

VOX CHURCH

**TEAM
DEVELOPMENT
PROTOTYPE**

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WHO WE ARE

CORE VALUES

At Vox Church, three core behavioral values shape how we make decisions and practice our faith. These values inform and direct our church. We practice them when it's popular and when it's out of fashion. We filter everything through these core values.

JESUS AT THE CENTER

We believe that the gospel of Jesus Christ is the most important truth in life. Jesus lived a perfect life, died a substitutionary death, and rose from the dead. This one truth changes every other part of life.

"I passed on to you what was most important and what had also been passed on to me. Christ died for our sins, just as the Scriptures said. He was buried, and he was raised from the dead on the third day, just as the Scriptures said." 1 Cor 15:3-4

The good news of Christ creates an entirely new dynamic for life. For everyone who believes, all your sins are forgiven! God treats you as his child. He judges you on the merits of Jesus. Vox Church is committed applying this life-changing truth to every corner of our hearts and lives. We want the good news of grace to reshape how we see God, how we see ourselves, and how we see the world. This is our first and central value.

INTENTIONAL COMMUNITY

Community is how God does things. We are told in scripture that God is one in essence and three in person (the Father, Son, and Holy Spirit). God has designed humanity in such a way that we need each other in order to know and experience God fully. It's true that each of us should have a personal relationship with God, but it's equally true that there are aspects of God we can never know until we invest in deep relationship with his people. This type of sacred community does not happen by accident. We must be intentional about growing it and sustaining it. Seven key elements make up intentional community.

1. Proximity Provides Opportunity: Time and energy are required for healthy relationship to grow.
2. Vulnerability Creates Connection: When you open up your life, God connects your heart.
3. Discipleship Sets Direction: Our goal is to collectively become more like Christ.
4. Fun Amplifies Grace: When we learn to enjoy God's gifts and enjoy one another God is glorified.
5. Sacrifice Matures Love: Growing in love requires that you give something up.
6. Mission Drives Adventure: God calls us to participate in his great purpose on earth.
7. Boundaries Sustain Growth: Healthy limits produce healthier relationships.

CITY MISSION

The heart of Vox Church is marked by a holy urgency. We believe that time is short, people need God, and he has called his church to be a voice. The name “Vox” comes from the Latin word for voice, and we believe that God desperately wants to speak to those far from him and bring them close. His primary method to do this is his church. As the people of God, we want to echo his truth in every corner of our world through sharing the gospel, serving the poor, helping those in need, seeking the good of the city, partnering with other churches and organizations, and participating in global missions.

DISTINCTIVES

The Vox Distinctives are the behavioral values of our church. They put language around how we act in light of our vision and core values.

1. WE ARE MARRIED TO THE MESSAGE

This distinctive means that Jesus is more important than my preferences. We want to be people who are the first to serve and the first to sacrifice because Christ has already extravagantly served us. Leaders at Vox are not those with nice resumes or elite social status, but rather those who are willing to get their hands dirty, roll up their sleeves, and give their lives. No job is beneath us. No truth should be taught and not practiced by our leaders. We are married to this message.

2. WE ARE CONTENDERS

We live in the tension of the now and not yet. When it comes to miracles, we expect them to happen, and we pray for them to come. If things don't go the way we expect, we trust the good plan of God above what we can see. Our attitude towards prayer is not passive. We believe God has given us the weapon of prayer to see his goodness manifest in our time.

3. WE ARE PIONEERS

Vox Church is a risk-taking church. We always seek to move with wisdom and good counsel, but we also seek to live on the cutting edge of what God is doing. We are not a play-it-safe community. Time is short and people need Jesus.

4. WE ARE STUDENTS OF CULTURE

To make a difference we must know the language that culture speaks. Vox Church seeks to be relevant in our presentation of God's timeless truth, presenting this truth in a way that grabs the attention of a spiritually hungry world.

5. OUR RELATIONSHIPS BUILD MUSCLE

Rather than squirming away from confrontation and difficult conversations we humbly lean into them, knowing that honesty, humility and courage, create relationships that last a lifetime. We deal with conflict quickly and we don't gossip. We never give up on one another.

6. WE THRIVE IN CULTURAL CENTERS

We go where people gather. As the world moves into the city, we strategically focus where the impact can be greatest. We are committed to being a church that represents the diversity of our cities.

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7. WE ENJOY THE RIDE

We take God and his mission very seriously, but we try not to take ourselves too seriously. As God works miracles in our church, we pause to celebrate along the way, and we seek to create healthy life rhythms to sustain whole-hearted devotion to Christ.

VOX TEAM TRAITS

The Vox Team Traits are those characteristics that the Vox Team embodies daily. They shape how we think about the work we are called to do here at Vox Church:

1. JESUS FIRST
 - a. We make relationship with Jesus our highest priority and pursuit.
2. DEEP CHARACTER
 - a. We carry an identity forged in the character and calling of Jesus with a passion for the Word of God.
3. CALLING OVER JOB
 - a. We live with a sense of calling, driven by this mission.
4. HEALTH MATTERS
 - a. We attend to our own physical, emotional, relational, financial, and spiritual health. We live with a plan for moving towards holistic health in all areas.
5. ALWAYS LEARNING
 - a. We are teachable, eager to grow, and regularly looking for feedback.
6. SELF-STARTERS
 - a. We have a bias towards action and excel at follow-through. We tend to ask for forgiveness rather than permission and shine with minimal oversight.
7. RESILIENT
 - a. We carry a high level of perseverance, grit, and endurance. We don't give up when things get difficult.
8. FLEXIBLE ATTITUDE
 - a. We thrive in a fast-paced and quick-pivoting environment, and we are slow to take offense.
9. A FRIEND
 - a. We are known deeply by friends and loved ones and cultivate honest friendships.
10. ZEST FOR LIFE
 - a. We carry a positive, "can-do" attitude into every day.

VOX PEOPLE & CULTURE

The mission of Vox Team Development is to build a healthy and productive culture that creates an energized & engaged team. As the “outer calling” of Vox Church continues to expand, the “inner character” of the Vox Team needs to grow and expand with it to support the weight of that calling. The Vox Team strives to be a team that is both “Healthy and High-Performing,”; a team that works hard but does so sustainably over the long haul. To achieve that balance, there are seven components that, when achieved, will lead to this experience for Vox Team Members:

The seven components of the Vox Team Culture are:

1. VISION: Our Team Knows That What They Do Matters
2. TEAM: Our Team Experiences Being Known and Part of an Incredible Team
3. PROFESSIONAL EXCELLENCE: Our Team Members are Trained, Developed, and Given Opportunities to Do What They Do Best
4. SPIRITUAL LIFE: Our Team Loves and Pursues Jesus Together
5. STAFF WELLNESS: Our Team Feels Cared For, Valued, and Invested In
6. FUN, CELEBRATION & APPRECIATION: Our Team Values Fun and Celebration and Feels Appreciated
7. COMPENSATION & BENEFITS: Our Team Is Adequately Compensated for What They Do

VISION

OUR TEAM IS MOTIVATED BY KNOWING THAT WHAT THEY DO MATTERS

It has been said that vision is the “oxygen of the soul”; it infuses energy, provides direction, and produces passion. Our team experiences vision in two main ways, knowing first that what Vox does matters and, secondly, that their specific role matters and contributes to the overall vision and mission of Vox Church.

INJECTING VISION FOR VOX’S MISSION

From the moment a new team member signs on to be a part of the Vox Team, they begin to get a sense that they are a part of something special. It has been said that “Vision leaks,” and so here at Vox, vision for what Vox Church is called to is enforced in the following ways:

- **Onboarding:** It starts with the onboarding process, where the new team member is shown that what God is doing here at Vox is no ordinary thing and that there are incredible days ahead. The new team member is given a book that chronicles where Vox has been, and in the closing pages, there is a note from their new manager that closes with, “And you are a part of creating the next chapter.” There is a bi-annual lunch with all new Team Members with the Lead Pastor, in which he shares the history and the future of where Vox is heading.
- **Team Meetings:** The Vox Team meets bi-weekly for a time of encouragement, training, and team development. During that time, the question is always posed “Where did you see the Gospel advancing?” Testimonies are shared by the Team over the next 10-15 minutes about how God is using Vox in people’s lives. There is also teaching by a seasoned leader that brings personal and missional vision to the Team.
- **Team Advance:** Each year, the entire Vox Team gathers for a 2-day “Team Intensive” in which, among many other things, Vox history is shared, and the future of Vox Church is discussed at length. An example itinerary of a [Team Advance](#) can be found on page 25.

INJECTING VISION FOR THEIR ROLE

Three times a year, every Vox Team Member will revisit their vision for their specific role. This is initially generated by a process known as a [Vision Script](#) found on page 27. This is a part of the M3 Process for each block.

TEAM

OUR TEAM EXPERIENCES BEING KNOWN AND PART OF AN INCREDIBLE TEAM

Every person wants to feel the experience of being a part of an incredible team. Both elements of this must be addressed, “incredible” and “team.” Here at Vox, Team Members feel they are part of a highly skilled and anointed team. Additionally, they experience being “known” and part of a team.

