

ATH 427 Case Study #1 – Planning for The Future

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Abstract

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**Introduction**

Pastor John Adams founded One Heart Community Church in 1990 (One Heart). Within four years the congregation has grown by 750 members. The church has a staff of four and needs to add three additional staff members to effectively support the ministry. Pastor Adams assembled a three-member committee and assigned them the task of overseeing the hiring process. They were given a report from the department head outlining requirements for the three new staff members, allotted a budget of \$125,000 and given three months to finalize decisions on the new hires. After three months the committee has made decisions on two of the new hire positions: Director of Christian Education and Director of Mission/Evangelism. There is total disagreement on the third position, each committee member has their own opinion of what the third staff position should be. Sonia, who is a CPA and business owner wants to hire a floating admin assistant. Bill, employed by Campus Crusade for Christ, wants to promote the current secretary to full time, and Phil, a retired Wal-Mart store manager, wants to hire a dedicated admin assistant for the Senior Pastor.

**Mission Statement**

In this case study I will discuss how Pastor Adams should address the situation. I will account for the personalities of each committee member and propose a solution that will meet the short term and long term needs of One Heart.

**Assessment**

Pastor Adams exercised his authority as leader in determining the need for additional staff. A skillful administrator and team builder, he created a three-member committee and delegated<sup>1</sup> responsibility of the hiring process to them. The goals, budget and deadline were clearly defined and the committee was empowered<sup>2</sup> to act and make hiring decisions.

**Problem**

Deadline passed, two hiring decisions made for the following positions: Director of Christian Education and Director of Mission/Evangelism. One staffing decision remains to be made however there is no consensus on the position, each committee member has a different opinion about the position. The professional background of each committee member is influencing their opinion for the position.

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1

Gangel, Kenneth O.. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*. (Moody Publishers. Kindle Edition, 1997), 391

2

Gangel, Team Leadership, 199

### **Solution**

Pastor Adams needs to intervene and resolve conflict among the committee members. He should ask each committee member to provide their opinion on the third position. After reviewing their recommendations and thinking of the short term and long term goals of the ministry, Pastor Adams should then make a decision on the third position.

### **Recommendation**

1. Hire the Director of Christian Education and Director of Mission/Evangelism per the committee's recommendation with a salary \$43,750 for each position. Each director will perform their primary duties and additional duties as assigned by the Senior Pastor
2. Promote current secretary to full time and increase salary to \$37,500. The secretary will continue to perform the same primary duties and also pick up the additional duty of serving as the Pastor's admin assistant.
3. Recommend hiring a part-time floating admin assistant, the assistant should work the hours previously worked by the secretary at the same rate of pay, thus no additional funding needed for the floating assistant. Recommend the floating assistant report to the church secretary who will assign duties and tasks based on the needs of the church.

References

Gangel, Kenneth O.. (1997). *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*. Moody Publishers. Kindle Edition

Footnotes

<sup>1</sup> Gangel, Kenneth O.. Team Leadership In Christian Ministry: Using Multiple Gifts to Build a Unified Vision (p. 391). Moody Publishers. Kindle Edition.