



Church Administration
Teaching Notes

Dr. Ezron Musonda
Lusaka

Lesson 1

Introduction

Definition of church administration -

The church has been defined 1. as, “the leadership which equips the church to be the church and to do the work of the church. It is the guidance provided by church leaders as they lead the church to use its spiritual, human, physical, and financial resources to move the church toward reaching its objectives and fulfilling its avowed purpose”¹

Church administration has a unique role in the life of a church. It has a helping and servant role and a ministry that enables the church to become and do, by God’s grace, what it can in order to ensure effectiveness and proper use of scarce resources in the administration church functions and ministries.

A church also needs leaders in order to provide leadership to carry out its functional roles.

The course will cover the following: -

1. The nature and mission of the church
2. The need of church administration
3. Understanding Baptist polity
4. The purpose, objectives and ministry plans of the church
5. Functional areas of church administration such as,
 - Planning,
 - Organizing, (the structure),
 - Resources, (human, physical resources, financial resources),
 - Directing, and
 - Control

Part 1 - The Purpose of the Church:

The church’s purpose is reflected in its nature and mission.

Church administration tries to enable a church to fulfill its purpose.

Nature of the Church:

Nature refers to the essential character, distinguishing quality or qualities or essence.

In biblical expressions, the Bible records some phrases that refer that refer to the church as: -

1. *The people of God:*
 - a. The Apostle Paul in Galatians 3:29 wrote of “Abraham’s offspring” and in Gal. 6:16 refers to “the Israel of God”; and also as “the church of God” (1 Cor. 1:2; 10:32; 11:22; 2 Cor. 1:1; Gal. 1:13; 1 Tim. 3:5).
 - b. The Apostle Peter refers to the church as a “chosen race, a royal priesthood, a holy nation, God’s own people” (1 Pet. 2:9).
 - c. The Gospel writers refer to the church as “God’s flock” (Matt. 26:31; Luke 12:32)

¹ Charles A. Tidwell, *Effective Leadership for Ministry*, (Nashville, Tennessee: Broadman and Homan Publishers, 1985), 27

2. *The New Creation*: Paul refers to the church also as a “new man”, “new creation” (Gal. 6:15); “the bride of Christ” (2 Cor. 11:11:2-3; Eph. 5:25-32).
3. *The Bride of Christ*: The book of Revelation also refers to the church as the bride of Christ (19:7-9; 21:9).
4. Other expressions are:
 - a. “*The pillar and foundation*” (1 Tim. 3:15); e. “God’s field” (1Cor. 3:9); God’s building” (people not structure) (3:9);
 - b. “*the body of Christ*” (Rom. 12:4-5; 1 Cor. 12:12-27; Eph. 1:22-23; 2:14-16; 3:3-13; 4:1-16; 5:30; Col. 1:18, 24; 2:16-19; 3:15).

The church is composed of the “called out ones”, or assembly, a local body of baptized believers, an earthly colony of the Kingdom of God. The church begins with a call to discipleship. Spiritual gifts are for enabling the church to do the work of the Kingdom of God. The church is also a fellowship.

Part 2 - The Mission of the church

The church has a charge for which those who are sent are responsible. The mission of the church is to make known the manifold wisdom of God: the gospel (Eph. 3:10). It is a fellowship on mission.

In conclusion, the church exists with a view to share a personal commitment to Jesus Christ as Saviour and Lord, to be a redemptive body of Christ, through the power of the Holy Spirit, growing toward Christian maturity through worship, proclamation, witness, nurture and education and ministry. Thus, administration enables the church to fulfill its purpose.

Part 3 – Review and Discussion

1. Evaluation: Search the scriptural passages indicated in your notes and identify the characteristics of the nature of the church.

Lesson 2

Part 1 - The Need for Church Administration:

Church administration is a much-needed component for the smooth operation of the church.

Below are eight the reasons for such a need:

1. Sharpening the means of getting the work to be done in church.
2. The limitation of resources requires proper use of spiritual, human, financial and material resources in order for the church to make progress
3. Church Administration is God's means for fulfilling His purposes
4. Church leaders need help in getting ministry to be done effectively and efficiently.
5. Church leaders are the ones who feel the impact of change pace. Also, working with people heightens leaders' tensions
6. Church leaders also need an administrative style of leadership as reflected in Scripture (Exodus 18:17-23)
7. Church programmes are multiplying
8. Churches deserve good administration because they are instruments of God to worship Him, proclaim the good news, offer education and nurture, provide ministry to the needy and fellowship.

Church Administration, however, is done in various contexts. One of these contexts is the polity of the church. Thus, together with the need for church administration is the discussion of the context of the church in which administration is done.