GETTING THE RIGHT PEOPLE ON THE TEAM

It begins by getting the right people on the team. Here at Vox, we always look inside the Vox Family for people to fill positions before we look outside our walls. We believe that the importance of heart, DNA, and a calling to “this house” are incredibly important. As a result, when a position opens, we follow these five steps to find the right candidate:

- 1) Current Team
 - a. Is there anyone already serving on the Vox Team who would be a good fit for this role? If not:
- 2) In the Pipeline
 - a. Are there any current volunteers who are ready to step into this role? If not:
- 3) In the Vox Family
 - a. Are there any people who might not be serving or leading yet, but could potentially serve in this role? If not:
- 4) Known and outside of the Vox Family
 - a. Do we know anyone that is not a part of our church but who could be a good fit?
- 5) Job Postings
 - a. Once the first four options have been exhausted, we then look to job sites and job boards. Places like Churchstaffing.com, church network sites, Seminary job boards, etc.

INTERVIEWING

Once a qualified candidate has been identified, they enter the interviewing process. This process is outlined in the [Roadmap for Hiring](#) document found on page 32 and is comprised of 14 Steps:

1. Job Proposal
2. Screening Interview
3. Candidate Testing
4. Informal Team Interview
5. Work History Interview
6. Character Interview
7. Culture Interview
8. Competency Evaluation
9. Chemistry Evaluation
10. Reference Calls

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11. Family Interview
12. Team Discussion
13. Job Offer Proposal
14. Formal Job Offer

ONBOARDING

For a new Vox Church team member, some of the most critical moments are the series of “firsts” that they will encounter as they start their new position here. As a team, we want to do everything in our power to make these first experiences special. The following outlines an intentional process that makes the onboarding onto the Vox team a powerful, memorable experience. It begins from the time a new Team Member signs the agreement to join and continues for the first 3-9 months of a Team Member’s time at Vox. There are weekly meetings with their manager, books to read, and a host of other things designed to help get the new person up to speed in function and culture. The full outline of the onboarding process can be found here: [Onboarding Process](#) on page 45. There is also an internal Onboarding document used by Team Development, [Onboarding Checklist](#) on page 61.

TEAM LEADER EXPECTATIONS

Every member of the Vox Team serves not only as a part of the larger Vox Team but is on a smaller 6–10-person team as well.

These Team Leaders are sometimes the Team Member’s manager, but that is not always the case. Team Leaders are responsible for creating a sense of camaraderie among the team that they lead. They will meet with their team on a weekly or biweekly basis, provide ongoing development, celebrate milestones, ensure laughter and fun, and create friendships. The list of Team Leader Expectations is found here [Team Leader Expectations](#) on page 66.

TEAM LEADER AND MANAGER DEVELOPMENT

We take the leadership and care of our Team very seriously, and our Team Leaders and Managers profoundly impact the experience of every Team Member. Managers have the ability to inspire greatness, to bring out the best in people, and to provide an environment that gives life to an employee. And sadly, the opposite is true as well: people regularly leave jobs they would otherwise enjoy because they are frustrated with their supervisor. Here at Vox, we are committed to leading this team well and making this a great place to work.

The expectations for all managers are outlined in the [Manager Handbook](#) on page 68. All new managers will go through a 2–3-hour training session with Team Development, going through the handbook, to talk through the Manager’s expectations.

Additionally, all Managers at Vox Church go through monthly development and training. These one-hour group sessions cover a wide range of topics that are relevant to leading and managing the Vox Team.

All new managers will be put into a cohort-based 8-month program called the Vox [Manager’s Development Program](#) on page 79.

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TEAM COMMUNICATION

Internal Team Communication is critically important. It increases employee engagement by building trust, integrity, and two-way commitment through consistent communication between leadership and employees. Employee engagement increases the chances of organizational success by contributing to individual performance, productivity, and well-being.

STRATEGY

Inform Team Members of new initiatives, team changes, and success stories through formal channels of communication to ensure consistent messaging that reinforces the mission and priorities of Vox Church.

TOPICS

- 1) **Team Changes:** Send an announcement email whenever someone joins or leaves the Vox Team or changes responsibilities. Include their responsibilities, background, and who they report to.
- 2) **New Initiatives:** Announce upcoming church-wide special events, major campus changes, sermon series, mission support, and new resources, such as curriculums, devotionals, and books.
- 3) **Success Stories:** Highlight successful events and ministry initiatives.
- 4) **HR Policies & Tools:** Communicate HR news such as new policies and procedures, holidays, technology tools, and deadlines.

CHANNELS

- 1) Bi-Weekly Team Meeting
- 2) Bi-Weekly Inside Vox Email
- 3) Vox Church Team Members group on Teams

TEAM SERVING

Each team of 6-10 is encouraged to serve together 1-2 times per year. Once per year, the entire Vox Team will serve on a Thursday morning together at various outreach partners.

BUILDING RELATIONSHIPS

As mentioned previously, each Vox Team Member is a part of a smaller team as well. This is the main mechanism for building closer friendships within the Vox Team. Additionally, the first 30 minutes of our All-Team meeting are spent in groups of 4, asking meaningful questions of one another, helping form close bonds. These groups are intentionally mixed by department and role.

PROFESSIONAL EXCELLENCE

OUR TEAM MEMBERS ARE TRAINED, DEVELOPED, AND GIVEN AN OPPORTUNITY FOR ADVANCEMENT.

Here at Vox Church, we want to be excellent in our craft and seek to continually grow, develop and improve in our positions on the Team.

M3 PROCESS

Here at Vox Church, the primary vehicle for setting goals, establishing vision, and creating accountability with team members is the “M3 Process.” The M3 process is clearly outlined here: [M3 Process](#) page 85, but in summary, each Team Member meets with his or her manager three times a year for goal setting, performance review and coaching, and role clarity. These meetings happen during the months of January, May, and September each year.

Included in the M3 document linked above is the “M3 Manager Template,” which serves as a guide for managers as to how to lead these meetings.

HANDLING UNDERPERFORMING TEAM MEMBERS

There are times when a Team Member is struggling in his or her role. There are many different reasons why this might be the case, and the manager will lead a process to help a team member get back on the path where they are thriving in their role.

This process is outlined in the document here: [Underperforming Team Members](#) page 112.

When a Team Member is offboarding, the “Exit Process” must be followed, which is outlined here: [Offboarding Checklist](#) on page 61.

BEST PRACTICES

There are a series of “best practices” that are regularly shared with the Vox Team for Training. These cover topics such as:

- Developing a Personal Growth Plan
- Vox Team Internal Communication

ONGOING TEAM MEMBER DEVELOPMENT

The Team reads a lot of books together. There is a list of resources divided up into four sections, heart, mind, skill, and leadership, and managers select a book each quarter to lead their team through, known as the “[Team Reading Plan](#).”

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During the bi-weekly all-team meeting, there is almost always an element of development and investment by one of the leaders into the rest of the team. These topics range in topic from spiritual life to leadership development to soul care.

LICENSING PROCESS

For those who want to pursue licensing or ordination, the Vox Church Central Leadership Team has created a process for Team Members to do that. This process is outlined here: [Licensing Process](#) page 113.

Ongoing Pastoral Trainings are provided for those on the Team whose role carries a large pastoral component. Some examples are below:

- Compassion Fatigue
- Grief and Loss
- Depression and Suicide
- Handling Trauma

SPIRITUAL LIFE

Our team loves and pursues Jesus together.

The Vox Team is more than just a group of co-workers; we are a group of passionate followers of Jesus who pursue him together. We have several rhythms built into our cadence that help foster spiritual life within our Team:

TEAM SPIRITUAL LIFE RHYTHMS

1. Weekly Team Prayer
 - Once per week, for an hour, the entire Vox Team gathers for a time of corporate worship and prayer.
2. Spiritual Life Conversations
 - Within the smaller teams, a Team Member should lead a devotional time during the meeting. It is up to the manager to schedule and maintain this cadence.
3. Monthly Wellness Checkup
 - Each month, Vox Team Pastors walk through the [Monthly Wellness Checkup](#) page 141. This provides a space to have honest conversations about any current struggles and find support.
4. Spiritual Retreat Days
 - Once or twice per year, the entire Vox Team gathers at the Mercy Center for a spiritual retreat day. These are guided times of silence and solitude led by the Vox Spiritual Life Pastor.
5. Vox Team Fasting
 - Throughout the year, typically twice, the Vox Team fasts together for a time of dedicated pursuit of Jesus.
6. Vox Team Encounters
 - Each year, an Encounter is held for all new Vox Team Members.
7. Women's Soul Investment
 - Quarterly teaching and spiritual investment in our women Team Members.

STAFF WELLNESS

Our team feels they are cared for, valued, and invested in.

It is incredibly important that our team feels “seen.” We want our team to feel worth beyond what they do. That we care for them as people, not just employees. To that end, we want to have a plan for the various life events, both celebratory and hard, to be sure we engage in these critical moments.

