

# RESTRUCTURING THE NATIONAL LEADERSHIP TEAM



## PREAMBLE

*We, The Free Methodist Church in Canada, can not continue to do the same things and expect a new or better outcome. The reality is that our current membership trajectory, conversions, falling attendance and the number of churches that are in decline, as well as a number of churches that are only a few years away from closing, are leading us to an unsustainable and bleak outcome. We have very few new pastors or missionaries in the “bullpen” with minimal investment in developing future leaders. We have many more pastors who are disengaged with FMCI, because we have maintained a “work with those who invite us” approach. Furthermore, our expectations for the Director of Leadership Development & Church Health are unreasonable and will only worsen (increase) because of the aforementioned statistics. We must rethink our strategy.*

## THE RESTRUCTURING PROPOSAL

*(see proposed new job descriptions at the end of this document):*

From: Senior Director of Church Planting  
Senior Director of Church Health & Leadership Development

To: Senior Director of Church Health & Planting  
Senior Director of Leadership Development

## RATIONALE

- 1. CHURCH REVITALIZATION:** we have many local churches struggling, and several of these will no longer be viable within the next five years. We have pastors unclear (some unwilling) about how to proceed with a Ministry Plan. We do not have a deficiency of good Godly people, but we do have many poorly equipped or dysfunctional boards and structures;
- 2. LEADERSHIP DEVELOPMENT:** this proposal will allow Marc McAlister to focus on this critical area within FMCI: the recruitment, development and ongoing support of leaders (including the many FMCI leaders who are somewhat or not at all engaged with us). Developing leaders will not only be meaningful to our current pastors but will certainly be attractive to future / prospective leaders;
- 3. The current portfolio combination of Church Health & Leadership Development is not a sustainable expectation,** in light of the great need in these two areas. The current configuration does not help us properly address these two great needs (revitalization and leadership development).
- 4. Would Church Planting suffer if we made this move?**
  - a) Church Planting currently has in place a competent team of Coaches and administration who would be able to manage the workload (much like Marc has done with Susan and his team these past five years.) Thank you, Jared;
  - b) New Leaf has a leadership committee, and has recently incorporated – FMCI now can participate in New Leaf, and the Church Planting Director no longer needs to oversee it;
  - c) In five years, if we have a thriving Church Planting focus (with results) and a thriving Church Health structure (and results), then we should restructure by dividing this role into two NLT positions (see #7 below).

## 5. Are these two roles complimentary (Church Planting & Church Health)?

- a) Yes! For instance, we already have an overlap of responsibilities in the transition from a Church plant to becoming a society. This new role of Church Health & Planting would make for a more effective (co-ordinated) transition;
- b) A healthy Church should produce Church Planters / new ventures. Again, this new role would offer the Director access and contact to all of our churches, which is not the current reality. The current Church Planting Director has indirect contact with the majority of our churches (Regional Gatherings, Ministers' Conferences, General Conference, and communications). **I believe that re-engaging local churches with church planting is the best path forward.**
- c) Revitalization of a dying church can require a "*new church planting*" process.

## 6. What may be lost from the current Church Planting job description?

- a) Obviously, a dedicated church planting champion is highly desirable, but as we consider our budget and current needs, this is not viable;
- b) Currently, the Church Planting Director's job description includes a 30% commitment of time dedicated to "Steward of Long-Term Future - Research and Strategy." Again, it has been a wonderful thing to have the luxury of a gifted "Steward of Long-Term Future" thinker. However, because of our current financial situation, it is a luxury that we can no longer afford. That dedicated 30%, for instance, would be a welcome investment into church health. The Evangelical Fellowship of Canada is a provider of excellent and current Canadian research, and the Board of Administration is responsible along with the Bishop for discerning vision (future.)

**7. REINSTATE DIRECTOR OF CHURCH PLANTING WITHIN FIVE YEARS:** Review structure annually in order to determine if Church Health and Church Planting should become two NLT positions, much like the commitment we made and are now more fully discerning with regards to CHURCH HEALTH AND LEADERSHIP DEVELOPMENT. When we combined these roles, we committed to discern if/when it would be the right time to create two roles from the one.



## THE PROPOSED NEW JOB DESCRIPTIONS

### Title: **Senior Director of Leadership Development**

**Reports To:** Bishop

**Direct Reports:** Senior Credentialing Coordinator, Administrative Assistant to the Director of Leadership Development.