Part 2 - Understanding Church Polity and Basic Forms of Church Government

- *Definition of Polity:*

Polity, in its simplest terms, is "a system by which a group of people choose to govern themselves, or are governed".² Thus, before a mass of people can work together, someone must assume authority and plan for them, or they must develop a system of their own which defines the basis by which they will relate each to the other under a leader they choose.

Polity has to do with the development and maintenance of a workable system by which a group of people can relate their endeavors in a way that is satisfactory to all of the participants to achieve the desired goals of everyone involved.

- *Autonomy*

Within the Baptist denominational polity, autonomy expresses the right of each individual congregation to own its own building, develop its own programme, call its own pastor, and be accountable only to God for its own decisions and actions. Autonomy does not prevent congregations from cooperation, but cooperation is impossible unless certain provisions have been written into controlling³ documents like the constitution to protect the rights of each individual and the autonomy of each group. Unless some system is developed, the investment

² James L. Sullivan, *Baptist Polity As I see It*, (Nashville, Tennessee: Broadman Press, 1983), 51

³ *Ibid.*, 54

of time and energy is lost, as well as materials wasted. Chaos can result because even one person can surprisingly upset mutual desires of many others in the group.

- ***Democratic church government.***

Baptist polity is congregational democracy characterized as described above as autonomy or self-government of an individual church. The congregation of members is prominent. In other words, members are together responsible and free to determine who shall be admitted as members of that particular church. Members may share in determining the purpose and objectives for that church under the leadership and Lordship of Christ.⁴

Baptist churches cooperate with other churches of like faith and order. Arguments for the congregational system being the normative form of church government: -

- In the earliest days of the church, the congregation as a whole chose persons for the office and determined policy (Acts 1, 6, 13:1-3; 14:27; 15:2-3)
- Jesus' teaching seems to be opposed to the special leadership positions found within the Episcopal and Presbyterian systems of government (Luke 22:25-27; Matthew 18:15-17; 1 Corinthians 1:2; and 1 Corinthians 5)
- The letters of Paul were addressed to the churches as a whole rather than to a bishop or a group of elders).

- ***Elements that go into building of polity***

There are four elements that go into the building of polity in the church, namely, tradition, law, sound organizational principles and theology.

1. ***Tradition:***

It should never be considered as sacred unless we relate it to the Bible and find what God says on the subject.

2. ***Law:***

We must recognize that in a land of laws, churches cannot afford to be lawless. Law affects polity

3. ***Sound organizational principles:***

The church must operate on practical organizational principles or else the church will be weakened and lose its influence. Sound organizational principles include such universal organizational principles as; division of labour, authority and responsibility, discipline, unity of command, unity of direction, remuneration, centralization, scalar chain, order, equity, initiative and group spirit⁵

4. ***Theology:***

Considering the theological element, we must understand that whatever is in violation of its teachings is and should be rejected forthwith. There are two basic theological beliefs which undergird

⁴ Ibid., 27

⁵ Ezron Z. Musonda, *An Introduction to Church Administration*, (Lusaka: Basilea Mission Press, 2011), 14-23

every decision a Baptist church has to make. First, is the priesthood of the believer. The second is the autonomy of the local congregation. These are set forth in the Scriptures they cannot be violated.

D. Basic forms of church government

Throughout church history, there have been several basic forms of church government. Some are highly structured while others are less structured. This section examines examples of church government

1. Episcopal:

Authority resides in the bishop. The simplest form of Episcopal church government is found in the Methodist church, which only has one level of bishops. This is followed by more developed governmental structures of the Anglican or Episcopal Church, while the Roman Catholic has the most complete system of hierarchy with authority being vested in the supreme pontiff, the Bishop of Rome. It should be noted that the office of bishop is not a distinct office of the New Testament, but simply a synonym for the name “elder”

2. Presbyterian church government:

This form places primary authority in a particular office as well, but there is less emphasis on the individual office or office holder than on a series of representative bodies that exercise that authority. The key officer in the Presbyterian Church is the elder. Elders are found in the New Testament church

3. Congregational church government:

This form of church government stresses the role of the individual Christian and makes the local congregation the seat of authority. Two concepts are basic to the congregational system, namely, the concept of autonomy and priesthood of believers.

Baptist polity is congregational democracy characterized as described above as autonomy or self- government of an individual church. The congregation of members is prominent. In other words, members are together responsible and free to determine who shall be admitted as members of that particular church. Members may share in determining the purpose and objectives for that church under the leadership and Lordship of Christ.⁶

Baptist churches cooperate with other churches of like faith and order. Arguments for the congregational system being the normative form of church government: -

- i. In the earliest days of the church, the congregation as a whole chose persons for the office and determined policy (Acts 1, 6, 13:1-3; 14:27; 15:2-3)
- ii. Jesus’ teaching seems to be opposed to the special leadership positions found within the Episcopal and Presbyterian systems of government (Luke 22:25-27; Matthew 18:15-17; 1 Corinthians 1:2; and 1 Corinthians 5)
- iii. The letters of Paul were addressed to the churches as a whole rather than to a bishop or a group of elders).

