

Update on Field Redeployment and International Headquarters Redesign June 15, 2006

Overview

Where We Have Been

For several months now, we have been engaged in the process of redesigning the International Headquarters of the church and reconfiguring the deployment of field staff. We have done so to better align the resources and energies of the church with its mission priorities and to achieve a sustainable budget. Along the way there has been vision, struggle, prayer, tears, hope, grief, and faith. The staff of the church are to be commended for the integrity and character with which you have related to this entire process.

Why We Have Gathered Today

- To receive additional information about the redesigning of the church's International Headquarters and the redeployment of field staff.
- To simply be together. In challenging times, people who genuinely care for one another need to be together. Consequently, we are here.
- To worship. In the midst of all that life brings, our relationship with God is what gives our life and relationships their ultimate meaning.
- To affirm our hope for the future—for all of us.

Budget

Has income from contributions improved this year?

Yes, it has improved greatly. We had expected \$9.5 million in World Ministries Mission Tithes for fiscal year 2006. We now expect to receive more than \$11 million this fiscal year. That is the biggest news in an improved financial picture: Community of Christ contributors have really stepped up and committed with their dollars to the ongoing mission, message, and identity of the church.

Has the increase in contributions made a difference in our planning?

Yes, a big difference. At the June 2005 World Conference we told the church to expect a 20–25 percent decrease in the overall budget. Taking into account every source of income, the sustainable budget that begins January 1 will have a 15 percent decrease in the overall budget, which is better than what might have been. The field redeployment and headquarters redesign that are being presented have benefited significantly from this income increase.

How confident are we that this new budget is sustainable?

The Presiding Bishopric, in consultation with the rest of the World Church Leadership Council, uses a long-term sustainability forecast to project the effect of all income sources on our budget. We have done our best to predict how members will respond with their contributions, as well as how our investments will perform, using methods that are neither too risky nor too conservative. Barring a sustained downturn in contributions, we expect to be able to maintain, into the foreseeable future, the ministerial staff and service levels we will have in place on January 1, 2007.

How can staff help?

Thank people for contributing to the worldwide mission of the church. Make sure they know that their contributions have made, and will continue to make, a difference. Consistently teach and model the principles of Disciples Generous Response, including balanced giving to local and world mission tithes.

World Church Leadership Council

Introduction

First and foremost, on behalf of the World Church Leadership Council, I want to express our sorrow that reductions in field and headquarters staff became necessary because of the need for organizational redesign and limited financial resources.

Terminology

A word about terminology: Over the past several months we have received feedback that the term Mission Support Ministries, which we had been using to describe headquarters operations and functions, while truly descriptive of our intent, was not easy to communicate or translate for the church at large. After listening to various perspectives, our sense is that the term “Community of Christ International Headquarters” will work best in most settings throughout the world. We may use various internal phrases to help us define our work, but in terms of our field and public communications, “International Headquarters” will be the designation we will use in the days ahead.

WCLC and Support Staff

1. Questions have arisen regarding how the World Church Leadership Council and support staff will be impacted by the headquarters redesign.
2. The World Church Leadership Council provides leadership to the whole church in terms of apostolic fields, international headquarters support ministries, World Church boards and committees, and relationships with affiliate organizations.

Basic aspects of the placement, functioning, and relationships of the presiding quorums in church organization are provided for by scripture and church bylaws.