TEAM CARE & SUPPORT

When a Team Member goes through a difficult season, such as a death in the family, significant family difficulty, major illness, hospitalization, etc., the following will guide the care for that person:

Manager will:

- 1) Notify & keep Team Development “in the loop” of the situation
- 2) Communicate directly with the Team Member
 - a. Asks: “What would be helpful in this season? Can we help provide meals? Is there childcare support needed? Hospital visits? Help around the house such as cleaning, yard work, etc.?”
 - b. Find out if a Meal Train has been set up yet (if appropriate)
- 3) Lead efforts for relationship & support
 - a. Regular check-ins through calls, messages, and visits
 - b. Lead home support initiatives for home, spouse, and kids (see above)
 - c. Lead prayer efforts
 - i. Share with Nancy for Thursday morning prayer or specific prayer initiatives/needs
- 4) Work directly with Team Member on adjustment of hours and expectations
 - a. Notifies TD of any changes

Team Development will:

- 1) Send flowers or Edible Arrangements
- 2) Setup a Meal Train if someone in the community has not already
- 3) Communicate with the Vox Team as necessary:
 - a. Meal Train info
 - b. Updates on situation
 - c. Any support requests the Manager asks for
- 4) Work with Team Member on Parental Leave and/or FMLA
- 5) Work directly with Team Member for any insurance or disability issues

VOX TEAM CELEBRATORY EVENTS

1. Birthdays
 - a. Team Development will:
 - i. Write and send a birthday card

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- ii. Notify the Manager when a person has a birthday
 - iii. Celebrate them during the next all-team meeting
 - b. Manager will:
 - i. Celebrate them in their next meeting
 - ii. Call or message them on their birthday
- 2. Work Anniversaries
 - a. Team Development will celebrate work anniversaries during an All-Team Meeting
 - b. Team Development will notify the Manager of any significant anniversaries (Multiples of 5)
- 3. New babies
 - a. Manager will:
 - i. Notify Team Development
 - b. Team Development will:
 - i. Send a gift to the family
 - ii. Include the announcement in the next Inside Vox email

BEREAVEMENT PAID TIME OFF

As outlined in the Team Member Handbook, there is designated time off given for Team Members.

PARENTAL LEAVE

Mothers and Fathers receive designated time off at the arrival or adoption of a new child.

FUN, CELEBRATION AND APPRECIATION

Our team values fun and celebration and feels appreciated for what they do.

We take very seriously what God has called us to, but we want to take ourselves lightly as we do it. We want to laugh together, celebrate what God is doing, and appreciate one another along the way.

CELEBRATION

The Vox Team builds the following opportunities for celebration into our annual rhythms:

- Annual Team Christmas Party
 - In December each year, we throw a Christmas party for the entire Team. We have a lunch catered, and it is a time to laugh, play and reflect on the previous year.
- Annual “After Easter” celebration
 - Easter season is always a busy time, and Thursday after Easter, we have a brunch for the entire Team where we thank them for their hard work and celebrate what God did during the Easter services.
- Milestone celebrations within every team
 - On Mondays, Team Development emails managers any milestones of the week for any direct reports (Birthdays and Vox anniversaries). Managers are then expected to celebrate those milestones during their weekly team meeting.
- Milestone celebrations at All-Team
 - During the bi-weekly All-Team meeting, all birthdays and Vox anniversaries are mentioned and celebrated.
- Gospel Celebration
 - At every All-Team meeting, we ask the question, “Where have you seen the gospel advance?” We celebrate God’s work among us.

FUN

- Summer Team Family Hangout Night
 - On the evening of the first day of the Team Advance, typically in mid-August, we host a party that includes the entire Team and all of their families.
- Second Thursday of the month, after prayer, “Food Hangout” for 30 minutes.
 - On the 2nd Thursday of each month, Team Development provides a snack of some sort, and the Team is encouraged to go and spend time together for a half hour before beginning their day.

APPRECIATION

- Muppet Award
 - The “Muppet Award” is given out at each all-team meeting. This award is given by a Team Member to another Team Member, acknowledging something they’ve done or a way in which they’ve embodied our values.
- Christmas Presents for the Vox Team and Vox Kids

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- At the annual Christmas party, gifts are given out to the Vox Team, and presents are given to each of their children, as the budget allows.

COMPENSATION & BENEFITS

Our team is adequately compensated for what they do.

Ensuring that each Vox Team member is adequately compensated for their role here at Vox is incredibly important for the long-term health and sustainability of that person. To that end, the following three processes help ensure that the Vox Team is fairly compensated.

ANNUAL MINISTRY COMPENSATION EVALUATION

Using ChurchSalary.com, a report is run each year to evaluate where the Vox Team compensation packages should be given Vox's geography, population density, and church size. From that report, a review of all Vox Team Members is performed, and adjustments are made.

ANNUAL PAYBAND EVALUATION

The Vox Team is broken into ten paybands based on job classification and function. Each year, a thorough review of every Team Member's salary in relation to the assigned payband is reviewed. When a Team Member's salary does not line up with the position's payband, adjustments are made as necessary.

ANNUAL RAISE PROCESS

At the end of each year, every Manager fills out the Manager's Report on behalf of each of their reports. This report (below) is used to evaluate what level of raise each Team Member should receive.

THE ANNUAL MANAGER'S REPORT

Each year, Managers will submit the following report about each of their reports to the Executive Team:

1. Name of Report:
2. Position:
3. Briefly describe how you feel your report is doing in each of the following:
 - a. Job Performance
 - i. Scale of 1 to 10 _____
 - ii. Do you feel they are performing up to the standards set for them? ____
 - b. Job Satisfaction
 - i. Scale of 1 to 10 _____
 - ii. How content are they here at Vox and with the specific role they are playing?
 - c. Overall Health
 - i. Scale of 1 to 10 _____
 - ii. How do you feel they are doing physically, emotionally, and spiritually?
4. What percentage of their M3 goals do they usually satisfactorily complete? _____
5. Do you recommend a raise this year?
 - a. Date of their last raise:

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- b. If you don't recommend a raise, describe why not:
- c. If you do, please describe why:
 - i. (Superior job performance? Financial struggles? More than 12 months since the last raise, etc.)
- d. What percentage or dollar amount raise would you recommend and why?
 - i. Percentage: 0-5% _____

Notes:

ONGOING CULTURE MEASUREMENT AND ASSESSMENT

Team Culture is like a garden that needs constant attention, assessment, and nurturing. In order to maintain a healthy and productive Vox Team Culture, it begins with getting regular feedback from the Vox Team on how they are feeling about life here at Vox.

NINETY-DAY NEW TEAM MEMBER CHECK-IN

At the ninety-day mark, each new Team Member sits down with Team Development and answers the following questions:

1. What are you enjoying most about the role?
2. So far, is the job what you expected it to be?
3. Do you see anything we are doing that is off-mission or off-purpose?
4. Do you see anything that frustrates you?
5. Do you have a best friend at work?
6. Do you have all the tools you need to do your job?
7. Are you doing what we hired you to do?
8. What is one thing the organization could have done to make the onboarding process smoother or more helpful?
9. What is one question you wished I had asked?

UNSTUCK TEAMS ANNUAL ASSESSMENT

Each year, the Vox Team takes the “Unstuck Church Assessment,” which is an anonymous test that asks questions around the topics of Personal Health, Team Health, Personal Performance, Team Performance, Organizational Systems, and Organizational Culture. This provides valuable feedback into how Team Members are experiencing life on the team. Year over year, Team Development compares data, looks for trends, and implements plans to address them.

CULTURE AUDIT MEETINGS

Once per year, each Team Member sits with the Team Development Department and provides feedback on the following 12 questions:

1. What is your favorite part about working here?
2. How do you see that your work is connected to the overall Vox mission and that what you do matters?
3. What has your experience been like being part of the Vox Team, both as the bigger Vox and your immediate team (tribe)? What has been the best part?
4. Overall, how would you rate the quality of communication (big Vox and your tribe) you receive? Do you feel your opinions are encouraged and considered?
5. Do you feel like the expectations of you are clear and manageable?
6. Are we equipping you for success? Do you think you have all the training and tools to do what is expected of you? Why or why not?
7. Where is decision-making cumbersome or confusing?
8. What are your thoughts about how Vox encourages and supports your walk with Jesus? What can we do better?
9. Do you feel “cared for” as a member of Vox? What do we do that you value the most? Where can we improve?
10. What is slowing you down in your role right now? What feels overly complex?
11. Do you feel you are valued and appreciated for the work you do? Why or why not?
12. What’s one question you wished I would’ve asked? If you were the King or Queen of Vox for a day, what would you change?

This gives each and every Team Member an opportunity to share what they are experiencing directly with those who can affect change.