⁶ Ibid., 27

Part 3 – Review & Discussion

1. Why is church administration needed for the smooth operation of the church?
2. Identify scriptural examples of administrative leadership? Also, discuss the mission of the church and see how this is being practiced in your church or Association.
3. Why is polity important in church administration?
 - a. What role do your church members play in decision-making?
 - b. There are some sentiments that autonomy and congregational church democracy are foreign to the African context, do you agree or disagree?
 - c. What decision-making examples can we identify in traditional decision-making that involves the participation of all?
4. What can we learn from Scripture about congregational democracy?
5. What are the advantages of congregational church government?
6. Evaluation: Write down a report about how your church makes decisions. Which people mostly make decisions? How are your members involved in making decisions affecting your church?

Lesson 3

Part 1 - Functional Areas of Church Administration

1. Planning

- **Clarifying the purpose:**

The first task of church administration is to lead a church to understand its purpose. A church which lives and works on purpose is much more likely to realize and fulfill its mission than a church which lives and works by accident

- **Determining the objectives of the church:**

- ***Definition of objectives:***

An objective is a statement of a result consciously accepted as a desired outcome of a given process. The objective is the factor controls the possible ways of responding to a given situation. In other words, it introduces foresight into a process and uses the anticipated outcome in directing the ministry process. The church must therefore define its objectives.

- ***Objectives***

- Serve as practical guides for ministry planning in order to fulfill the church's purpose Objectives reflect values that are important to the church.
- Direct the efforts enable the church to move with assurance in the direction it feels God wants it to move.
- Are also standards for selecting means to enable the church to accomplish its goals.

- ***Questions that need to be asked for each proposal of the church include:***

1. Is this in character with our church objectives?
2. Would this help move us toward our objectives?
3. Are there other choices that might do more to move us toward our objectives?

- **Developing ministry plans**

- In planning it is important to do the following:

- Determine the reason for what you want embark upon.
- Discuss what you want to achieve.
- Determine the direction you want to take.
- Think in advance what points along the way through which you ministry will have to pass.
- Look forward to any anticipated circumstances that you need to be aware of that may hinder or make easier the achievement of your plans.
- Determine who will be involved in carrying out the ministry and how many.
- Determine who will lead the ministry process.

- Determine the resources needed in terms of human resources, financial resources and physical resources to accomplish to plans.
 - Determine who will supply or provide these resources. Who will pay for what you want to achieve?
 - Know when will this happen.
 - Know how plans will be measured to determine whether anticipated plans will succeed.
- Planning is a valuable undertaking because:
 - It leads to progress, builds continuity in the church's programme and also reflects unity. In order to achieve unity various tasks of the church need to be planned to be supportive of one another.
 - It develops leaders.
 - The leaders that should take the leadership in planning:
 - The pastor – has a primary responsibility to whom people look for guidance.
 - The church council and the pastor lead in planning church ministries. The church council is the group with whom the pastor works to lead and develop the ministry plans
Plans involve hard work.

- **Types of planning**

- ***Basic operational plans***

This plan involves the things the church does on a continuous basis, regularly. These are things done in order for the church to survive. They include plans for worship services, Sunday school, Church training, missions, ministry plans related to conducting weddings, funerals, ministry to the needy.

The purpose of these plans is to make the church more effective in quality, more efficient in process and less consuming of resources

- ***Advance planning***

This kind of planning involves reaching out for new people to be brought to Christ, developing of new ministries, improvement in quality, such as the training of manpower

- ***Annual planning and long-range planning***

This involves making yearly plans by the pastor, church council and organizational councils and ministry committees.

Such plans include those dealing with ministries of reaching persons for Bible study, witnessing to persons about Christ and leading persons into church membership, equipping church members for discipleship and personal ministry, equipping church

leaders for service, providing musical experiences in congregational services, witnessing and ministering through music, engaging in missions activities, teaching missions, etc.

- **The basic principles of planning**
 - The church is the unit. The interests of the church, the overall fellowship must have the priority over the interests of any other entity.
 - All tasks are church tasks. In other words, they are the responsibility of the church
 - Tasks must be planned in relationship.

2. Organizing

- **Definition:**

Organizing is the arrangement of things to get a job done. Good organization includes some pattern of structure or design-an arrangement of things. Structure is how a church or ministry is organized in order to perform the work. It consists of hierarchy, the roles and responsibilities, the lines of decision-making authority and the informal networks that exist to create organizational sub-units. Structure also defines what the employees need to do and with whom.