3. The focus of the current redesign process is on headquarters support ministries for the worldwide church. It is not a redesign of the entire church structure. For example, redesign in field organization has already occurred through the implementation of the mission center model.
4. Because the responsibilities of the World Church Leadership Council reach across the entire church, there are some functions that are headquarters related and some that are field related and some that relate to the whole church, such as World Conferences and World Church boards, and committees. In other words, the World Church Leadership Council and support staff relate to various types of organizational models within the overall church structure.
5. The World Church Leadership Council and support staff (appointees, executives, and staff assistants) will relate to the headquarters organizational model through the following:
 - Assignments that include supervision of different aspects of headquarters
 - Implementation of enrichment group principles for staff care and development
 - The organization of teams in different functional areas unique to the World Church Leadership Council and related responsibilities
 - The availability of personnel to serve on headquarters chartered teams when needed and appropriate
6. The World Church Leadership Council and support staff will relate to the fields by supervising and supporting field staff and mission centers, which, in turn, support and oversee congregations.
7. The persons serving in the World Church Leadership Council and Support Staff group are as follows:
 - Steve Veazey, President
 - Ken Robinson, Counselor to President
 - Dave Schaal, Counselor to President
 - Replacement at World Conference, Presiding Evangelist
 - Bill Barnhard, President of the Quorum of High Priests (Replacement upon Bill's Retirement)
 - Bill Barnhard, Director of Human Resource Ministries (Scott Murphy upon Bill's retirement)
 - Becky Savage, Director of Leadership Development
 - Jim Slauter, President, Council of Twelve/Director of Field Ministries/Young Adult and Campus Ministries
 - Linda Booth, Apostle, Southern USA Mission Field/Secretary, Council of Twelve, Planting Ministries/Contemporary Christian Ministries

- Dave Brock, Apostle, Pacific Mission Field/Hispanic American Ministries/Native American Ministries
- Bunda Chibwe, Apostle, Africa Mission Field
- Stassi Cramm, Apostle, Michigan USA Mission Field/Director of Mission Support Ministries/African-American Ministries
- Mary Jacks Dynes, Apostle, Canada and North Central USA Mission Field
- Ron Harmon, Apostle, East Central USA Mission Field/Spec and IYF/Urban Ministries
- Jac Kirkpatrick, Apostle, Asia Mission Field/Director of WorldService Corps
- Dale Luffman, Apostle, Central USA Mission Field/Singles Ministries/Theological Education Ministries
- Rick Maupin, Apostle, Latin America and Caribbean Mission Field
- Susan Skoor, Apostle, Western USA Mission Field
- Len Young, Apostle, North Atlantic (Europe/USA) Mission Field
- Bob Kyser, Senior President of Seventy/Missionary Ministries
- Larry Norris, Presiding Bishop
- Steve Jones, Counselor to Presiding Bishop
- Paul Davis, Counselor to Presiding Bishop
- Bruce Lindgren, World Church Secretary (Andrew Shields upon Bruce's retirement)
- Sue Sloan, Executive Assistant to the First Presidency
- Cathy Loving, Administrative Specialist, Office of the First Presidency
- Linda Rounds, Administrative Assistant, Office of the First Presidency, Presiding Evangelist, Leadership Development, and Ecumenical and Interfaith Officer
- Wallace Smith, President Emeritus
- Gail Mengel, Ecumenical and Interfaith Officer
- Ken McLaughlin, Temple Ministries and Special Projects
- Gregg McDonald, Executive Assistant to the Director of Field Ministries
- Richard Betts, Coordinator of WorldService Corps
- Jeanette Hicks, Program Specialist, WorldService Corps
- Marilyn Hakes, Administrative Assistant, Office of the Council of Twelve
- Lisa Soignier, Administrative Assistant, Office of the Council of Twelve
- Becky Reiss, Administrative Assistant, Office of the Council of Twelve, Presidents of Seventy, and Missionary Ministries
- Diane Martin, Executive Assistant to the Presiding Bishopric
- Randall Pratt, Executive Assistant to the Presiding Bishopric
- Replacement, Administrative Assistant, Office of the Presiding Bishopric

8. Early Retirements:

- LD Harsin
- Bruce Lindgren

9. Total Reductions at This Point:

- 1 Executive Minister (Not replaced)
- 1 Staff Assistant (Not replaced)

Leadership of the WCLC and Support Staff

Overall leadership and coordination for the World Church Leadership Council and support-staff area will be provided by the First Presidency (World Church Leadership Council and direct reports) and Sue Sloan (executives and staff assistants).