**Department/Area:** Leadership Development

**Time Commitment:** Full time

**Comp Level:** B

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### **Purpose Statement**

The Director of Leadership Development is one of the senior positions, in addition to the Bishop, which makes up the National Leadership Team (NLT) for The Free Methodist Church in Canada (FMCIC). This position has primary responsibility for overseeing the development of leaders within the FMCIC (including pastors, missionaries, chaplains, parachurch leaders, lay and clergy).

### **Responsibilities**

*The prioritized major responsibilities, percentage of the time, key activities and standards of performance for this position are listed below (repeat as needed):*

#### 1. Leadership Development

Overall Percentage of Time: 40%

<b>Key Activities</b>	<b>Standard of Performance</b>
Oversees the Leadership Development Team	<ul style="list-style-type: none"><li>• Evaluates leadership development system, investigates areas of improvement and recommends needed changes and resources</li><li>• Meets regularly with each sub-committee of the Leadership Development Team in order to help them in their work.</li><li>• Meets with the Leadership Development Team executive for big-picture thinking, strategy and budget development.</li></ul>

	<ul style="list-style-type: none"> <li>• Facilitates dialogue between the Leadership Team and other teams as needed.</li> </ul>
Supports and resources pastors in conjunction with the Leadership Team, NLT and Network Mentors	<ul style="list-style-type: none"> <li>• Helps plan and lead new pastor orientation.</li> <li>• Creates resourcing and development events and opportunities through the "Matrix of Support.</li> <li>• Ensures pastoral health systems are in place and functioning</li> </ul>
Encourages Future Leaders	<ul style="list-style-type: none"> <li>• Meets annually with Free Methodist students at Bible schools.</li> <li>• Oversees organization of Free Methodist student cohorts at Bible schools where needed</li> <li>• Participates in the Scholarship Committee.</li> <li>• Participates in the Chair of Wesley studies committee at Tyndale.</li> <li>• Liaises with Lorne Park foundation as needed.</li> <li>• Participates in the Internship Committee</li> </ul>
Oversees National MEGaP (New Leaders)	<ul style="list-style-type: none"> <li>• Oversees National MEGaP meeting for regular policy review, orientation and training.</li> <li>• Oversees tracking process (with Credentialing Coordinator)</li> <li>• Chairs and participates in all MEGaP interview days with tracking candidates.</li> <li>• Oversees MEGaP point person system.</li> <li>• Creates special MEGaP teams as needed (with Credentialing Coordinator).</li> <li>• Oversees foundational courses (with Credentialing Coordinator).</li> </ul>
Oversees National MEGaP (Existing Leaders)	<ul style="list-style-type: none"> <li>• Oversees the tracking of all Conference members (with Credentialing Coordinator) and reports to BOA and General Conference.</li> <li>• Maintains regular contact with all of those under special appointment with the FMCIC and oversees the prayer list sent to MEGaP.</li> <li>• Receives and reviews pastoral performance appraisals.</li> <li>• Serves as a resource person for the Counseling support funding program.</li> <li>• Maintains and updates resources for pastors in transition</li> </ul>

## 2. Networks & Ministers' Conferences: overall percentage of time 30%

Key activities	Standard of Performance
Networks and Mentors	<ul style="list-style-type: none"> <li>• Works with Mentor Team to develop a vital Network system for pastors;</li> <li>• Meets regularly with Mentors to pray, be updated, vision and strategize;</li> <li>• Meets annually for network leader and mentor training.</li> </ul>
Ministers' Conferences / Pastor Family / Spouses Retreats	<ul style="list-style-type: none"> <li>• In consultation/conjunction with NLT, and Team, the Senior Director is responsible to plan and run the annual MC;</li> <li>• In consultation with NLT and Team, the Senior Director will consider further pastoral family care initiatives, such as a spousal / family retreat or other events.</li> </ul>

## 3. NLT Participation: Overall Percentage of Time: 30%

Key Activities	Standard of Performance
Planning and Budgeting	<ul style="list-style-type: none"> <li>• Submits an annual report and updated 3 Year Ministry Plan including a proposed budget to the BOA.</li> <li>• Participates in all NLT strategic planning and regular check-in meetings.</li> </ul>
Represents the FMCIC with respect to Church Health and Leadership Development	<ul style="list-style-type: none"> <li>• Participates in other committees as needed.</li> <li>• Participates in regular communication on behalf of departments and NLT</li> <li>• Participates as needed in all National events, Pastors Conference, Regional Gatherings, General Conference, etc.</li> <li>• Preaches and provides special services as needed for local churches.</li> </ul>