A church may be structured by function (e.g. building and facilities, missions and evangelism, education and nurture, ministry, worship, youth work, men's work, women's work, stewardship, etc.). The church as a people-oriented ministry achieves its best results by organizing around target groups instead of departments. In order to bring life to this structure one must bring people. People are the ones who have a job to do.

- **Benefits of good organization:**

- Good organization distributes the work load (See Jethro's example in Exodus 18:17-23). No one person is enough or good enough to do it all alone. There must be others to share the work.
- Good organization places responsibility where it belongs. God has given a variety of gifts. Each person is responsible for the best use of gifts in relation to the whole body, the church.
- Good organization reduces confusion - the workload is well-distributed as responsibility is placed where it belongs.
- Good organization helps avoid overlaps or unnecessary duplication of effort.

- **Determining good organization:**

In determining good organization, there is need to ask the following questions:

- Is there a job to do?
- Does the need fall in the responsibility area of an existing officer, committee or organization?
- Can one person do the job effectively?
- Can a special group do the job as a temporary project?

- **Principles of good church organization:**

Good organization will:

- Reflect the church's theology.
- Good organization should lead towards defined goals. It should reflect the direction in which it is proceeding.
- Good organization should be as simple as possible.
- Good organization should be flexible. It should expand as needs justify.
- Good organization groups similar jobs together.
- Good organization matches responsibility with authority.
- Good organization establishes clear guidelines.

- **How to make the church organization to work:**

Good organization does not just happen. There are practical principles that must be followed, namely:

1. It must be kept simple
2. Duties must be put in writing
3. eliminate overlapping duties
4. Make sure that each organization in the church has a meaningful job to do.
5. Do not by-pass people in the organization
6. Put your best workers at key positions
7. Help people to see the bigger picture, which is to work toward the accomplishment of the same overall goal.
8. Set up opportunities for communication
9. Continually evaluate the way the church is organized
10. Ask for reports.

3. Legal basis of the church organization

- **Church Constitution and Bylaws:**

The constitution consists of the fundamental truths and principles held by members of a church to determine its established beliefs, organizations, practices and customs.

The church constitution also reflects the basic truths and the settled rules of action related to the function, direction and the control.

In a written constitution are placed those items most treasured and enduring such as:

1. A Preamble, which sets forth the purpose of the constitution.
2. The church name, in the official form to be used for church business and legal purposes.
3. A statement of the church's purposes or objectives.
4. A statement of basic beliefs of doctrinal nature.
5. A church's covenant reflecting the commitment of members to one another in light of their commitment to God.
6. A statement of polity and relationships.

Bylaws are written rules or guidelines agreed upon by the church members for regulating and directing the church's own internal affairs, dealing with others, and government of the

members. They focus on procedural matters which might be subject to change more often than would the constitution.

The kinds of items frequently found in church bylaws include:

1. 1) A church membership section. It deals with how members are received and oriented, rights of members, membership termination, and discipline of members.
2. 2) A section on church officers and committees and their selection, responsibilities and termination
3. 3) A section on church programme organizations and services
4. 4) A church council section, also explaining the group's
5. work in relation to church ministries and programmes
6. 5) A section on church ordinances that sets forth the modes and procedures for their observance
7. 6) A church meetings section, establishing the patterns of meeting for worship, special services, regular and special business meetings, establishing a quorum, and identifying the rules of order the church will observe as authoritative.
8. 7) A section on church finances, establishing procedures and responsibility for effectively caring for the church's financial resources.
9. 8) A church operational manual that sets out the authorization and directing the establishment and maintenance of church policies and procedures in the many areas of administrative concern in a church.
10. 9) A section on amendments, indicating how both the constitution and bye-laws may be changed in an orderly manner.

- **Incorporation of churches:**

A church should be legally incorporated in order to show that it is also to be treated collectively as a body of persons, rather than singly as individual members.

The church is a body of persons, not individuals who are free to sign contracts, transact business and commit the church for debts. Also, individuals in the incorporated church are not subject to legal process as are individuals apart from the body, the church. Without incorporation, each individual is singly responsible for the total indebtedness of the church.

Organization involves the arrangement of human, financial and physical resources in order to get the job done.

4. The organizational roles that help support church operations can include the following:

- **Church Council:**

This organization is responsible for planning, implementing and evaluating the work of the church and its ministries and organization. In this regard, it formulates objectives and sets standards for any activity in the church. It provides adequate communication among church officers, organizations and committees. It works as a nominating committee. The church council prepares the annual calendar of activities.

- **The Pastor:**

- *His profile:*

The pastor should be one called by God and spiritually qualified. He must love God and His people. He must have a servant spirit; must have basic leadership qualities. He should be able to preach and teach.