Field Redeployment

Council of Twelve Strategic Missionary Planning and Staff Redeployment

1. Congregational emphasis on church identity, message, and mission promoted and supported by field staff throughout the world
2. Strategic missionary opportunities identified by Council of Twelve and shared with the field:
 - Congregational Support Ministries (Identity, Message, and Mission)
 - Church Planting Ministries
 - Young Adult Ministries
 - Ministries to the Vulnerable (to include ministries to children and youth)
 - Ministries to Nondominant Culture Groups
3. Field Mini-Summits held with staff in each field to review, discuss, and provide input to the Council of Twelve
4. Council working together to project field staff redeployment models to align with strategic field missionary opportunities that meet sustainable budget targets for the field

Field Redeployment Projections to Meet Sustainable Budget Targets

- Total Congregational Support Budget reduction of \$2,448,000
- Field Appointee position reductions of 20 FTEs (110 to 90) (-18 %)
- Field Specialist position reduction of 22 FTEs (101 to 79) (-22 %)
- International Field Specialists position reduction of 2 FTEs (72 to 70)
- International Field Budget reductions of \$53,339
- International Field Support Staff reduction of 1 FTE
- Reductions reflect a combination of regular/early retirements, voluntary separations, and downsized positions in the field

Local Funding Support to Field Budget

- Local funding support was increased by \$290,931
- Resulting in a 9 FTE increase

New Field Positions Funded in FY 08 Budget in Alignment with Missionary Opportunities

- Hispanic Ministries Leadership and Development
- WorldService Corps Staff/C-12 Executive
- Young Adult Minister/Michigan
- Missionary Asia (India)
- Church Planter Africa
- Church Planter Latin America
- 2 Graceland Graduate Assistant Interns (young adults)
- 11 Field Officers Positions (FSX) for MR & Vehicle—this is a new category of employment that has resulted in significant field budget savings lessening the need for further staff reductions

Current Field Position Postings

- Stone Church-Central Field
- Hispanic Leadership Development
- Michigan Field Young Adult Minister
- Graceland Associate Campus Minister
- 2 Locally Funded Field Specialist Positions
- Additional postings will evolve as our process continues
- Interested persons should check with Human Resources for current status of postings

International Headquarters

Ministry of Headquarters from the Voices of Staff

1. Shaping, Promoting, and Integrating Identity, Message, and Mission
 - a. Shaping identity/message/mission via dialogue with the church throughout the world; communicating in multiple languages and multiple media
 - b. Process for quick communications and dissemination of message in multiple languages and multiple media
 - c. Community Relations
2. Leadership Training and Development
 - a. Training and preparation of staff
 - b. Training and preparation of pastors
 - c. Training and preparation of priesthood

3. Disciple Development
 - a. Program for Community of Christ disciple formation (inner journey): education/training/formation relative to faith/beliefs/identity, etc.
 - b. Worship assistance “universals” to congregations
 - c. Faith in action (outer journey) [This refers to “hands-on” opportunities for sharing in ministry.]
4. Administrative and Technical Services

Review of Conceptual Framework

1. Enrichment Groups
 - a. All headquarters staff are assigned to one of four enrichment groups. The four enrichment groups center around the following skill sets:
 - i. Facilities, Guides, Historic Sites, etc.
 - ii. Legal, Fiscal Services, Human Resources, etc.
 - iii. Message Shapers and Deliverers, etc.
 - iv. Volunteer Service
 - b. Enrichment groups
 - i. Where staff are assigned and supervised
 - ii. Where persons with similar giftedness are assigned
 - iii. Do not produce products, engage in projects, or coordinate events
 - iv. Primary purpose is the pastoral care and holistic development of its members
 - c. The final name of each enrichment group will be determined through a participative process that engages the members of the enrichment group.
2. Enrichment Group Leader Responsibilities

Enrichment group leaders have four primary stewardships:

 - a. Professional development of group members
 - b. Pastoral care of group members
 - c. Appropriate, well-balanced workloads of group members
 - d. Employee supervision (in dialogue with team leaders) via annual planning and evaluation process
3. Enrichment Group Leaders
 - a. Carina Lord Wilson—Facilities, Guides, Historic Sites, etc.
 - b. Susan Naylor—Legal, Fiscal Services, Human Resources, etc.
 - c. Jane Watkins—Message Shapers and Deliverers, etc.
 - d. Shelley Ruhlman—Volunteer Service
4. Teams
 - a. Work gets done by teams “chartered” by the World Ministries Coordinating Team
 - b. Teams created with personnel from any of the enrichment groups, and may include staff and volunteers in the field

