

## ***GCA Policies, Roles, and Responsibilities: Currently Being Revised***

**These policies: Phil 1:27.** Staff members are required to maintain familiarity with these policies. Infractions of these policies will be dealt with in a respectful way by the SLT, HR, or Admin teams. Note: The Admin team is presently defined as the staff members whose roles are directly related to a team member's job responsibilities, pay, and reimbursements. The Admin Team will seek to assist team members in the pursuit of personal growth and team unity. These policies can be amended, deleted, or added to by the Strategic Leadership Team according to the ministry's team-wide decision-making policy. These policies will be reviewed annually and the team will maintain an ongoing list of proposed changes.

**Team Member Statuses:** As the GCA has developed, the need for more types of partnerships has become evident. We believe having some flexibility with different levels of partnership will allow us greater opportunities to advance the Gospel. The following three different "statuses" are available for team members:

Status 1: Full time / salaried. GCA concerns are their primary focus. However, 20% of their time can be worked serving the local church and other ministries. That would leave 32 hrs for the GCA. In some cases, full-time staff may be permitted to devote beyond 20% of their time to another ministry in cases where their GCA work strategically intersects with other local ministry. However, these should be discussed in advance with the Strategic Leadership Team. Any other employment should not conflict with GCA commitment.

Status 2: Associate. Associate staff may either be part-time hourly staff who may also have other sources of income, or they may be full-time GCA staff who are "on loan" to another ministry or church. Staff who are on loan must apply for this status and will reach an agreement with the Strategic Leadership Team concerning what exactly this partnership will look like.

**Seeking the Lord: Eph. 1:22.** Jesus is the head of this ministry and this ministry exists to serve and honor Him, respecting Him as the actual head. Ministry, decision-making, and all other issues in this ministry will begin first in prayer. All team members are expected to attend morning "circle ups" which will involve sharing and prayer. Circle ups will take place each weekday from 9:00-9:15 AM MST. If a staff member cannot attend the circle up, they must post in the "GCA Casual" chat to share what they are trusting God for that day. Team members should prioritize this time in their schedules to be a part of these circle ups as much as possible. Additionally, all staff are required to attend a monthly prayer and fellowship time (currently the last Monday of the month, 1:30-4:00 PM). Additional prayer meetings will be scheduled at appropriate times and especially when major decisions need to be made.

**Relationships: Jn. 13:34-35.** Staff members are committed to staying unified and aligned within the context of the ministry's vision. Staff members agree to praying together, building one another up in speech,, and growing in emotional intelligence. Staff members will participate in group activities like group shared reading plans and group fun times. Staff members will keep from gossiping, will refrain from judging each other's motives, and will keep conflicts focused on issues rather than personal attacks. Staff members agree to resolve conflict quickly.

**Communication: Eph. 4:15.** Staff members must use and keep current with their Google-suite resources. Some of the most crucial features of this suite are Google Chat, Meet, Drive, Docs, and Calendar. Staff must familiarize themselves with these features, and watch any applicable training videos available which cover them. Staff are expected to seek out help from the tech coordinator if they need further assistance.

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In communication, staff members are committed to keeping conversation uplifting and encouraging. Staff members will communicate job specifics with their staff accountability or discipleship partners. Staff members will strive to respond to each other's communication as quickly as possible and they agree not to exceed 24 hours. In particular, the "GCA Urgent" chat must be monitored closely. Everyone is responsible for reading all communication there. Staff members are expected to communicate ideas, tensions, frustrations, or complaints by using the team's anonymous online feedback avenues and an annual team-wide survey. Items staff members feel need to be discussed in meetings must be communicated with the staff meeting coordinator.

**Accountability: Heb. 3:13.** Staff members are expected to live lifestyles that are in alignment with the Christian principles the ministry embraces and teaches. Staff members will maintain accountability relationships within the team, for MPD (ministry partner development) and job responsibilities, and will also seek to maintain accountability with mentors outside of the ministry as well. Staff members are also accountable to the Admin Team for their job responsibilities. Staff members are encouraged to use internet monitoring accountability software on their mobile devices. Concerning issues that can be claimed as Christian freedoms but have the potential to undermine a staff person's credibility (things like drinking, etc.), staff members are encouraged to prayerfully consider giving those up so as to not undermine their or the ministry's credibility. Due to the international and non-denominational nature of the GCA, certain freedoms staff members might participate in could cause damage to the ministry in unforeseen ways. If team members elect to continue practicing these behaviors, they are expected to refrain from publicizing them.