○ *His responsibilities:*

The Pastor's responsibilities include proclamation of the gospel of our Lord Jesus Christ, teaching the Biblical revelation, engaging in pastoral care ministries, providing administrative leadership in all areas of church life and to act as the chief Administrator and providing godly example.

- **Church secretary**
- **Treasurer**
- **Education and nurture committee (led by the Director of church education):**
 - This committee is responsible for the teaching ministry of the church
- **Deacons' council**
- **Trustees**
- **Worship committee**
- **Evangelism and Missions committee**
- **Fellowship committee** –responsible for family ministry, recreation, visitation
- **Ministry committee**
- **Auxiliary bodies-** namely, men, women, youth, children

5. Administering Human resources

Before embarking upon the discussion of the subject of human resources it is important to look at the specialness of the people we call the church. People are more than means to the end. In other words, we should not see people just as resources. Leaders must treat one another with respect, dignity and sense of worth that people deserve. This dignity comes from the esteem that in which God Himself holds persons. Thus, people must not be treated as things. Leaders must be Christ-like as they deal with people.

Human resources administration is very complex. In human resources administration consideration must be made with regard to the commitment and availability of people, their potential, their assets, whether personal or financial and other category.

- **Volunteers and Staff:**

For administrative purposes, one way of looking at people is to see them in two clusters;

- **Volunteers:**

Volunteers form the backbone of so many ministries. If you want to add to your activities without a lot of new financial resources, you have to add more volunteers and make current volunteers more productive. If the church wants to attract and hold them, they have to put their competence and knowledge to work. They have to offer meaningful achievement. Ensure that the volunteers' time is spent on actual ministry. Create a steady pipeline of volunteers by running discipleship class specifically targeted to launch people into ministry. Once a volunteer is on board involve them in meaningful ministry before their enthusiasm wanes. Do not spend a lot of time in pre-serving training.

The most effective way to motivate and hold veterans is to recognize their expertise and use them to train newcomers. Seek to build community in each ministry, since people who have friends in a ministry tend to stay in a ministry. Afterwards, relationships become the key to retention. Celebrate and publicly praise volunteers for their efforts and accomplishments. Volunteers who own their ministries excel in their ministries-and they energize others to join them.

- **Staff:**

This category of human resource serves in places of responsibility at the request of the church. These receive some financial remuneration.

The pastor's role in working with volunteers include:

- i. Publicly support the work of volunteers by word of mouth and deed
- ii. Presence at and counsel in meetings of workers and at stated times of work.
- iii. Find ways of encouraging and supporting volunteers.

- **Church members:**

Church members deserve the kind of care that shares in their joys and in their sorrows. They need and deserve leadership. They are entitled to consideration and equality of opportunity, privilege, expectation, and responsibility in keeping with their readiness. They should be led to participate by voice and by vote as needed. They have responsibility to give financially and to receive support through prayer and personal encouragement. They should give and get cooperation. They should also receive reports and information as the body may desire and without inferences of suspicion as to motive when not deserved. Members have the right to determine their leaders, to hold them accountable, and to recall them by church-endorsed processes.

Part 2 - Administering Physical Resources

Priority of people: Even though caring for and administering the various resources of the church very important, always remember that people and relationships come first. Physical resources can be replaced in time, but people cannot.

Physical resources are the things of church administration. Our ministries to the needs of people can often be enriched and made effective if we have the things we need. These things must be the right things, in the right quantities, in the right condition, at the right place, the right time and the right price. There are four major groupings which call for administrative attention: -

- a. Curriculum materials
- b. Supplies
- c. Properties
- d. Equipment and furnishings.

- **Administering Financial resources**

- **Importance of financial resources**

The importance of financial resources pertains to its necessity to be used to provide physical resources to those persons who staff the church so that ministry plans can be carried out in order to allow the church to move toward its objectives and realize its purposes.

○ **Definition**

These resources are the money, the knowledge, the skills, the attitudes, the commitment, which help make available those human and physical resources needed to implement the ministries of a church. However, many services are rendered in the life of a church that do not require payment in money.

Fortunately, church leaders do not have to put an exact monetary value on knowledge, skills and attitudes, and commitments which are indeed of value to the church.

○ **Administrative responsibilities regarding money:**

The church should develop an adequate perspective about money. Jesus frequently referred to money and spoke about our relationships to money. It is right and healthy in a church to be open and realistic about money, and not as though it has no spiritual dimensions. Our perspective about money should be in line with the Lord Jesus' teachings. The Christian view of material things is basic. It involves the members' support of the ministries of the church and adequate provision for the care of those who serve as ministers. Members of the church should also be led to develop an adequate perspective about money.