- c. Support-service teams will be chartered for ongoing activities
 - d. Project teams will be chartered for specific initiatives
 - e. Several teams have been chartered by the World Ministries Coordinating Team but additional teams will be required
 - f. The Implementation Team will be making recommendations to the World Ministries Coordinating Team as to what teams need to initially be in place as we begin the transition to the new organization in September
5. Team Leaders
- a. Persons designated to organize and coordinate the work of a specific team in relationship to the purpose of its charter
 - b. Advocates for “getting the job done,” which means accomplishing the goals and providing the deliverables identified in the team charter

Finalizing the Design

1. The World Ministries Coordinating Team chartered the Implementation Team with the following objectives:
 - a. To finalize the redesign to include staffing the structure and development of the process to ensure that the design satisfies the objectives established by the World Ministries Coordinating Team and the design goals established from the input of staff at the September 2005 Summit
 - b. To develop and implement a transition plan and change management process for moving from the current organization to the redesigned organization by January 1, 2007
 - c. To charter sub-teams as necessary to complete the objectives of this team
2. The Implementation Team has now completed the work to determine the final staffing of the redesign for the International Headquarters.
3. This was accomplished by focusing on what skill sets were necessary to provide the greatest flexibility in responding to the design goals established by the September Summit.
4. The next step of the Implementation Team is to develop the plan for transitioning from the current organization to the redesigned organization.
 - a. Focus on how ministries and services are accomplished in the redesign
 - b. Result in a group of draft charters for various teams being sent to the World Ministries Coordinating Team for review and approval

Final Full-Time Equivalents (FTEs) Distribution by Enrichment Group

1. Facilities, Guides, Historic Sites
 - a. Staff Assistants—24.20
 - b. Staff Executives—10.00

2. Legal, Fiscal Services, Human Resources
 - a. Staff Assistants—18.00
 - b. Staff Executives—22.75
 - c. Appointee—1.00

3. Message Shapers and Deliverers
 - a. Staff Assistants—12.50
 - b. Staff Executives—32.77
 - c. Appointee—1.00

4. Volunteer Service
 - a. Staff Assistants—0.5
 - b. Staff Executives—1.0

Incumbent and New Position Detail by Enrichment Group

E-grp	FTEs			Incumbent &	Position Title
	App	SE	SA	Filled Positions	
1		1.00		Carina Wilson	Enrichment Group Leader
1		1.00		INTERVIEWS IN PROGRESS	Event Manager
1			1.00	Steve Jackley	Daytime Housekeeping/Events
1			1.00	Tom Huffman	Daytime Housekeeping/Events
1			1.00	Rodolfo Martinez	Daytime Housekeeping/Events
1			1.00	Dusty Burnham	Daytime Housekeeping/Events
1			1.00	Amancio Villar	Evening Housekeeping
1			1.00	Steve Moss	Evening Housekeeping
1			1.00	Kim Xayaphet	Evening Housekeeping
1			1.00	Tonya Howery	Evening Housekeeping
1			1.00	Carol Jourdan	Evening Housekeeping/Security
1		1.00		Louie Jorgensen	Facilities Coordinator
1			1.00	Dan Ashley	Grounds Maintenance
1			1.00	NEW	Grounds Maintenance
1			1.00	FJ Cowhick	Maintenance
1			1.00	Don Moss	Maintenance
1			1.00	Kevin Dorrbecker	Maintenance
1			1.00	Hugh Wells	Security