**Godliness and professionalism: 1 Tim. 6:6.** Team members are expected to demonstrate godliness and professionalism in their personal lives, family interactions, and ministry activities. Team members are expected to represent the Lord and this ministry well.

**Family: Eph. 5:21-33.** Staff members are expected to prioritize their family above the ministry. For married couples, this includes taking time each year to focus on their marriages by doing marriage retreats and/or getaways. Likewise, team members will take an annual staff health questionnaire and will be proactive to avoid burnout. Annual vacations are encouraged; team members must have their vacation leave approved by the Admin Team one month prior to their expected vacation dates.

**Relationship to the church and other ministries. Col. 1:18.** The GCA is an organization that many would refer to as a "para-church" ministry. We see the biblical precedent for this in Acts 6:1-7. As such, the ministry will seek to serve and support the church in all that it does. Within this view, staff members are expected to be members of evangelical, biblically based local churches and to serve within their churches. Staff members are expected to serve within their local church and to partner with the local church in GCA activities as the Lord leads. Staff members can be paid for time spent serving in their local church with the approval of the Admin Team. Concerning relationships and partnerships with other para-church ministries, the GCA will strive to work with other ministries in a way that is aligned with the ministry's mission, vision, and strategy and with the agreement of the team.

**GC practical application: Matt. 28:18-20.** Staff members are expected to take the initiative in evangelism and discipleship in a way that demonstrates the core principles the ministry teaches. Staff members are expected to spend at least 8 hours per week in active evangelism and discipleship and they are encouraged to prioritize their weekly evangelism and discipleship with members of the next-generation (like college students). Some examples of how this application could be lived out include (these have all been done by GCA staff in the past):

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- Discipling college students on the local campus
- Partnerships with local churches
- Prison ministries
- Human trafficking ministries
- Equipping Christian families for orphan care
- Meeting with key international leaders regularly on video chat
- Teaching and equipping ministries of various kinds which can integrate core GCA values
- Mercy ministries of various kinds that are not detached from seeing the importance of integrating evangelism and discipleship
- Teaching evangelism workshops and taking local groups out to share their faith

**Support Raising (MPD): Lk. 10:1-7.** Staff members are responsible to share the ministry's MPD responsibilities. MPD stands for Ministry Partner Development and refers to the fund-raising responsibilities of the ministry. This is a part of everyone's job responsibilities. Staff members are expected to raise sufficient funds to cover the financial needs associated with their employment. Staff members will be committed to weekly communication concerning their MPD efforts, including MPD goals and activity statistics, with a team accountability partner or group. Staff members will also be expected to maintain a buffer of at least one month's financial needs in the ministry's account. While below their functional goal, new staff members are expected to devote 80% of their time solely to MPD activities. These team members will be required to include MPD activities in their weekly Google calendar for accountability to the 80% rule (the admin team will review these schedules weekly). If after raising initial support a staff member falls below one of their budget goals, the MPD amendment describes the protocol for reestablishing full support. The Admin team will evaluate employee MPD activities based on momentum in both personal MPD goals and amount raised. Staff members will be paid for hours worked regardless of the funds they have raised but staff members who fail to responsibly meet the MPD requirements of their job will have to have their hours cut or be removed from the team.

New staff members are expected to calculate their "survival," "functional," and "vision," budgets as one of their first MPD activities (see MPD amendment for definitions). All team members will be responsible for keeping each of these budgets up to date with the financial officer and/or Admin team with the provided Budget Worksheet Tool. If a staff member would prefer not to share details of their budget, they may "hide" any rows on the worksheet (click here for instructions on how to do this). The admin team is available to provide budget coaching on any level which feels appropriate to an individual staff member, but this is not required. The purpose of the tool is not to scrutinize anyone's budget or financial decisions but to help them carefully think through the amounts they need to raise. The GCA is committed to not overstepping boundaries when it comes to spiritual authority, and this includes MPD budgets. However, if the requested budget amounts are well below or well above the average monthly income for their geographical location, an explanation will be required (e.g., other income, large family, above average medical needs, student loans, unique ministry vision, etc.). The GCA values accountability to God and supporters with the amounts we raise as well as not infringing on staff freedom and privacy. Our goal will be to keep both of these values in proper tension. Budgets will be kept confidential by the financial officer and/or Admin team for the purposes of encouragement and accountability.