360 REVIEWS OF ALL MANAGERS

The various Managers of the Vox Team play perhaps the most important role in a Team Member’s experience here at Vox. In light of that, their effectiveness as Managers are taken very seriously. There is a comprehensive onboarding process for new Managers, as well as ongoing, monthly development of the Vox Managers. The primary way that their management is evaluated is through a 360-degree review, in which every direct report is given an opportunity to provide feedback for their Manager. Every year, using a company called “Spidergap,” a 360 Review is performed on every manager, and then the results are given to the Manager’s Manager for review and feedback.

QUARTERLY PULSE CHECK MEETINGS

During the months of April, August, and December, Team Development gathers a group of 4–6 Vox Team Members and asks the following questions:

- 1) What's going right that we can celebrate?
- 2) What's going wrong that we need to address?
- 3) What is confusing that we need to clarify?
- 4) What is missing that we need to add?
- 5) Where is decision-making cumbersome or confusing?
- 6) What areas do you think are our greatest areas of inefficiency?

The goal is to find the successes, challenges, and frustrations that Team Members are feeling and address them.

APPENDIX

SUPPORTING DOCUMENTS

2022 TEAM ADVANCE AGENDA

Day	Time	Event	Location
Tues, 8/16	8:30-9:00	Breakfast	BNF Lobby
	9:00-10:00	Opening, Worship, and Introductions	BNF Youth
	10:00-10:45	Session 1: <i>Lance Witt</i>	BNF Youth
	10:45-11:00	Stretch Break	
	11:00-11:45	Session 2: New Connections	Scattered
	12:00-12:45	Lunch	BNF Lobby
	1:00-1:30	Worship Together	BNF Youth
	1:45-2:45	Session 3: Knowing Your Heart	BNF Youth
	2:45-3:00	Stretch Break	BNF Youth
	3:00-4:00	Session 4: Directing Your Heart	BNF Youth
	4:15-5:00	Trivia	BNF Youth
	5:00-6:00	Break till Dinner	
	6:00-7:00	Dinner with Families	BNF Lobby
	7:00-9:00	Family Night Session	BNF Outside

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Wed, 8/17

8:30-9:15	Breakfast	BNF Lobby
9:15-9:45	Worship Together	BNF Youth
9:45-10:30	Session 5: Pursuing God	BNF Youth
10:30-10:45	Transition to Breakouts	
10:45-11:45	Breakout Sessions on Resilience: - <i>Handling the Unique Pressure of</i> Vocational Ministry - Learning to Thrive at Work and Home - Recruiting & Retaining Volunteers	BNF Youth BNF Large Multi
		BNF Green Room
12:00-1:00	Lunch	BNF Lobby
1:00-1:30	Worship Together	BNF Youth
1:30-2:40	Session 7: Break up by Teams	Scattered
2:40-2:45	Transition	
2:45-3:30	Session 8: All-Team Sharing Together	BNF Youth
3:45-5:00	Session 9: Moving Forward	BNF Youth
5:00	Done for the Day	

VISION SCRIPT

Andy Stanley tells us, “Vision is a clear mental picture of what could be, fueled by the conviction that it should be. Vision is a preferred picture. A destination. Vision always stands in contrast to the world as it is.”

A compelling vision of the future sparks motivation, provides direction for our teams, and guides daily strategy and decision-making. How can you create a picture like that for your team/department?

Vision is an act of seeing what the future could be and then articulating that potential in a way your team can follow into the future.

The first thing you need to get started drafting your Vision Script is distance. It’s hard, if not impossible, to craft a Vision Script amid day-to-day business. It’s important to step outside the hustle and bustle so you can see beyond it.

Go ahead and schedule time to work on your Vision Script. Setting aside the necessary time is a way of focusing your intention and clarifying what you want to accomplish. I recommend giving yourself an entire day, preferably outside the office: a hotel, retreat center, Airbnb, the back corner of a public library, or even a coffee shop. Anywhere works as long as you won’t be interrupted. Something remarkable happens when you unplug from the constant noise, distraction, and pace of life in order to think, ponder, and get in touch with your thoughts and desires.

Think of yourself as standing in tomorrow—say, three-to-five years from now. Imagine the future you see for your campus/department/team. What do you see? What does it look like? We’re going to look through 2 key areas: “impact” and “team.”

IMPACT

How will what you do benefit those who call Vox Church home? What are the ministries or services you offer? What problems will you solve for people? Where will your ministry/team/department go next?

Ask:

- What’s at stake?
- Who do I help?
- What value does this ministry bring?
- What problems does my ministry solve?
- How are the lives of those I serve different as a result of what I do?
- How do I reach those I intend to serve?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- What do I stand to lose by waiting?

TEAM

The right team will enable you, as the leader, to focus on what you do best. They'll execute strategy, take care of your customers, and cultivate new ones. The right team will blow you away with their ideas, ambition, skills, and know-how. So, what does the ideal team look like to you three years out?

TO BEGIN, ASK:

- What kind of teammates do you want to attract?
- What characteristics do they all share?
- What makes people want to join my team?
- What will this team value?
- How will I attract top people?

For both the Impact and Team sections, you will want to use a separate piece of paper to answer those questions. They may fill up several pages, but that's ok. Push yourself to dream. Don't settle for easy answers.

CRAFTING YOUR VISION SCRIPT

Now, how should you write your Vision Script? A lot of leaders ask this, especially if writing isn't their strong suit. Don't worry. Every Vision Script looks different depending on the leader who creates it. You can write yours as a detailed narrative. But you can also just go with a list of bullet points. It depends on what flows most naturally for you and what helps you best envision your desired future.

When describing this future, write in the present tense as though your vision had already happened. You also want to ensure it's clear, inspiring, and practical. Clear means your words are concrete and explicit. Inspiring means it excites you and others who read it. Practical means it's specific enough to set a strategy and hire to it.

Begin articulating sentences that describe your preferred future.

I.e., "I imagine... a family that, a church where, a marriage in which..."

(You may want to use additional pages for writing this out, then add your final "vision script below)

Vision Script:

The vision of Vox Church is to see New England become the most spiritually vibrant place on earth. How does your vision for your area/department intersect with that vision? What part do you have to play?

DEVELOPING A PERSONAL MISSION STATEMENT

Mission and vision are similar, but each carries its own unique purpose. Whereas vision is a picture of the future that produces passion, the mission provides clarity through the identity and scope of your ministry. An effective mission statement will keep you on task by answering four questions:

1. Who are we?
2. Who do we serve?
3. What problem do we solve?
4. What transformation do we bring?

A personal mission statement clarifies direction and creates boundaries. Without a clear mission, you can easily drift off target and head in either too many directions or the wrong direction.

These boundaries will provide clarity and direction in all areas of life. They will also help you face every decision and all adversity with calm, resolve, and perspective.

When something comes up that is outside of the boundaries you've chosen and set for yourself, you don't even have a decision to make. It's that simple.

This is why your mission statement needs to fill you with certainty. Write it in the same way that you speak, in a way that lights you up. Use words that evoke positive emotions. An effective mission statement is tightly worded, sharply focused, and memorable, typically no longer than a few sentences.

When you recite your mission statement, you want it to fill you with a renewed sense of energy and gratitude—of how fortunate you are to have another day and a fresh opportunity to live your purpose.

TO BEGIN CREATING YOUR MISSION STATEMENT, ANSWER THE FOLLOWING FOUR QUESTIONS:

[You may have a head start on some of this from the vision section]

1. Who are we? (Your team/ministry/department)
What are we known for? What do we want to be known for? What do we value above all else?
2. Who do we serve?
Who is impacted by what we do? What would happen if we stopped doing what we do?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

3. What problem do we solve?
What burns in our hearts? What can we no longer sit idle and see? What problems are we compelled to engage with?
4. What transformation do we bring?
How are lives transformed as a result of what we do?

Once you've finished, trim down your thoughts, cutting each paragraph down to one sentence.

Leave only what excites you, gives you certainty, and inspires you to act right now. Don't worry if the sentences aren't perfect. You're not finished yet.

DRAFTING YOUR MISSION STATEMENT

In a moment, you're going to take all your answers and use them to compose the first draft of your personal mission statement. As you do so, keep the following in mind:

1. Keep it Short. Sum it up in one sentence. Remember: this is your single-most important message.
2. Get Feedback. Your spouse, mentors, and close friends can provide you with valuable insight.
3. Stay Flexible. Since you are constantly growing and learning, your mission statement will almost certainly evolve.

HERE ARE SOME EXAMPLES

Warby Parker: *To offer designer eyewear at a revolutionary price while leading the way for socially conscious businesses.*

Cradles to Crayons: *Provide children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive – at home, at school and at play.*

Invisible Children: *To end violence and exploitation facing our world's most isolated and vulnerable communities.*

North Point Church: *To lead people into a growing relationship with Jesus Christ.*

Remember, your purpose is supposed to fill you with anticipation and excitement. If you're not energized, take a step back.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

WITH THAT IN MIND, WRITE YOUR FIRST DRAFT BELOW:

MISSION STATEMENT:

AFTER READING YOUR FIRST DRAFT, CONSIDER WHETHER YOU'RE FEELING:

Overwhelmed – Did you write what you want to do or what you think you should want to do? Whose voice are you listening to?