The church should also develop a budget. This is a comprehensive financial plan that reflects the specific amounts of money allocated from anticipated income for supporting the church's ministries and related expenses for a definite period of time. The church may engage in formulating a line-item budget or a ministry-action budget

Ministry-action budgeting involves the preparation of ministry proposals; evaluation of programme proposals, preparation of the budget and presentation of the budget to the church for approval. This is followed by the promotion of the budget through the request to members to give support of the budget of programmes. The treasurer should report monthly on the budget on the following items:

- a. Money given and how it was used in support of programmes
- b. Progress in the ministry/programme goals.
- c. Anticipate sources of income. In so doing avoid legally or ethically questionable money-making projects
- d. Secure commitment to support the Budget
- e. Use orderly plans for receiving the money. Any plan requires maximum security of funds.
- f. Systematize counting and banking.
- g. Record monies received
 - Use standard procedures for requisitioning, disbursing and purchasing

- Use adequate accounting and auditing procedures
- Report appropriately to the church

Note that the administration of a church's financial resources is a very important and sometimes complex area. A church needs the help of a good number of faithful people to see that the finances are well administered.

Part 3 – Review & Discussion

Read exodus 18:17-22 and answer the following questions: -

1. What organizational principles have you identified in the passage?
2. How are these principles being practiced in your congregation?
3. Why is it important for church leaders to understand the purpose of the church?
4. What is meant by objectives? What value do church objectives have in the accomplishment of the church purpose?
5. Why is planning important in the church?
6. Discuss the three most important resources of the church.
7. How can you enlist and retain volunteers?
8. What are the entitlements and responsibilities of the church members?
9. Why is a budget necessary in the ministries of the church?
10. How is money received and accounted for in your church?
11. What safeguards has your church provided for the safety of church finances?
12. Should money be spent as soon as it is received or should it be recorded in the church account books and then banked for release when requisitioned?
13. Evaluation:

Visit at least three churches in your association and investigate how the principles of planning, organizing and controlling are being practiced and write a report for presentation at the next session.

In particular, how is money received accounted for in the churches that you visit? What control measures have these churches put in place for the control of the income and expenditure of church money?

Lesson 4

Part 1 - Directing or Supervising

Directing or supervision is a very important stage in the administrative process. It involves the use of these nine critical skills:

1. Leadership:

The leader should inspire those he leads attain the church's objectives with maximum application of its capabilities. The nature of leadership demands the ability to invent and use appropriate motivators and the ability to inspire and to animate followers to apply their full capabilities to a project. Leadership must fulfill the Biblical requirements of a leader (Titus 1:6-8; Luke 22:26; Hebrews 13:17; 1 Corinthians 9:16).

2. Ministering by objectives

This skill aims at stating the specific accomplishment expected of each individual in a specific period of time. The worker/committee is evaluated on the basis of accomplishments made in a specific time.

Three things are needed if this technique has to work:-

- First, there must be agreement between the worker/committee and the church council on major objectives for a given period of time. Plans must be developed for purposes of determining the ways and means and also the time the objectives have to be accomplished. Agreement on the yardsticks for determining whether the objectives have been met.
- Second, the church must work with church organization leaders, officers and committee. The church as a whole cannot do all the detailed work necessary to carry out the basic decisions that are made in a church business meeting. Church committees perform the needed service in assisting the church to perform its administrative work. Thus the committee assists the church in planning, performing its tasks and making decisions. In order to do so the church should develop committee duties.
- Third, the church should require periodic written and verbal reports from the committees that are inspiring in order to inform the church about the committee's work, develop a spirit of achievement, provide promotion for committee work and serve as an evaluation tool.

3. Teamwork:

This skill/technique involves doing work by means of teams of people of diverse knowledge, skills, voluntarily and according to logic of the situation and demands of the task. In order for the skill to function well, there must be a clear purpose and common task that everyone in the group understands and is committed to and that each member of the group has a clear idea of his or her own job and how it relates to the work of others. Individual members must understand the work and duties of others. But there must be flexibility.

The team needs a committed and visionary leader. There must be communication, loyalty, confidence in every member.

4. Delegation:

This skill involves the commitment of authority, power, to an agent such as a committee or board. The biblical basis of delegation is derived from Exodus 18, Acts 6; and 2 Timothy 2:2. The skill of delegation is a key to a church's effectiveness. No one person can do all the tasks associated with an administrative role. In delegation there must be a clear definition of activities, unity of command, expectation of results and authority to achieve on the delegator, parity between authority, accountability and responsibility.

5. Time management

The church administrator must ensure that he pays attention to the use his time. In order to control the use of his time, he needs to learn to say, "No" to many duties that are not linked to his priority activities. Where he realizes that he needs to do more work he needs to learn the skill of delegation above and therefore delegate some of his authority to a subordinate in order to concentrate on more important aspects of his work and also create opportunities for others to take on more responsibilities.