Each staff person (our couple) will conduct an annual review of support needs with the financial officer or Admin team. This will be done in the first quarter of the year and each staff person is required to initiate this process with the financial officer role. Additionally, major life changes will necessitate a resubmittal of budget figures. These changes include but are not limited to having a child, adopting a child, moving to a new location, or getting married.

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Regarding role leadership and MPD, a potential role lead must reach their initial functional support goal in order to assume role leadership responsibilities. Until that time, they can provide input on role related issues while the admin team decides how to oversee that role. If a role lead falls below their functional or survival budgets they must follow the MPD amendment protocols while allowing the SLT team to determine how to meet the role's needs temporarily until the role lead can be fully devoted to their role responsibilities.

**Human Resources: Rom. 12:3-11.** All interns and new hires will only be accepted on staff after the completion of the application process and with the approval of the GCA Admin Team (this team will only make final decisions about new team members after a week of prayer and evaluation). Staff members are not required to commit to specific lengths of service as each staff person should be free to follow God's will for their life, family, and ministry. However, staff members are expected to inform the team of their future expectations and any planned employment changes with as much notice as possible. Team members who breach GCA policies, violate standards of ethics and conscience, disrupt team unity, or fail to fulfill their roles or job duties, can be released with the Admin Team's determination. Firing/Conduct Descriptions: (need to add in what our lawyer encouraged). Maybe Nate write this section?

**Work accountability: Col. 3:23.** Staff members are expected to keep their job responsibilities current in a ministry-wide Google calendar. In their calendars, they will be expected to input a weekly schedule which will assist in scheduling meetings, communication, and accountability. The weekly schedule is defined as Monday - Friday 8am-5pm. Because our work often lends itself to hours beyond this standard schedule, staff may take this into account when building their schedule. The calendar does not need to be overly detailed, but should indicate a general outline of weekly activities as well as when they are "busy" or "free." Because the GCA does allow certain freedoms that are not always found in other jobs, maintaining a consistent schedule is important for planning and working as unto the Lord (Col. 3:23). Each week's schedule must be updated by staff meeting on Mondays and it will be reviewed by the admin team. They will also share basic details of their work activities in the daily circle ups and sometimes in weekly staff meetings. They will share details of their activities with their team accountability or discipleship partners as well. Finally, staff members will report their role related progress to the people in charge of those roles. Members of the Admin Team may regularly check in with staff to encourage this process.

**Time off: Mk. 6:31.** Staff members will be given one vacation day per 200 hours worked. They can redeem this paid time off at any time after it is accumulated. Leave without pay must be approved by the Admin Team. Paid holidays will include New Year's Day, Martin Luther King, Jr.'s Birthday, Memorial Day, Independence Day (4th of July), Labor Day, Thanksgiving Day + Friday, Christmas Eve, and Christmas Day. Paid maternity leave will be given at the employee's typical wage and hours worked amounts, for two months. New mothers can still maintain involvement in the ministry at whatever level they choose during this time. All other time-off requests will be approved by the Admin Team.

**Benefits: Pr. 21:5.** The ministry does not provide health care or retirement benefits but encourages staff members to be diligent in both areas. These items must be included in each staff person's annual MPD goal.

**New and Ongoing Staff Training: 2 Tim. 2:15.** New staff members are required to follow the lead of the staff training coordinator, to go through the following trainings, and to discuss their progress with their team accountability partners. 1) The SRS support raising bootcamp. 2) A mission, vision, and strategy training session with the team coordinator. 3) Newsletter design

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training with the graphic design role. 4) The GCL workbook. 5) The Emotional Intelligence 2.0 book. 6) Working through the rest of the ministry's resources. 7) As able, attend all of the ministry's trainings that are offered during their first year on staff.

Currently, ongoing staff training is held each Thursday immediately after the Thursday morning circle up (9:15-10:00 AM). All staff members are expected to attend these meetings and to be committed to ongoing personal development (see this item below).