	<ul style="list-style-type: none"> <li>• Undertakes “generalist” responsibilities on behalf of the NLT when visiting churches and networks.</li> <li>• Works with representatives from the Canadian Nazarene and Wesleyan denominations.</li> </ul>
Leads by example	<ul style="list-style-type: none"> <li>• Participates in a network.</li> <li>• Regularly meets with an accountability partner.</li> </ul>
Provides feedback to direct reports	<ul style="list-style-type: none"> <li>• Provides regular feedback on an informal basis</li> <li>• Conducts annual performance appraisals</li> </ul>

*(NOTE: The above responsibilities, key activities & standards of performance will be the basis of any performance appraisals. Also, these may change and/or other duties may be assigned).*

## Core Competencies

*The operationalized core competencies which the employee must demonstrate in order to be effective in this position are listed below:*

<b>Core Competency</b>	<b>Operational Competency “What does this look like on the job?”</b>
Leadership	Able to influence the actions and opinions of others in a desired direction; to exhibit judgment in leading others to worthwhile objectives. Has the end goal in mind that is purposeful.
Communications – Spoken and Written	Able to clearly present information through the spoken word; influence or persuade others through oral presentation in positive or negative circumstances; listen well: able to write clearly and effectively present ideas and to document activities; to read and interpret written information.
Developing People	Coaching people; helping them build capabilities needed now and in the future.
Process Improvement	Developing reliable and sustainable processes that add value to our organization and those we serve.
Conflict Resolution	Able to anticipate, diffuse and resolve disagreements, confrontations, tensions and complaints in a practical and constructive manner in order to achieve results, solve service delivery difficulties, gain acceptance to plans, policy implementation and proposals.

Diagnostician	Able to analyze and determine leadership health and factors that impede leadership health. Able to listen and respond to leaders' concerns.
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## Requirements

Area	Minimum Required	Preferred
Skills	Good Communication skills - both oral and written Demonstrates ability to work in a team Has been involved in the work of FMCIC committees (i.e. has served on MEGAP or BOA)	Demonstrates high emotional intelligence Demonstrates a Non-anxious presence
Education	Bachelor Degree	Masters Degree Basic coaching training
Experience	Five years of pastoral experience	10 years lead pastor experience A track record of leading a healthy church or ministry A history of developing leaders
FMCIC Affiliation	Ordained in the FMCIC	
Other	Possesses a strong personal relationship with Jesus Christ Demonstrates a sound history and the highest level of integrity with regard to personal and organizational management. Demonstrates a sound lifestyle, one which is not in conflict in any way with the responsibilities or demands of this type of senior position Has a positive reputation from previous secular or ministry relationships.	



## PROPOSED NEW JOB DESCRIPTION

# Title: Senior Director of Church Health & Planting

**Reports To:** Bishop

**Direct Reports:** Church Planting Administrator, Church Planting Process Coordinator, New Leaf Administrator, Church Planting Coaches, Regional Coaches, and Church Health Administrator.

**Department/Area:** Church Health & Planting

**Time Commitment:** Full time

**Comp Level:** B

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## Purpose Statement

The Director of Church Health & Planting is one of the senior positions, in addition to the Bishop, which makes up the National Leadership Team (NLT) for The Free Methodist Church in Canada (FMCIC). As a member of the senior team, this position is active in all strategy development and interacts with church-wide programs and issues and coordinates a key function to the national network of local churches. This position has primary responsibility for helping pastors and boards develop healthy churches, which includes adding healthy, culturally competent planters/starters (leaders lay/clergy) and projects (societies and projects) to the family of the Free Methodist Church in Canada.

## Responsibilities

*The prioritized major responsibilities, percentage of the time, key activities and standards of performance for this position are listed below (repeat as needed):*

### 1. NLT Member

Overall Percentage of Time: 30%

Key Activities (Lead)	Standard of Performance (Lag)
Engages with network outside denomination	<ul style="list-style-type: none"><li>• Develops a Church Health Team;</li><li>• Gives effective leadership to New Leaf Network as reported by New Leaf's internal annual performance appraisal.</li></ul>

Invests in teaching and training of FMCIC leaders	<ul style="list-style-type: none"> <li>• Teaches culture &amp; the missional church course</li> <li>• New Leaf Design Shop</li> <li>• Contributes to the development of discipleship resources (including evangelism, membership training)</li> </ul>
Models Sustainable ministry lifestyle	<ul style="list-style-type: none"> <li>• Reports to personnel team each year regarding rule of life practices</li> </ul>
Acts as fully engaged NLT team member	<ul style="list-style-type: none"> <li>• Team reports satisfactory engagement &amp; support for NLT Meetings, Denomination Events (Regional Gatherings, Minister's Conference, General Conference), BOA, and team initiatives</li> <li>• Speaks in FMCIC churches and at events</li> </ul>
Provides feedback to direct reports	<ul style="list-style-type: none"> <li>• Provides regular feedback on an informal basis</li> <li>• Conducts annual performance appraisals</li> </ul>