Uninspired – Is your thinking big enough? Perhaps you're still playing it safe with what you consider "the best."

Bored – Did you use emotionally charged words? A small change in language can make a big difference.

Tired – Did you include too many words? If you're congruent with your mission statement, speaking it will be effortless. If it's too long, it will feel like a chore.

FINAL WORDS

Rewrite your mission statement. Say it out loud. Rewrite it again. Say it out loud.

Repeat this process as many times as needed until it resonates deep in your soul.

VOX MISSION

Vox Church exists to spread the lifestyle of authentic Christianity for the glory of God and the transformation of our cities.

Consider your mission statement. How does it intersect with Vox's mission? How does your mission uniquely move the mission of Vox forward?

ROADMAP FOR HIRING

STEP 1: JOB PROPOSAL AND APS INTEGRATION

The process of making a hire begins with a job proposal:

Vox Managers are to put together a proposal that lists answers to the following questions:

- What is the role you are proposing? (Create a “Scorecard.” See Appendix A for an example)
 - This needs to include the following:
 - Description of the role (Mission)
 - What are the strategic advances of this role? (Outcomes)
 - What are the character traits and skill sets required to succeed in this role? (Competencies)
- Who will this person report to?
- Who has been doing this role before now?
- Is this a personnel replacement or a “new ground” hire? If new ground, what new ground will this position take?
- Is there a plan for the funding of this position?
- Do you have a person in mind for the position?
 - If YES, answer the following questions:
 - How long have they been a part of Vox?
 - Are they a member?
 - What have they done, and what have they led?
 - Who knows them well and can vouch for their character?
 - Have they been generous in giving their time and resources?
 - Who can answer the Golden Habits questions on their behalf?

Once a Manager has Executive Team Approval, they are to forward the request to HR, who will set up the position on APS. Pastoral positions use the “Vox Church Pastoral Application,” which is found in Appendix B.

STEP 2: SCREENING INTERVIEW

Present: Hiring Manager

This first interview is used to expose those candidates who would clearly not be a fit for a position at Vox through a Facetime call with the Campus Pastor, Department Head, or Manager.

Ask the following questions:

1. Tell me a little about yourself.
2. What interests you about this job?
3. Tell me about your experience in _____.
4. Tell me about your relationship with Jesus.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Once these initial interviews are complete, compile the top 1-3 candidates and move to the next step of the interview process.

STEP 3: TESTS

With each of the candidates that you would like to continue with, please perform a background check. Additionally, please send them the Strength Finders test, Keirsey Test, a Spiritual Gifts test, and the APT test (HR will arrange this for you).

STEP 4: INFORMAL TEAM INTERVIEW

Present: Manager, Co-Worker, and Executive Team Member

This is a brief, 30–45-minute time in which the candidate tells us about their family and their story of faith in Jesus to give a few of our top leaders a chance to “sense” together if we should continue with this person. *(When the candidate is known to the Vox community, it is ok to omit this step.)*

STEP 5: WORK HISTORY INTERVIEW AND TEST RESULTS

Present: Manager, Co-Worker, and possibly an Executive Team Member

This is a chronological walkthrough of the person’s career using the questions below:

Ask the following five questions about each job of the last 15 years:

- i. What were you hired to do?
- ii. What accomplishments are you most proud of?
 1. [You are listening to hear the person talk about outcomes linked to expectations. Less qualified people tend to talk about events, people they met, or aspects of the job they liked without ever getting into the results.]
- iii. What were some of the low points during the job?
 2. [People can be hesitant. Don’t let them off the hook! Keep pushing until they have shared the lows.]
- iv. Who were the people you worked with? Specifically:
 3. “What was your boss’s name, and how do you spell that? What was it like working with him/her? What *WILL* he/she tell me were your biggest strengths and areas for improvement?”
 4. If applicable: “How would you rate the team you inherited on an A, B, C scale? What changes did you make? Did you hire anybody? Fire anybody? How would you rate the team when you left it on an A, B, C scale?”
- v. Why did you leave this job?
 5. “A Players” perform well, and bosses express disappointment when they leave. B and C players perform less well and are nudged out of their jobs or forcefully pushed out by their bosses. Don’t accept vague answers. Find out why and stick with it until you have a clear picture of what happened.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

NOTES:

STEP 6: CHARACTER INTERVIEW

Present: Hiring Manager (if same gender) and 1-2 Top Leaders*

*This interview is performed by 1-2 of our top leaders (SAME GENDER), as there will be some sensitive questions asked, specifically around purity.

- a. As you explain what each habit is, ask the candidate specifically about what each habit looks like in their life:

1. Daily Time with God

- Describe your daily time with God: What do you do? How long do you normally devote? When?
- How do you best connect with God?

2. Sharing Your Faith

- What do you get most passionate about telling people?
- Who are you praying for to come to faith?
- Who have you led to Jesus in the past three years? Tell the story.

3. Hearing from God

- Describe what it means to you to be led by the Spirit.
- What have you heard from God recently?

4. Sexual Purity

- Describe sexual boundaries and purity in your life
 - [It can be uncomfortable, but it's important to ask for specifics here. Many guys will be vague and avoidant when posed the question. You will likely have to ask very specifically and directly about the specific place they are at in their purity walk]
- Do you have an accountability partner?
- A person that you are discipling comes to you and confesses they are struggling in this area. What resources do you turn to? What do you ask them to do?

5. Financial Stewardship

- Do you/your family have a personal budget? Who manages it?
- Is there any significant debt in your life?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- Describe your approach to tithing.
 - What % of your income do you set aside for generosity and giving?
6. Healthy Life Rhythms
- Describe your rhythms: weekly, monthly, annual, etc.
 - Describe a perfect “sabbath” Saturday. What would you do?
 - How many times a month are you able to achieve that?
7. Making Disciples
- Who are you discipling right now?
 - Scenario: A person gives their life to Jesus at a service, and you begin to disciple him/her weekly. What does that process look like?

NOTES:

STEP 7: CULTURE INTERVIEW

Present: Hiring Manager, Co-Worker, and Executive Team Member

The purpose of this interview is to figure out if the candidate is a good fit for the Vox Team Culture. There are plenty of godly people with the right skills for the job but who will not fit in with the way that the Vox team works.

VOX TEAM TRAITS:

1. JESUS FIRST
 - a. “We make a relationship with Jesus our highest priority and pursuit.”
 - b. This one has been covered in the previous section. So, unless there is more to be found here, you can move on.
2. DEEP CHARACTER
 - a. “We carry an identity forged in the character and calling of Jesus with a passion for the Word of God.”
 - b. What have been some of the key promises of God that you’ve clung to through the years?
 - c. What have been 3-5 life-changing moments in your walk with God?
 - i. I.e. Moments where you’d say, “Because of that, I was never the same.”
 - d. What would you say your area of biggest area of insecurity is?
 - i. How have you fought against that historically?
 - e. Tell me about your relationship with your parents; what were they like?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- i. How has that impacted your relationship with God?
 - f. What have been the most significant Christian books in your journey?
 3. CALLING OVER JOB
 - a. “We live with a sense of calling, driven by this mission.”
 - b. What motivates you?
 - c. What do you want to be known for at the end of your life?
 - d. Why do you want to work at a church?
 - e. What kind of hours did you work at your previous job?
 4. HEALTH MATTERS
 - a. “We attend to our own physical, emotional, relational, financial, and spiritual health. We live with a plan for moving towards holistic health in all areas.”
 - i. How often do you create Personal Growth Plans?
 - ii. In what areas of life have you grown in the last 12 months?
 - iii. What is one specific thing you are working on right now, and how are you going about it?
 - iv. What books have you read this year?
 5. ALWAYS LEARNING
 - a. “We are teachable, eager to grow, and regularly looking for feedback.”
 - b. When was the last time you got difficult or challenging feedback from a boss or friend?
 - c. Would you consider yourself too slow or too fast to give feedback to others? Why?
 - d. What is your process with Jesus for handling challenging feedback from someone?
 6. SELF-STARTERS
 - a. “We have a bias towards action and excel at follow-through. We tend to ask for forgiveness rather than permission and shine with minimal oversight.”
 - b. What is something that you started that you are proud of? An idea that you “ran with”?
 - c. Do you tend to ask “forgiveness or permission” when you have something you want to do?
 - d. Would you consider yourself someone who excels at follow-through? What are some examples that inform your answer?
 7. RESILIENT
 - a. “We carry a high level of perseverance, grit, and endurance. We don’t give up when things get difficult.”
 - b. What have been some of the most challenging things you’ve been through in your life? How did you keep moving forward?
 - c. When someone you love is going through something hard, what is your usual advice to them?
 8. FLEXIBLE ATTITUDE
 - a. “We thrive in a fast-paced and quick-pivoting environment, and we are slow to take offense.”
 - b. Do you prefer an environment that is fast-paced or slow-moving?
 - c. When facing a decision, would you rather jump in and figure it out as you go, or do you like to think about it thoroughly before making a decision?
 - d. Does “chaos” excite you or make you anxious?
 9. A FRIEND
 - a. “We are known deeply by friends and loved ones and cultivate honest friendship.”
 - b. Who are your closest friends?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- c. What does community look like for you? For your spouse?
 - d. Who knows your current struggles? How often do you see or connect with that person?
10. ZEST FOR LIFE
- a. “We carry a positive, “can-do” attitude into each and every day.”
 - i. Consider: Are they light-hearted? Do they “laugh easy”? Can you picture yourself spending a lot of time with this person?

