contract out janitors and some others—don't include those
- What is the follow-through process on a warning?
 - Verbal warning, written warning, final written warning, then gone
 - Have never gotten that far (release before getting to that point)
- Is there a certain number of sick days allowed?
 - Yes, but we're not good at tracking it
 - If it's an issue, we talk to person
 - We've never had a problem
- Who are the staff members on satellite campuses accountable to?
 - Campus Pastor hires the staff
 - Staff are responsible to Campus Pastor and respective leaders at main campus
- Do you require all staff members to be tithers?
 - Yes, it's a heart issue
- As you've grown, how have you balanced need for competitive salaries with need to hire positions?
 - Pay fairly on the front end
 - Look at compensation surveys to ensure it
- Do you use gift inventories or personality profiles?
 - Yes, sometimes
 - If the position warrants it
 - Sometimes we are looking more at the skill set
- How do you budget for conferences?
 - 1 big budget for conferences and trips
 - 1st come 1st serve
 - Staff is all about serving each other
 - Works great
 - Not a percentage, just an amount
- Does each ministry have budget set for them?
 - Yes, there are separate budget lines for each department
 - Freedom, but approval is required
- Do you give annual cost-of-living raises?

- Yes
- What resources do you use for leadership development?
 - No set list
 - Our team just read *Chazown* by Craig Groeschel
 - Take time as work together to do that
- Do you do anything to keep up with current trends?
 - We read a lot of blogs
- Are all staff members salaried and exempt?
 - There are a few that are hourly/non-exempt, the rest are
- How do you keep staff and volunteers focused on the vision without micro-managing?
 - Have conversations constantly with those who might be getting off course
 - Have to be selfless
 - Give them freedom to create options and supervisors choose between them
- How has Perry's job description changed as the church has grown?
 - Gone from him doing it ALL to him focusing on leading, casting vision, and teaching
 - When Perry is gone—Clayton King preaches, others are brought in, or we do something like a video service
- How involved is Perry in the day-to-day operations?
 - He is involved
 - Perry is in on the SMT meeting each Monday that is led by Executive Pastor
- Are contract musicians in the 50% budget number?
 - Never count contract employees in that number
- How has your relationship with Perry evolved over the years?
 - We are best friends
 - Have stepped up to owning certain responsibilities
 - Perry loves NewSpring—have to push him to take stuff off his plate
 - Have to take initiative to free Perry up
- How was your Board of Directors set up?
 - Perry picked the board members
 - Men who are bought in to the church and the vision
 - Not external
- Is it hard to have a 9-5 day with arts people? What if they can do the job in less time?
 - Find that when people's hearts are connected, they do more
 - There are always things to do
 - Can write thank you cards to people if there's absolutely nothing else to do

- How important is spouse when staffing?
 - We look at it since we are hiring the person and his/her spouse
 - Always consider, more in some cases than others
- How do you prioritize what positions to hire?
 - Hire according to vision/needs of church
 - Decide what staff we need to make the things happen that we want to do well
- Do Board of Director members have a set term?
 - Term is 3 years, but it's flexible
 - Have 1 member now who has been on for 4 years
- Are any staff not members of the church?
 - No, we believe strongly that they need to be bought in to the church and the vision
- Is the benefits package the same for full-time and part-time staff members?
 - Full-time staff have health insurance; part-time staff do not
 - Full-time and part-time staff both have vacation days
- Are administrative staff members here on Sundays?
 - All staff are here all day on Sundays, except for contract workers
- How does hiring from within work?
 - A lot of prayer—God, who do you want?
 - If it comes down to it, go through the interview process to hire
- When did the workload become full-time for you?
 - Different job when first starting
 - Maybe 20 hours a week in a volunteer capacity
- What constitutes support staff?
 - Janitorial, landscape, etc.
 - Some would consider receptionist and others to be support—we don't—those are very important roles
- What decisions does the church vote on?
 - None
 - Last vote was on the purchase of this land
 - Stopped after that one, wrote out of by-laws
- Do you plan to buy more land?
 - Not here
 - Just for multiple campuses
- What is your multi-site strategy?
 - Nothing is set in stone
 - Case-by-case for each campus
- Are there any plans in place for a senior pastor transition (at some far off point in the future/retirement)?
 - No