	FTEs			Incumbent &	
E-grp	App	SE	SA	Filled Positions	Position Title
1			1.00	Jim Clark	Security
1			1.00	Doug Walker	Security
1			0.50	Lloyd Hawkins	Security
1			0.50	Gerd Buttgen	Security
1			1.00	NEW	Facilities Admin. Assistant—Mail Room
1			0.60	Linda Etcheson	Administrative Support (.4 funded by RTF)
1			1.00	NEW	Archive—Collections Associate
1		1.00		Mark Scherer	Historian
1		1.00		Lach Mackay	Historic Sites Coordinator
1			0.60	Margaret Swartzbaugh	Housekeeper .6
1		1.00		Sue McDonald	Librarian
1			1.00	Ricky Savage	Maintenance-Nauvoo
1			1.00	NEW—hold posting	Maintenance-Nauvoo (contract thru 12/06)
1			1.00	Steve Davidson	Maintenance
1		1.00		Carl Bezilla	Maintenance Supervisor
1				Linda McDaniel	Temple Store Associate (netted income activity)
1				NEW	Site Coordinator-Nauvoo (funded thru Real Estate)
1		1.00		Barbara Walden	Site Coordinator-Kirtland
1		1.00		various	Summer Help
1		1.00		INTERVIEWS IN PROGRESS	Visitor Services Specialist
TOTAL 1		10.00	24.20		
2		1.00		Susan Naylor	Enrichment Group Leader
2			1.00	Phyllis Cole	Accounting Associate-Accounts Payable
2			1.00	Margie Whiting	Accounting Associate -Accounts Receivable
2			1.00	Richard Tower	Accounting Associate -Account Reconciliation
2			1.00	Carol Stringer	Accounting Associate -Cash Receipting
2			1.00	Suzan Hudson	Accounting Associate -Inventory Control
2			1.00	NEW	Accounting Associate - Invoicing/Sub/AR/CR
2			1.00	Terry Parcel	Accounting Associate -Ministerial Reimbursement
2			1.00	Shawn Mallas	Accounting Associate -Payroll
2			1.00	Cathy Holloway	Accounting Associate -Receiving
2		1.00		Dave Brown	Controller
2		1.00		Gary Dodson	Coordinator Fiscal Services

	FTEs			Incumbent &	
E-grp	App	SE	SA	Filled Positions	Position Title
2		1.00		NEW	Financial Services Specialist-Sub/AR
2		1.00		REPLACEMENT	Financial Services Specialist -Accounts Receivable
2		1.00		Mikal Shedd	Financial Services Specialist -AP/Fixed Assets
2		1.00		Sharon Sperry	Financial Services Specialist -General Ledger
2		1.00		Greg Booth	Financial Services Specialist -International Accounting
2		1.00		Nancy Burke	Financial Services Specialist -Inv. Financial Reporting
2				Sandra Hubbard	Financial Services Specialist -Tax Specialist (netted income activity)
2			1.00	Incumbent to be announced	Estate & Financial Planning Admin. Assistant
2		1.00		Jared Fears	Funding for Mission Coordinator
2		1.00		Dick Kramer	Estate & Financial Planning Specialist
2		1.00		Ken McGowan	Estate & Financial Planning Specialist
2		1.00		Sterling Respass	Estate & Financial Planning Specialist
2		0.75		Terry Smith (contract)	Estate & Financial Planning Specialist
2		1.00		Jim Deering	Estate & Financial Planning Specialist
2		1.00		Sandra Ferguson	Funding for Mission Specialist
2		1.00		Claire Smith	Assistant Benefit Specialist
2		1.00		Francie Dickensheets	Benefit Specialist
2		1.00		Kathy Marek	Human Resources Coordinator
2		1.00		Kelly Black	Fleet/Relocation/International Specialist
2			1.00	Sharon Knapp	Recruitment/Administrative Assistant
2	1.00			Rich Kohlman	Staff Pastor
2		1.00		Michael McKinley	Attorney
2		1.00		Karen Minton	General Counsel
2			1.00	Jennifer Dunsdon	Legal Assistant
2			1.00	Penny Edwards	Paralegal
2			1.00	Bob Lewis	Paralegal
2			1.00	Katie Clark	Paralegal
2			1.00	NEW	Risk Management Associate
2			1.00	NEW	Risk Management Associate
2		1.00		Rick Boyd	Risk Manager
2			1.00	NEW	Risk/Legal Administrative Assistant
TOTAL					
2	1.00	22.75	18.00		
3			1.00	NEW	Administrative Assistant
3			0.50	NEW	Administrative Assistant