NOTES:

VOX DISTINCTIVES:

1. We are Married to the Message

- What does Servant Leadership look like in your life?
- What does “sacrifice” look like for you?
- In what ways do you “lead from the front”?

2. We are Contenders

- What do you pray when someone is sick? Oppressed? Lost?
- How do you understand God’s revealed will? Secret will?

3. We are Pioneers

- Do you prefer to fix something broken or build something from scratch? Explain.
- How would you describe a pioneering spirit? Do you see yourself as a pioneer? What have you pioneered?
- Describe your process in facing risk. Why do you think God has placed you where you are?

4. We are Students of Culture

- How often do you read the news?
- What would you say are the most pressing cultural issues of our day?
- How does the Gospel speak to those issues?

5. Our Relationships Build Muscle

- For managers: Have you ever fired someone? Tell us about that process.
- For managers: Have you ever looked back at previous staff and said, “I should have fired them,” and held on too long?
- When was the last time you had to confront someone lovingly? How did that go?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

6. We Thrive in Cultural Centers

- How should the church reach New England with the Gospel?
- Vox Church plants primarily in cities. Thoughts?

7. We Enjoy the Ride

- (Similar to the section on “Healthy Rhythms” from our staff team section, so feel free to skip it if you have sufficient answers)
- Describe your Sabbath routine.
- How do you practice daily Sabbath/weekly/quarterly?
- What replenishes you?

NOTES:

STEP 8: COMPETENCY EVALUATION

This step is used to assess if the candidate’s wiring, skills, and abilities are a good fit for what is needed to be successful at the position.

This is the time to walk through the test results. Ask questions like:

- “Were you surprised by your results?”
- “How does that tend to play out in your life and/or leadership?”

As you are evaluating the results, be thinking of personality and wiring alignment to the position you are hiring.

If the position requires significant leadership, linger here. Ask questions like:

- Which books have been most formative for you in your leadership journey?
- Over the last five years, how have you grown in your leadership?
- What is your management style like? What would your employees say about you as a manager?

A good practice is to walk through the “outcomes” portion of the scorecard, asking the candidate to describe what steps they would take to accomplish that specific goal.

If the position is technical in nature, there may be a step where the candidate is asked to perform or create something representative of the work they would do in the position in order to assess skills.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

If the position is pastoral and would entail a lot of discipleship and connections work, ask the person about their specific process of discipleship, think through some specific “scenario questions,” and ask how they would respond to the question or situation.

If the position is administrative, follow a similar line of questioning, walking through the intended outcomes and competencies from the scorecard and assessing if this person is the right “fit” for the position.

NOTES:

STEP 9: CHEMISTRY EVALUATION

Do you “like” this person? Do you look forward to potentially spending a lot of time with them?

Consider: Are they fun to be around? Do you find yourself avoiding them or looking for them? Do they take themselves too seriously? Do they smile? Do they have a positive attitude? Would they bring “life” and joy to your team?

STEP 10: REFERENCE CALLS

Once a leading candidate has been determined, make sure to call each of the references that are provided (but warn the candidate before doing so). 25% of critical information is lost when the reference call is skipped. Let the following questions guide the conversation:

- i. “In what context did you work with the person?”
- ii. “What were the person’s biggest strengths?”
- iii. “What were the person’s biggest areas of improvement *back then*?”
- iv. “How would you rate his/her overall performance in that job on a 1-10 scale? What about his or her performance causes you to give that rating?”
- v. “The person mentioned that they struggled with ____ in that job. Can you tell me more about that?”

Remember that faint praise in reference interviews is a bad sign, and the absence of enthusiasm is a terrible sign. A truly positive reference will brim with enthusiasm and admiration.

STEP 11: FAMILY INTERVIEW

For all Executive Team members, Department Heads, and Campus Pastors, the final step in the interview process will be a 1-on-1 interview with the candidate’s spouse (if applicable) as well as a social time with the candidate’s family and some of our top leaders.

STEP 12: TEAM DISCUSSION

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

The “Team Discussion” meeting involves at least two Executive Team members, the Manager, and one teammate from within the department in order to discuss the following questions:

- What are the person’s strengths?
- What are his or her weaknesses?
- What are the “flags” that came up during the interview?
 - Past job concerns
 - Character concerns
 - Competency concerns
 - Chemistry assessment
- Reference Calls
 - What was said of the person by their previous employers?
- Consensus
 - What is the overall “sense” about the person? Should we move forward?

If there is consensus about hiring the person, the Executive Team Member that the position rolls up to will present the “Job Offer Proposal” (below) to the Executive Team for approval.

STEP 13: JOB OFFER PROPOSAL

the Executive Team Member that the position rolls up to will present the “Job Offer Proposal” (below) to the Executive Team for approval.

JOB OFFER PROPOSAL

NAME:

POSITION:

HIRING EXECUTIVE TEAM MEMBER:

HAS EACH OF THE FOLLOWING STEPS BEEN PERFORMED?

1. TESTS: Y/N
2. WORK HISTORY: Y/N
3. CHARACTER INTERVIEW: Y/N
 - a. PERFORMED BY:
4. CULTURE INTERVIEW: Y/N
5. COMPETENCY INTERVIEW: Y/N
6. REFERENCE CALLS: Y/N

RECOMMENDED SALARY OFFER:

Once there is approval on both the candidate and compensation package, it is then sent to HR to prepare a job offer.

STEP 14: FORMAL JOB OFFER

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

The Human Resources department will draft a job offer letter for the candidate and email it to the candidate, with the manager copied on the email.

All negotiations with the candidate regarding compensation, benefits, PTO, work schedule, etc., are handled by the Executive Team directly with the candidate.

If the candidate accepts the position, Human Resources is notified, a start date is finalized, and all paperwork is sent over through APS two weeks prior to the new employee's first date.

HR will be in contact with the Manager about the start date, office needs (if applicable), and onboarding.

SCORECARD EXAMPLE

MINISTRIES PASTOR

Vox Church

Mission:

To serve as a member of the Executive team; lead Community Groups, Servant Teams, Family Ministry (Kids, Students, College, Singles, Parenting), Men's and Women's Ministry, Outreach, Prayer, and Missions. Ensure that each ministry carries the Vox Church DNA at each campus.

Outcomes:

1. Over 50% of Vox Church attendees attend Community Groups within 18 months.
2. Over 50% of Vox Church attendees serve in a volunteer capacity within 18 months.
3. A scalable model is produced for each location for Men's Ministry, Women's, Students, etc., within the first four months. Each area has a thriving expression of these ministries within nine months.
4. A family pipeline strategy for every age group [VoxKids – VoxYouth – College Students – Marriage and Family] is created and implemented in the first six months.
5. Develop & implement a thorough city map for the next 4 locations in the first six months.
6. Review and maximize Vox Church's global mission strategy with measurable goals.

Competencies:

1. Live & be advancing in the 7 Golden Habits
2. Understand & embody the Vox Church Distinctives
3. Carry a pioneering spirit
4. Highly skilled in leading and managing staff
5. Able to create and carry a vision for each of the ministries listed above
6. Coachable and flexible spirit
7. A strong work ethic
8. Has a developed preaching skill

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

VOX CHURCH PASTORAL QUESTIONNAIRE

This application is broken into three sections: personal, ministry, and theology. Please feel free to be as brief or thorough as needed to answer each question.

Name:

Date of application:

PERSONAL

Tell us about your family:

Describe your life in God:

If applicable, in what ways are you leading your family closer to Jesus?

What have been the catalysts for your spiritual growth over the years?

How do you feel about the prospect of living in New England?

What is your conflict resolution style?

What has historically been your most challenging area of sin in your Christian walk? How are you doing in that now?

Have you ever taken a personality test, and if so, what were your results? *I.e., Meyers Briggs, Strength Finder, DISC, etc.*

Tell us about your education:

MINISTRY

Describe your previous ministerial experience, including a brief description of each role and function:

Describe your dream job, both for this next season and for the long term:

What is your greatest ministry passion? *I.e.,* What aspects of local church ministry make you most excited?

THEOLOGY

Explain your view of the Scriptures:

Explain the gospel from the perspective of creation, fall, redemption, and restoration:

Explain God as Trinity:

Describe the Holy Spirit in terms of Person and work:

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Explain your view of human nature:

Explain justification by faith:

Explain your view of the church. What is a true church? Who is the church comprised of? What is the mission of the church?

Briefly describe your view of spiritual gifts and miracles. What are your spiritual gifts? How are you exercising them currently?

Explain your view on marriage and sexuality:

Thank you for taking the time to fill out this questionnaire.