**Decision Making: Ps. 127:1.** All decisions will be made with an emphasis on prayer first. All decisions will be made with an emphasis on team unity and staff members will seek to humble themselves giving deference and preference to each other. Role leads will have the final call on decisions within their roles but must solicit and respectfully include the input of those who will be impacted by their decisions. Team-wide decisions will be made in a collaborative way with the Strategic Leadership Team. This team will seek unity in their decisions. When this team is unable to achieve agreement, they can initiate the team's decision-making framework. This framework will weight team-members votes according to the following criteria: role impact, issue passion, ministry experience, relevant expertise, age, change emphasis, and gender (if and only if there is a disproportionate number of one gender in this decision-making process, the gender which is under-represented will have a weighted vote). The particulars of this decision-making process will be determined. Team-wide decisions will include major time and resource commitments and decisions concerning conferences to host, major ministry commitments, ministry trips, ministry partnerships, ministry resources and budgets, new hires, and policy changes.

**Strategy alignment: Eph. 4: 11-13.** We must stay on track and avoid mission drift and ministry siloing. Role leads will maintain strategy and team alignment. Staff meetings will also maintain strategy and team alignment with regular reminders of our vision, mission, and strategy.

**Roles and Expectations: 1 Cor. 12:12.** Roles will be determined according to staff passion, ability, expertise, and commitment and according to Admin Team approval. Role leads will keep the team apprised of their areas of ministry at weekly staff meetings. Staff members will lead in some roles and commit to other roles that fall under other role leads. Staff members can leave roles they feel they no longer should lead and can adopt new roles as the team sees fit. Staff members who are negligent in their roles can be respectfully moved out of those roles by the Admin Team and, with their consent, placed in other roles that the Admin Team thinks will be better fits for them. Conflicts concerning roles and role-changes will be handled with the help of the team relationship coordinator role. Roles will be performed with humility, love, service, and respect for other team members. Role leads are stewards of their roles, not the lords of them. They should invite team participation and contribution in their areas of ministry rather than stifling the ideas and concerns of team members. The team coordinator will keep the team apprised of team roles and responsibilities.

**Money: Pr. 27:23-24.** Staff members are all expected to share the financial burdens of the ministry by raising support and being faithful with MPD activities and goals. Ministry activities will be funded by ministry accounts that are devoted to those types of ministries. The Admin team will oversee accounts. Staff members will clear ministry expenses with the Admin team before spending team (general fund) money. Staff members can make staff expenses decisions on their own so long as the money for those expenses exists in their staff accounts. Staff members whose staff accounts are healthy can spend and reimburse expenses according to IRS and ministry guidelines and according to the availability of funds in their accounts. Staff members should not make ministry charges on personal credit cards and should not go into debt with ministry expenses. (Refer to the GCA reimbursement policy for details). All reimbursements must be submitted within 3 months of the expenses and carefully documented in Zoho. Staff with low account balances must have their expected ministry expenses

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approved by the Admin team to make sure those funds are available in the general fund and ministry budget. All staff members are allowed to spend up to \$250 per month from the general fund (if they do not have these funds in their personal accounts) without prior approval.

**Ministry wide correspondence: Ps. 105:1.** We will send out annual GCA-wide newsletters to all ministry supporters. Staff members will be expected to share stories and stats to be used in those publications as well as in each other's newsletters. Staff members are strongly encouraged to communicate with their support team monthly with an at least an email update. Larger publications or print newsletters might be sent less frequently if shorter communications are sent in between. The team will be committed to an appropriate level of confidentiality of those we minister to and we will keep identifying details appropriately vague. If a team member is unsure about publishing specific information, they should check with the team coordinator first. Additionally, they may need to gain permission from the person or group they are ministering to before publishing details. Because the GCA does work in areas which restrict the Gospel to varying degrees, team members must be committed to not publicly sharing any details that might compromise another group's safety or ability to minister.