	FTEs			Incumbent &	
E-grp	App	SE	SA	Filled Positions	Position Title
3		1.00		Jane Watkins	Enrichment Group Leader
3			1.00	NEW	Customer Service Associate
3				Gretchen Booz	Customer Service Assoc. (netted income activity)
3		1.00		Jan Marshall	Customer Service Specialist
3			1.00	NEW	Customer Service Associate
3			1.00	NEW	Content Production Associate
3		1.00		Cheryll Peterman	Copy Editor
3		1.00		Mary Kohlman	Copy Editor
3		1.00		NEW	Strategic Communications Specialist
3			1.00	NEW	Production Distribution Associate
3		1.00		Jim Hannah	Editorial Specialist
3		1.00		Clint Metcalf	Graphic Designer
3		1.00		Jackie Martin	Graphic Designer
3	1.00			Larry Tyree	Language Specialist
3		1.00		Jenn Killpack	Multimedia Communication Specialist
3		1.00		Dirk Ellingson	Multimedia Specialist
3		1.00		Jaylene O'Keefe	Multimedia Specialist
3		1.00		John Pinkerton	Project Support Specialist
3		1.00		see list at end	Translators & Language Coordinators
3		1.00		see list at end	Translators & Language Coordinators
3		1.00		see list at end	Translators & Language Coordinators
3			1.00	NEW	Web Content Associate
3		1.00		Dave Wheaton	Worldwide Production Specialist
3		0.80		NEW	Learning Specialist
3		1.00		NEW	Child Disciple Formation Specialist
3		0.22		Jeri Lambert	Family Ministries
3		1.00		NEW	Missionary Outreach Leadership Dev.
3		1.00		Jan Kraybill	Director of Music and Principal Organist
3		1.00		Andrew Bolton	Peace and Justice Coordinator
3		1.00		Sandee Gamet	Conflict Mediation Specialist
3		0.25		Tony Chvala-Smith	Scripture/Theology (.75 funded by Graceland and Seminary)
3		1.00		Carolyn Brock	Spiritual Life Ministries Specialist
3		1.00		Jane Gardner	Worship Coordinator
3		0.50		NEW	Worship
3		1.00		Mikki Young	Young Adult Disciple Formation Specialist
3		1.00		NEW	Youth Disciple Formation Specialist
3				Suzanne McLaughlin	Min. Education Specialist (special funding)
3				Tom Mountenay	CPI Coordinator (funded by CPI project)

	FTEs			Incumbent &	
E-grp	App	SE	SA	Filled Positions	Position Title
3		1.00		Rick Wilton	Application Support Specialist
3		1.00		Walt Deoring	Application Support Specialist
3		1.00		Doreen Horsley	Application Support Specialist
3			1.00	Tracy Cahill	Desktop Support Associate
3			1.00	Ken Fann	Desktop/Phone Support Associate
3			1.00	Bob Haworth	Event Audio Support Associate
3			1.00	Jason Brownlee	Event Audio Support Associate
3			1.00	Margaret McDowell	IT Asset Management Associate
3		1.00		Larry Cain	Network/Groupwise Administrator
3		1.00		Steve McCrosson	System Technology Support Specialist
3		1.00		Karla Zinn	World Church Recorder
3			1.00	Faye Cooper	Membership Records Admin. Assistant
TOTAL 3	1.00	32.77	12.50		
4			0.50	NEW (hold posting)	Administrative Assistant
4		1.00		Shelley Ruhlman	Enrichment Group Leader
TOTAL 4		1.00	0.50		
ALL	2.00	66.52	55.20		
FTEs	123.72				
					Translators & Language Coordinators
					Maricor DeGuzman Esther Wanga
					Amanda Hernandez Ritha Bitota
					Cordelia Kumar Sunday Ukpong
					Mary Ooko Marie d Ramirez
					Ervelyn Bernard
					Margrate Chilolo
					Geophen Gausi
					Birsuma Mandal
					Darrell Mink