ONBOARDING PROCESS

VOX IT ONBOARDING AND OFFBOARDING

IT Employee Onboarding Details Needed

- Employee's full name
- Employee's job title
- Employee's supervisor
- Employee's start date
- Employee's mobile number
- Time on employee's start date Charles IT should reach out for computer onboarding
- Is this person part of the creative team?

CIT Employee Onboarding Checklist

- Create an Office 365 user account
- Add user to all staff email lists and any other requested groups
- Email user credentials to IT admin & manager
- Meet with user to make sure they can log into their laptop and applications

Vox IT Employee Onboarding Checklist

- Setup user's new laptop
- Create logins for any third-party applications (i.e., Zoom or Adobe)
- Print IT welcome letter for the user
- Hand off the laptop to manager

IT Employee Onboarding Checklist Details

Creating O365 Account

- Receive details needed from HR
- Fill out Charles IT form [CLICK HERE](#)

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- Charles IT will send you and the new hire's manager an encrypted email with the login and password

Setting Up Laptop

- New, full-time users receive a new MacBook Pro
- When turned on, you will be prompted for the O365 login of the user for Intune
 - Obtain login from CIT
- Once this is finished, you will now be asked to create a local account for the user
 - Local account is the user's full name
 - Password is Newwine1?
- Once logged into the user complete the following steps to finish the setup
 - Change sharing name of the laptop to *VOX-LaptopSerial#*
 - Download Charles IT agent [CLICK HERE](#)
 - Install Agent
 - Download the Zoom.us application [CLICK HERE](#)
 - Install Zoom.us
- Reply to user credential email from CIT asking their credentials to be reset
 - You would have needed to create new credentials when logging into Intune; this reset will have them create new credentials the next time they log into an O365 account

Handing off the Laptop

- Write up Vox IT welcome letter at: [CLICK HERE](#)
 - Change name
 - Change appointment time
 - Change O365 credentials (second email of credentials)
- Place laptop and welcome letter at user's desk
 - Don't forget to include laptop sleeve
- Let the manager know that the user should setup their laptop before the phone call with Charles IT

IT Employee Offboarding Details Needed

- Employee's Full Name
- Date of termination
- Time (if applicable) of termination
- Should an employee's email be accessible by someone else?
- Should employee's files be accessible by someone else?
- Is an automated response needed?
 - Example: Hi, Joe Smith is no longer employed by Vox Church; please contact Smith Joe for any further assistance

CIT Offboarding Checklist

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- Disable account
- Remove user from all groups
- Convert to the shared mailbox in order to be accessed later
- Give permissions to others to view, send and receive emails from user
- Unassign Office 365 License
- Backup any files user may have on their laptop to OneDrive

Vox IT Offboarding Checklist

- Submit termination ticket to CIT
- Receive employee's laptop
- Ensure files are backed up
- Recycle laptop

IT Employee Offboarding Checklist Details

- Complete employee decommissioning form with Charles IT at: [CLICK HERE](#)
- Receive user's computer and charger from user's manager
 - Be sure to have a computer charger in hand as well
- Turn on and leave plugged in user's computer in the IT closet for Charles IT to decommission
 - Charles IT will upload any local files from the user's computer to their archived email address
- Once Charles IT is finished
 - Login as Vox IT admin
 - Delete user's local login
 - Recycle laptop to cabinet if able to use again
 - Find an empty Apple laptop box
 - Label Apple box with laptop specs with a sticky note
 - Shut down laptop (Important to shut down machine and not put it to sleep)
 - Put laptop in an Apple box and then in the cabinet

MANAGER'S ONBOARDING CHECKLIST

FOR _____ START DATE: _____

Position Title: _____

Reports To: _____

Please check one: Part-time: _____ Full-Time: _____

BEFORE FIRST WEEK

- Submit Facilities Request for the new team member's office/cubicle if maintenance or paint touch-up is needed.
- Have their buddy reach out to them with questions, coffee set up if local
- Have their manager write them and their family a handwritten note to send to their home. Also, one for their first day on their desk.
- Have their manager send them a team video welcoming them.
- Get information for Swag and give it to Team Development Coordinator. Team Development Coordinator will Gather swag and set up a desk.
- Full-time: Vox sweatshirt and Team Member shirt (not staff)
- Family: travel mug?
- Kids: Team T-Shirts
- Gather three books: Crazy Love, Emotionally Healthy Leader, 7 Habits of Highly Effective People. MANAGER TO PICK OUT BOOKS
- Planner
- Add to Planning Center

What teams does a staff member need to be added to?

Please check all items you require to be purchased.

- Laptop
- Monitor
- At A Glance Planner
- 3-Month On-Ramp Books:
- Crazy Love or Bury Your Ordinary
- Emotionally Healthy Leader
- 7 Habits of Highly Effective People

Please check all that are needed:

- Rock Account
- Vox Email (Outlook/Office 365)
- Pex Card/Expensify

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- Amazon Business Account
- Will they need a desk at the central office? Yes _____ No _____ (Due to space limitations at the BFD location, this is only available for those in the central office for three or more days a week.)
- Office supplies needed: Desk _____ Chair _____ Basic office supplies _____

We strive to ensure all our new staff feel fully equipped for their role at Vox. To that end, a first-week schedule is created for them with the following people, but we tailor it to best suit each position. If there is anyone you feel your oncoming employee does not need to meet with, please cross them off. Likewise, if there is someone not on the list with whom a meeting would be beneficial, please add them in. Thank you!

Production	Creative/Worship
IT	VoxKids
Development	VoxYouth
Expensify/Budgets	Rock Training
Outreach	Office Management
HR Paperwork/Payroll	

ON FIRST DAY

- Pick up Starbucks order and flowers (if female) for new team member's desk
- Blow up & set up welcome balloons at desk (Team Development if in Central)
- Computer plugged in with screen saver
- 12:00 pm – Team or Department Lunch
- “Get to know you” lunch with the entire department
 - Manager asks the candidate questions like:
 - Where did you grow up?
 - What has been your faith journey?
 - If married, how did you meet your spouse?
 - What are your favorite hobbies?
 - What's one thing that would surprise us about you?
 - What is an embarrassing story you'd like to share?
- Added to the “group text”

NEW TEAM MEMBER DESK SET UP

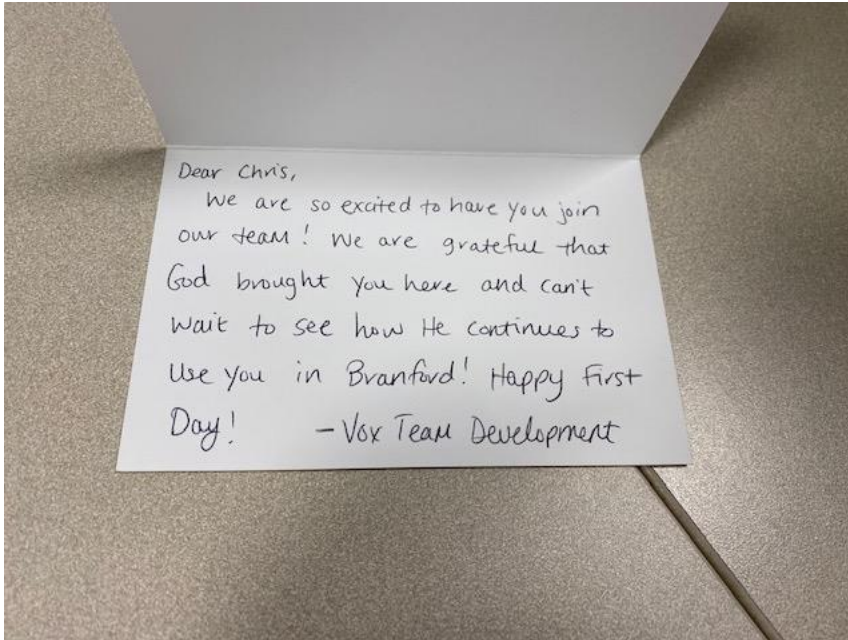
Prior to a team member's first day, their desk should be set up with the following:

- Computer (open with Welcome to Team screen background)
- Onboarding Books
 - 7 Habits of Highly Effective People
 - Bury Your Ordinary
 - Emotionally Healthy Leader
- Vox Team T-Shirt folded neatly
- Starbucks drink of their choice (from onboarding email)
- Snacks of their choice (from onboarding email)
- Balloons
- Flowers (if appropriate)
- Welcome to the Team Card – completed by manager
- Black Moleskine Journal with “Inside Vox” sticker and Vox pen attached
- Gift bag with tissue paper and Vox Yeti mug inside (if they have a spouse, personal Vox card written to spouse with mug as a gift)
- Team T-Shirts for team member's children under the age of 10 (in gift bags with tissue paper and gift label)
- New Hire Folder (list of items to be printed below until a digital option is created by HR team)