## 2. Church Health

Overall Percentage of Time: 50%

<b>Key Activities</b>	<b>Standard of Performance</b>
Oversees Regional Coaches	<ul style="list-style-type: none"> <li>• Provides training, resourcing, check ins and team meetings</li> <li>• Brings church health and revitalization topics from interdenominational Church Health Team to Regional Coach meetings for discussion</li> </ul>
Resources and encourages church health at the local church level utilizing the Regional Coaches	<ul style="list-style-type: none"> <li>• Uses denominational and other tools (i.e. LifePlan) to encourage local church health</li> <li>• Develops, evaluates, updates and maintains resources for churches.</li> <li>• Writes and curates articles about church health</li> <li>• Facilitates conflict resolution between pastors and boards/ congregations as needed</li> </ul>
Provides services to churches in transition	<ul style="list-style-type: none"> <li>• Orients churches to LifePlan process</li> <li>• Vets candidates</li> <li>• Oversees MEGaP appointment votes</li> <li>• Maintains and updates Church Transition Handbook as needed.</li> </ul>

Coordinates Church Health & Church Planting coaches	<ul style="list-style-type: none"> <li>• Facilitates regular meetings between Church Health Coaches and Church Planting coaches</li> <li>• Discusses issues, evaluates and refines the process of handing off Church plants to Church Health coaches.</li> </ul>
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### 3. Foster Entrepreneurial Systems and Environment (Planting)

Overall Percentage of Time: 20%

<b>Key Activities (Lead)</b>	<b>Standard of Performance (Lag)</b>
Create and adapt strategic plan	<ul style="list-style-type: none"> <li>• Accessible and current System Dashboard</li> <li>• Reports presented as required</li> <li>• Annual Budget created and presented to BOA</li> </ul>
Develop and oversee Church Planting Department	<ul style="list-style-type: none"> <li>• Dashboard results reflect effective Church Planting Department functioning in the areas of: recruit, discern, launch, stabilise with particular attention given to the integration of ordained ministers and societies into the FMCIC</li> <li>• Team members report satisfaction, effectiveness, and alignment with Church Planting Guiding Ideas</li> <li>• Planters and core groups report delight when engaging in our systems</li> </ul>
Facilitates cross-pollination inside and outside the FMCIC	<ul style="list-style-type: none"> <li>• Established Church Pastors identify potential planters in Annual report</li> <li>• “Home grown” FMCIC entrepreneurs make up at least 30% of new planter and starter contacts</li> <li>• Church planters, starters &amp; core team members engaged in denominational events and committees</li> <li>• FMCIC forms strategic partnership with other denominations</li> </ul>

*(NOTE: The above responsibilities, key activities & standards of performance will be the basis of any performance appraisals. Also, these may change and/or other duties may be assigned).*

## Core Competencies

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<b>Core Competency</b>	<b>Operational Competency “What does this look like on the job?”</b>
Leadership	Able to influence the actions and opinions of others in a desired direction; to exhibit judgment in leading others to worthwhile objectives. Has the end goal in mind that is purposeful.
Communications – Spoken and Written	Able to clearly present information through the spoken word; influence or persuade others through oral presentation in positive or negative circumstances; listen well: able to write clearly and effectively present ideas and to document activities; to read and interpret written information.
Intercultural Capacity	An orientation that reflects self-awareness of one’s own culture and the acquired ability to recognize, appreciate and engage with patterns of difference (values, perceptions and behaviours) that emerge in interaction with people who are from other cultures.
Out-of-the-Box Thinking	Viewing situations in new and creative ways.
Building Partnerships	Developing mutually beneficial long-term relationships with others.
Theological Thinking	Takes the many elements of biblical teachings, and organizes them into a more comprehensive and integrated portrait of God’s work among us, and the flow of salvation that pulls us along in God’s grace.

## Requirements

<b>Area</b>	<b>Minimum Required</b>	<b>Preferred</b>
Skills	Coaching Executive Leadership Systems Thinking	Entrepreneurship
Education	Bachelor of Theology or Christian Ministry	Masters or PhD
Experience	5 years Senior Leadership experience in a Local Church	7 years Senior Leadership experience in a Local Church



	Served on 1 Denominational Committee	Served on 3 Denominational Committees
FMCIC Affiliation	FMCIC Accreditation	FMCIC Ordination
Other	Fluent in English Able to maintain confidentiality Able to travel frequently	French - spoken and written