Position Change Summary

1. Full-Time Equivalents (FTE) in redesign—123.72
 - a. Staff Assistants—55.20
 - b. Staff Executives—66.52
 - c. Appointees—2.00
2. FTEs in World Ministries/Herald House FY 2006 budget—165.82
 - a. Staff Assistants—76.60
 - b. Staff Executives—85.52
 - c. Appointees—3.70
3. 25 percent reduction in FTEs from FY 2006 budget to the redesign
4. Staffing the redesign
 - a. Existing positions in redesign—90.42 FTEs
 - b. New positions recently filled—11 FTEs
 - c. People notified position not in redesign—45 people
 - d. New positions created and posted—21.8 FTEs
(1 off budget as a netted income activity)
 - e. New positions created and on hold—1.5 FTEs

Next Steps

1. Enrichment group leaders and Human Resource Ministries will fill the new positions created by the redesign.
2. Everyone will continue to function in their current organizational structure through the summer and we need to extend each other radical grace.
3. The Implementation Team will design "how" we do ministries and service in the new structure.
4. The World Ministries Coordinating Team will charter teams to accomplish ministries and services during the transition from September through the end of the calendar year.
5. Leadership will provide a staff presentation in late August or early September on the transition plan for the fall.
6. Director of Leadership Development will oversee the training of staff to successfully participate in the new structure.
7. The International Headquarters staff will fully implement the new structure by January 1, 2007.

Projected Strengths of the Proposed Design

1. Alignment with mission priorities as work gets done through the chartering of teams with highly focused responsibilities
2. Flexibility to respond to needs and opportunities and to adjust as priorities are refined
3. Greater responsiveness to the needs of the worldwide church by focusing on doing a few things well
4. Recreated processes that consider language, culture, and media needs at the beginning of the development cycle and worldwide production management
5. Professional development of staff built into the structure and expectations of the organization
6. Pastoral care of staff built into the structure and expectations of the organization
7. Relationships fostered across a worldwide staff through continual creation and evaluation of cross-functional teams
8. Increased participation of WCLC members as message shapers with input into strategic resources
9. Continued building on Herald House name recognition for customer service and resource distribution around the world
10. Greater ability to manage reasonable staff workloads through prioritization and choosing what ministries and services matter most
11. Provision for a balanced, sustainable budget

Human Resources Update

Pastoral Remarks

- Rich Kohlman, staff pastor, was unable to be with us this week because of a reunion commitment. However, Rich has been with us all week in thoughts and prayers, and we want to share a special greeting he sent to us during the week. This greeting was shared with some staff earlier this week, but the message is relevant to each of us.

What are the next steps for staff?

- Currently there is one appointee position from the field redeployment posted and open for applications.
- Currently there are five field specialist positions from the field redeployment posted and open for applications.
- There are now twenty-four positions from the redesign for International Headquarters that are posted and open for applications.
 - International HQ staff have been notified whether their position is included or not included in the redesign.
 - All open positions (Field and HQ) can be found on the church Web site on the Human Resource Ministries page.
 - Both incumbent staff and nonincumbent staff are encouraged to review these descriptions and apply for all that are of interest.
 - Please follow the instructions on the Web site <http://www.CofChrist.org/missionsupportministries/>.
 - Staff need to complete the summary of work history only once (regardless of how many positions applied for) and forward that to Human Resource Ministries.
 - At the close of the application period, Human Resource Ministries will work with the enrichment group leader to schedule the interviews, and candidates will be notified of their individual interview time.
- If you do not have access to a computer or need assistance, please contact Human Resource Ministries, and we will be happy to assist you.

Voluntary and Involuntary Separation Review

Voluntary Separation

This offer is for staff who decide to leave church employment for personal reasons. Staff who accept a voluntary separation may do so through December 31, 2006. Voluntary separation is available to all staff. Actual dates of notification and separation will be mutually agreed upon by the staff and Human Resource Ministries.