He should also learn to make arrangements with colleagues for rational distribution of work. Besides, he needs to plan specific periods of time when he should do specific jobs.. The administrator should deliberately practice the use of a systematic "daily diary". In addition he should use a 'things to do list' that should indicate constraints, namely, things he is unable to do and demands, that is things he must do.

The administrator should have a monthly, weekly, and daily lists of priorities. In setting priorities he should remember to take note of the time that is spent on travelling. Meetings must serve a useful purpose while tasks must be carried promptly without continuous postponements.. In other words, he should deal with tasks once and for all. The problem of delay in implementing decisions can be accomplished by getting started and breaking large tasks into smaller protions.

Finally, the administrator should remember that pastoral priorities change due to unexpected deaths, emergencies or personal illness. For this reason he should plan for the unexpected by avoiding delay in carrying out tasks and also by amending plans due to changing priorities.

6. Communication, coordination and cooperation

This skill involves the inter-change of thought or information to bring about mutual understanding and confidence or good relations.. It is the means by which behavior is modified, change is effected, information is made productive and goals are achieved. Therefore, the purpose of communication is influence action in the direction of the church welfare. Communication must follow the following principles if it has to accomplish its purpose. First, the quality of the message, that is, it must be clear. Second, the condition under which the message will be received should be one that promotes the integrity of the church. To this extent, the leaders of supporting ministries must not be by-passed in the communication process. Third, the administrator must supplement the communication channels of the formal organization, the administrator should also use an informal approach either personally or through others in order to establish contact with situations which would

evade him.

7. Managing change

The administrator must be a change agent. To this effect he must strive to overcome resistance to change by those under his direct influence. In order to achieve change, the administrator should embark upon good communication, an explanation of the purpose for change, its timing and the anticipated organizational effect. In the process he must allow time for people to get used to the idea and to assess the effect of change on any informal organization to which the followers belong.

8. Managing conflicts

Conflict is inevitable but it must be dealt with in the way the Bible has outlined. (Matt. 5:23-24; 18:15-17; 18:21-22). The first step in conflict management is to establish the parties to the conflict followed by the identification of the problem and finally, for the parties to the conflict to mutually search for solutions to each problem. Thereafter, if the conflict has gone beyond the stage of reconciliation and negotiation, it should be dealt with by mediation. In mediation, the following ground rules must be looked at carefully:

- The right for one to own views, opinions, feelings and desires.
- The right to be heard.
- The right to ask questions.
- The right to be treated in the same measure of grace.
- The right to relate with Christ-like love, openness, honesty, compassion and concern for others.
- The right to well-being, patience and forgiveness.

Having established the rules an opportunity must be furnished for all sides to be heard. Then each issues must be worked out one at a time. In addition, people must be helped to see where they need to confess and forgive. They must also be helped to be concerned for each other's legitimate interests. Finally, it is important to identify potential solutions and afterwards, choosing the best alternative.

9. Decision-making

The importance of decision-making is depicted in the following statements from famous contemporary Christian leaders. Carl F. George says, “. . . Everyone knows leadership involves making decisions; that's what we get paid for”, as the saying goes . . .”⁷ Additionally, according to Blackaby and Blackaby, decision-making is “. . . a fundamental responsibility of leaders. . .”⁸

Church leaders are the ones who ultimately make the choices. They select from among alternatives what course of action requires to be taken. Church members need the assurance that their leaders are capable of making wise and timely decisions. These administrative decisions produce actions that result in the operation of the church. Collectively, the decision of administrators give form and direction to the behavior of the church.

After the leaders have made decisions they must accept the consequences and admit the mistakes made, if any, and stand by their decisions. Spiritual leaders must ensure in the

⁷ Harold Myra (ed), *Leaders*, (Waco, Texas: Word Book Publishers, 1987), 124

⁸ Blackaby, Henry and Blackaby, Richard, *Moving People on God's Agenda: Spiritual leadership*, (Nashville, Tennessee: Broadman, and Holman Publishers, 2001), 178-179

decision-making process they must cultivate their relationships with God. To this extent they must seek God's wisdom and vision through prayer.

10. Motivation, modeling, mentoring, evaluating, and encouraging

The church administrator must ensure that he or she motivates those under his charge, model a Christian leadership lifestyle, promote mentoring relationships, encourage other workers and be able to continually evaluate the work.

11. Working with church officers, organizational leaders, and committees

Since the church as a whole cannot do all the detailed work necessary to carry out the basic decisions that are made in a church business meeting, church officers, organizational leaders and committees perform a needed service in assisting the church to perform its administrative work. For this reason, the church should delegate its authority to these entities so that they assist the church in planning, help the church perform its tasks and help the church to make decisions.