**Controversial issues: Eph. 4:3.** The GCA is committed to the unity of this team and sees that as fundamental to all God has called us to. The old Christian adage, "In essentials unity, in non-essentials liberty, in all things charity," applies here. Staff members will be given freedom concerning debated issues among mainstream, biblically based, evangelical Christian denominations. Staff members will be expected to pursue peace and strive for unity. Staff members will be asked to keep their opinions concerning denominationally dividing perspectives private and staff members will not push their particular opinions concerning these topics on each other. Staff members will respect each other's differences in these areas. Staff members will not make denominational issues a focus here or in any of the other areas we serve and will keep from promoting or disseminating divisive teachings, perspectives, teachers, and authors. Staff members will remain aligned with the team's statement of faith. As Stephen Covey said, "The main thing is to keep the main thing the main thing!"

**Media and social media: Eph. 4:29.** Staff members agree to refrain from publicly promoting issues, engaging in activities, or making statements that could publicly shame Christ, the church, the GCA, or our work. All GCA social media accounts and productions remain the property of the GCA after staff authors and producers move on. The above statements concerning controversial issues should also provide wisdom for team members' use of social media.

**Personal development: 1 Tim. 4:15.** All staff members are expected to take the initiative with their continuing biblically based personal growth in ministry related issues. Staff members can spend a percentage of their workweek on personal development, with the approval of the Admin Team and so long as those activities do not lead to negligence in their other responsibilities. The GCA has several personal growth opportunities available including 360 Reviews and Learning Plans. The staff development coordinator will be responsible for facilitating these tools. Staff members are expected to include personal development costs in their MPD goal and can also appeal to the team for help with these costs when needed. The team will consider each appeal for financial assistance on a case by case basis.

### **Decision-making policy:**

**Role-based decisions:** Individual roles are responsible for the decisions which fall under the areas of their oversight (see below for specific areas of responsibility).

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Role oversight must make decisions based in prayer and wisdom and considering the input of team members.

Grey-area decisions: When decision-making protocol is uncertain, team members will use their best judgment. Team members can make decisions they believe fall under their areas of oversight based in prayer and wisdom and considering the input of team-members when they deem it necessary. The team can revisit these situations on a case-by-case basis and can remedy them as needed.

Team decisions: Team decisions are ones that 1) don't fall under anyone's role, 2) affect the majority of the team, and 3) are significant in a team-wide sense. These decisions will follow the following protocol. The Strategic Leadership Team will be responsible for these decisions.

The Strategic Leadership Team will prayerfully consider the decision. Note: This team will only be comprised of mature team-members, who have been trusted with this responsibility by the rest of the team. They will make sure to solicit the input of team-members. They will be careful to consider relevant data and other options. Anyone on the Strategic Leadership Team who desires to present reasons for or against the decision will have an opportunity to share their thoughts. The staff meeting coordinator role will make sure to give quieter voices the first opportunities to share. After discussion, the SLT will evaluate if there is a consensus one way or another. In the case of consensus, the decision will be taken. In cases of near consensus, the team will strive to reach unified agreement in a decision (a decision with support even if some team members don't feel it is their first choice). If they can at least consent to the decision and join with the rest of the team, the decision will be made. If there is not consensus, an anonymous flash-poll will be done to determine where the team stands on the issue. In the case of passionate difference or a split team, the following steps will be taken. The Strategic Leadership Team will take time to seek the Lord and the team relationships support and conflict resolution role will make sure team relationships are healthy and not complicating the decision. A time of prayer will precede the final decision. Evidence and alternatives will be reconsidered and anyone on the SLT who desires to present reasons for or against the decision will have another opportunity to share their thoughts. Again, the staff meeting coordinator role will make sure to give quieter voices the first opportunities to share. A flash-poll will be taken before a final vote to see where the team stands. If consensus or unified agreement can be achieved the decision will be made. If not, the team's lifeboat decision-making protocol will be utilized. In this scenario, the SLT will award each vote-caster a weighting based on the following criteria (10% each). 1) Expertise related to the decision, 2) role-relationship to the decision, 3) passion concerning the decision, 4) personal impact from the decision, 5) change focus (10% weighting for decisions for change), and 6) ministry experience (10% / decade). The team will collectively decide each decision-maker's weighting prior to the decision and then the decision will be made by vote. Team members agree to support the vote. The team relationships support and conflict resolution role will follow up after the decision to ensure team-members are relationally processing the decision in a healthy way. This decision-making protocol will be adapted as necessary as the team grows.