On the notification date, staff will be relieved of their work assignments. Staff will continue to receive full pay and benefits at the regular pay interval for two months beyond their notification date. **Example: Notification date is June 30, 2006; salary and benefits would continue through August 31, 2006. Actual separation date would be August 31, 2006.**

In addition, with the final paycheck, staff will receive four weeks severance, plus an additional one week's pay for every year of service after five years. **Example:**

Years of service are ten. Staff would receive four weeks plus five additional week's pay.

Involuntary Separation

This is for staff whose positions has been eliminated due to the redesign process. Staff who are involuntarily separated will be released at various times August 31, 2006, through October 31, 2006. Actual notification and separation dates will vary, depending on the implementation of the redesign.

On the notification date, staff will be relieved of their work assignments. Staff will continue to receive full pay and benefits at the regular pay interval for two months beyond their notification date. **Example: Notification date is August 31, 2006; salary and benefits would continue through October 31, 2006. Actual separation date would be October 31, 2006.**

In addition, with the final paycheck, staff will receive four weeks severance, plus an additional one week's pay for every year of service after five years. **Example: Years of service are ten. Staff would receive four weeks plus five additional week's pay.**

Vacation

Staff who accrue vacation will receive payment for any accrued, unused vacation time. That amount will be added to the final check.

Staff who do not accrue vacation will receive vacation pay equal to one year's allocation based on their years of service per church policy. That amount will be added to the final check.

Benefits

At the completion of the month following the date of separation, benefits are no longer available to separated staff. This includes, but is not limited to: health insurance, dental insurance, life insurance, long-term disability insurance.

Oblation Funds

Oblation assistance is available to staff with additional needs. Rich Kohlman may be contacted directly as an alternative to approaching congregation or mission center financial officers to have needs assessed.

Outplacement Services

Outplacement counseling will be available. Specifics of this plan will be announced in a future communication and will be available only to staff who are separated involuntarily.

Pastoral/Counseling

Pastoral support groups and counseling are provided upon request for anyone. For this type of assistance, please contact Rich Kohlman.

Where do we go from here?

Leadership Development

What do these changes mean for those individuals continuing to serve at International Headquarters and in Field Ministries?

- We have the opportunity to develop a new culture that focuses on, values, and promotes staff learning and personal development.
- Teams will be developing resources to assist staff for work on teams and to deal with change.
- Teams will also be creating resources to support the professional development of staff at International Headquarters and in the Field. Each individual is a leader within their own specialty areas. To be one's best requires ongoing learning and personal development. This will be accomplished within a holistic model that includes:
 - Emotional, intellectual, spiritual, and relational development
 - Sound theology and leadership disciplines and skills that build flexibility and adaptability
 - Variety of venues for learning (e.g., multiple media, locations, and sources)
 - Linkage to the identity, message, and mission of the church
 - Assessments and outcome measures to evaluate the effectiveness of learning resources.

We look forward to working together to enhance each of our abilities to provide meaningful leadership and ministry within the diversity and giftedness of our international church.

The Hope

We are not naïve to the reality of loss and the consequent realities of grief and concern.

At the same time, our hope is equally real.

- We have hope for the church at large: We recognize the limitations that staff reductions will create. At the same time, we believe that the design of International Headquarters and the redeployment of field personnel, when coupled with everyone's skill and faith, have the capacity to help us attend to the mission of the church in very focused, creative, and effective ways. This is God's work, and herein lies our hope.
- We have hope for people whose employment with the church will not continue: We care for them and will pray for them, knowing that they will continue to serve and minister in ways that make a positive difference in persons' lives because that is the nature of their character. They will continue to be in God's care and keeping. They will continue to be our sisters and brothers in God's work.
- We have hope for the staff of the church: All of us will be working vigorously to create a work environment in which all employees have opportunity for meaningful work and personal development; where all employees feel pastorally cared for; where everyone feels that they are a part of a church organization that is accomplishing important things.
- Most of all, our hope is grounded in God's care for all of us and for the world to which we are called.