In order to do this, the church must develop committee duties and ensure that they report their activities to the church periodically through inspiring, challenging and written reports.

Written reports are the means the church has for knowing what it is doing.

Part 2 – Review & Discussion

1. What is meant by supervision?
2. How is this function practiced in your church?
3. Discuss the extent of the application of supervisory skills in your church
4. Which one of these skills is commonly practiced?
5. Evaluation: Examine how your church implements the administrative skills of supervising. Write down how the skill of working with committees works in your congregation.

Lesson 5

Part 1 - Controlling

Administrative control has been defined as, “. . . the review of actual progress by comparison with the plan and observation of the variance or deviation . . . “⁹ In another place Tidwell defines controlling as, “. . . determining what is being accomplished, that is, evaluating the performance and. If necessary, applying corrective measures so that the performance takes place according to plan”¹⁰Controlling involves the review of actual progress by comparing the plan with work done through the observation of the variance or deviation and afterwards, applying corrective measures.

- Controlling asks the following questions:
 1. How can a church accurately keep up with what it is accomplishing?
 2. How can a church give direction to its activities in ways that keep the activities on track toward the intended outcomes
 3. How can a church compare its progress with its plans and apply as necessary the corrective measures so that performance takes place according to the plans?
 4. What are the instruments a church might use to give administrative guidance as it moves toward its objective and fulfill its purpose?
 5. The control process involves three steps:
 - a. Establishing standards
 - b. Measuring performance against these standards
 - c. Correcting deviations from standards and plans.

- **Establishing Performance**

Standards are the established criteria against which results of the implementation of the plan can be measured. Standards represent the expression of planning objectives, purposes and goals of the church in such a way that the actual accomplishment of assigned duties can be measured. Standards can be in the form of church planting efforts, the target that the church sets for itself regarding the number of prospects the church wants to reach out to, Sunday enrolment per annum, increase of financial receipts, church attendance, baptisms and other standards that the church may set for itself to attain. When the church has developed verifiable objectives that are stated quantitatively and qualitatively, these become the standards against which all its performance can be measure

- **Measuring performance against standards**

Measuring performance against standards is the second step in the control process. One way in which the church can measure its performance is by keeping records of its activities, such as membership, Sunday school attendance, records on evangelistic efforts, the performance of church ministries.. Such records are needed in order to evaluate church progress and project plans for the future. The third step in the controlling process is the correction of deviation.

⁹ Charles Tidwell, *Church Administration*, (Nashville, Tennessee: Broadman, 1985), 178

¹⁰ Ibid.

- **Correcting deviation**

After the measurement of performance, correction of the deviation is inevitable. This involves re-drawing of plans or modification of goals through re-assignment or classification of duties. This leads to the importance of record keeping.

Control devices include:

1. The church constitution
2. Church structure or organization
3. Audit of financial activities
4. Calendar of activities
5. The budget
6. Statistics pertaining to Christian education, evangelistic efforts, church attendance, etc.
7. Monthly reports, quarterly and annual reports

Part 2 – Review & Discussion

1. What control devices have you put in place to ensure that your church plans are accomplished?
2. Why is record keeping very important for the church?
3. Evaluation: As you visit churches in your association examine their record keeping and the kind of records that they keep
4. Evaluation: Examine the type of plans they have put in place and how the implementation of these plans is checked.

Church Administration

Final Evaluation

This course does not include a formal written exam. Instead, students should be guided to practice the evaluation exercises included in the review portion of each section. For your convenience, these exercises are copied in the space below. Explain the evaluation exercises in detail to the class until you are certain they have understood. In order to receive passing marks, the instructor should be satisfied that each student has actively participated in class discussions and activities, and that each student has demonstrated reasonable understanding of the material introduced throughout the course lectures. If this is the case, the instructor may award a passing mark while exhorting the students to continue to practice the evaluation exercises in their home communities as they seek to continue growing in their church administration knowledge and skills.

Evaluation Exercises

1. Evaluation: Search the scriptural passages indicated in your notes and identify the characteristics of the nature of the church.
2. Evaluation: Write down a report about how your church makes decisions. Which people mostly make decisions? How are your members involved in making decisions affecting your church?
3. Evaluation: Visit at least three churches in your association and investigate how the principles of planning, organizing and controlling are being practiced and write a report for presentation at the next session.
In particular, how is money received accounted for in the churches that you visit? What control measures have these churches put in place for the control of the income and expenditure of church money?
4. Evaluation: Examine how your church implements the administrative skills of supervising. Write down how the skill of working with committees works in your congregation
5. Evaluation: As you visit churches in your association examine their record keeping and the kind of records that they keep
6. Evaluation: Examine the type of plans they have put in place and how the implementation of these plans is checked.