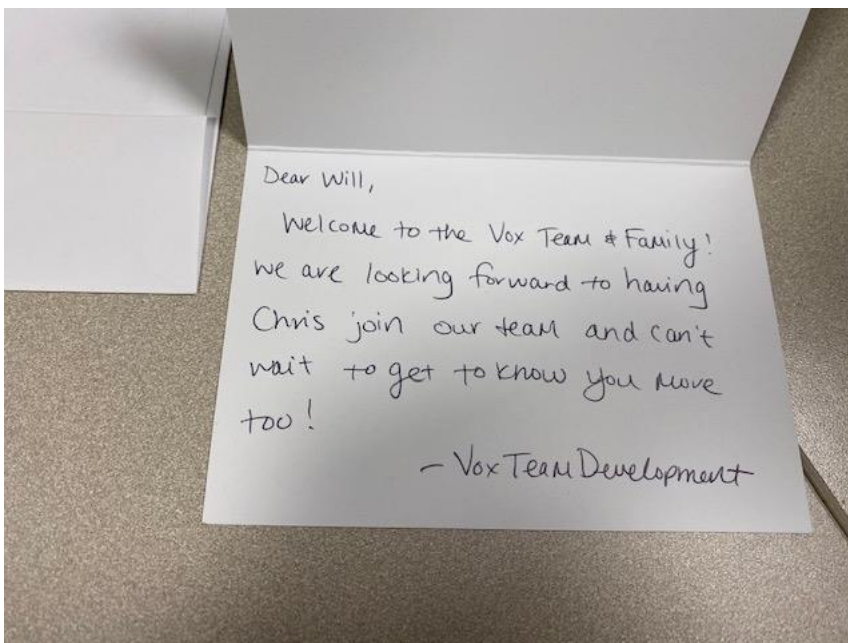
SAMPLE DESK SET UP



VOX CHURCH TEAM DEVELOPMENT PROTOTYPE



Sample Note to New Team Member on “Welcome to the Team” notecard



Sample note to new team member spouse on the “V” black notecard

NEW HIRE FOLDER CONTENTS

Every new team member receives a folder with the following documents:

- [Media Release Form](#) HR
- [Mandated Reporter Training Instructions](#) HR
- [Sexual Harassment Training Instructions](#) HR
- [M3 Process Overview](#) Team Development Coordinator
- [Employee Information Form](#) HR
- [PTO Policies & Procedures](#) Team Development Coordinator
- [New Staff 3-Month On-Ramp Overview](#) Team Development Coordinator
- [Office Supplies Request Form](#) HR
- [Rock Database Training Guide](#) Team Development Coordinator
- [Vox Office Hours Expectations](#) HR
- [Office Hours Agreement](#) HR
- [Current Vox Church Org Chart](#) Team Development Coordinator
- [Team Member Handbook](#) HR
- [Team Member Handbook Acknowledgement Digital](#) HR
- [RFD Etiquette](#) Team Development Coordinator
- [Vox Systems Contact List](#) Team Development Coordinator
- [FAQ/Where to find things at Vox List](#) Team Development Coordinator

Part-Time Team Members receive two additional forms in their folder:

- [Time Clock Instructions](#) Team Development Coordinator
- [Meal Break Shifts Instructions](#) Team Development Coordinator

SAMPLE FIRST 3 DAYS

TEAM MEMBER FIRST DAY (ALWAYS A TUESDAY):

The Vox Team Development Coordinator will set up the first three days of an employee's schedule. The schedule is as follows:

- 9:30 am - Arrive and be Greeted by "Buddy" with favorite Starbucks Drink; introductions are made to the rest of the team
- 9:30-10:00- Shown to Office/Desk by Manager and Buddy
 - Flowers/Balloons/Fun at the desk
 - Welcome Box waiting
 - "Welcome to the Team!" (Greeting card signed by the Department)
 - Moleskine
 - Vox Shirt/Sweatshirt (special only to team members)
 - Planner
 - Computer plugged in, ready to go with email installed and a "Welcome to Vox" screensaver.
 - Vox History Book with final page signed by Manager, "You're here to write the next chapter."
- 10-10:30 Office Tour & keys
- 10:30- 11:30 am - Orientation with Team Development Administrator
 - This includes an overview of mission, vision, values, and distinctives as well as a walk through the Team Member Handbook
 - Finalize any hiring paperwork needed
 - Prayer Training, Encounter, and Membership Covenant
 - Evacuation Protocols for venues in new hire folder
- 12:00 pm – Team or Department Lunch
 - "Get to know you" lunch with entire department:
 - Manager asks the candidate questions like:
 - Where did you grow up?
 - What has been your faith journey?
 - If married, how did you meet your spouse?
 - What are your favorite hobbies?
 - What's one thing that would surprise us about you?
 - What is an embarrassing story you'd like to share?
 - Added to the "group text"
- 2-3:30 pm – Meeting with Manager
 - Denotes the schedule for the rest of the week: Meetings, expectations, readings, etc.
 - Receive Onboarding Priorities List
 - Schedule Membership class attendance
 - Schedule Prayer Training attendance
 - Schedule Encounter attendance
 - Practical explanation of planning your week

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- Setup Financial Peace University course
- 4-4:30 pm – Meet with Executive Pastor
 - Culture & Values Overview
- 5:00 – Done for The Day

DAY TWO:

- Meeting with Finance (30 minutes)
 - Explanation of budgeting process
 - Explanation of purchasing & reimbursement process
 - Explanation of Expensify
 - Talk through the PEX card
- Meeting with Charles IT Information Systems Director (30 mins)
 - Sign up for new computer
 - Walk-through of Microsoft 360
 - Including Teams & OneDrive
 - Explanation of Covenant Eyes policy
 - Cybersecurity Best Practices
- Meeting with data Base Administrator (1 hour)
 - Go over Systems Contact List
 - Communications policy, voice, culture & processes
 - Rock Training
 - Connections Requests (Central Servant Team Director 5-15 min-depends on role)
 - Incident Reports & Security Protocols (10 min)
 - Workflows (5 min)
 - Check-Ins (Central Servant Team Director)
 - Sunday Attendance Entry (5 min)
 - Searching and updating profiles (10 min)
 - Welcome Card Entry
 - Serve Card Entry
 - Mass email training (10 min)
 - Groups
 - “No Contact” Tags
 - Request for Design (RFD) process & Canva (10 min)
 - Event Wizard submission process (15 min)
 - Team Calendar Training (5 min)
- Meet For Planning Center Training (depends on role – deep dive – 20 min) Anna
- Department Head Video
 - 15-minute video that gives overview of Production, Servant Teams, Kids, Worship, Outreach, Community Groups, Youth, Women’s, Spiritual Life
 - Name, position title, what you are responsible for, 30-60 second overview of the ministry
- One-on-Ones with each member of their ministry team (30-60 minutes each)
 - It could be across the first week (Tuesday-Friday)

DAY THREE

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- On desk: Box with favorite snack/candy, encouraging handwritten note from Team Development
- 8-9 am All-Team Prayer
 - One-On-Ones with each member of their ministry team (30-60 minutes each)
 - It could be across the first week (Tuesday-Friday)

DAY FOUR

- Trainings (3-4 hours)
 - Sexual Harassment, Mandated Reporter, Suicide Prevention

After the first week of onboarding is complete, it is the manager's job to help the team member get accustomed to the culture here at Vox. This should happen through a weekly meeting for at least the first three months after a team member starts. This weekly check-in is imperative to ensuring that the person has the tools and understanding needed to do their job well. One of the important aspects of these first three months is the weekly on-ramp material (seen below). The manager will walk through the weekly assignments and help the new team member understand the culture and thinking behind who we are and how/why we do things the way that we do.

In a perfect world, these meetings are done on Monday mornings. This way, the Manager can walk through the new Team Member's week and make sure that he/she has a good sense of what they are working on this week and the upcoming schedule for the week.

NEW STAFF ON-RAMP 3 MONTH

NEW STAFF ON-RAMP // MONTH 1

MONTH 1 READING // BOOK: *BURY YOUR ORDINARY*

Read the book and answer the following two questions:

1. What was the single most impactful thing I learned?
2. What are three things I will do differently as a result of this book?

WEEK 1 // DISTINCTIVES

Distinctive #1: We are Married to the Message

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 2 // SCENARIO

A new person comes to the church and comes up to you after service and says, "I liked the service today, but to be honest, I really prefer live preaching. Why doesn't the pastor here preach every week? Is he not really a pastor?"

What is your response?

WEEK 3 // DISTINCTIVES

Distinctive #2: We are Contenders

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 4 // SCENARIO

A new person comes to the church and comes up to you after service and says, "I like the church and think the worship and preaching are great, but the lights and environment make me think it's more of a concert. Can't we turn the music down and turn off those moving lights?"

How do you respond?

NEW STAFF ON-RAMP // MONTH 2

MONTH 2 READING // BOOK: *EMOTIONALLY HEALTHY LEADER*

Read the book and answer the following two questions:

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

1. What was the single most impactful thing I learned?
2. What are three things I will do differently as a result of this book?

WEEK 1 // DISTINCTIVES

Distinctive #3: We are Pioneers

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 2 // SCENARIO

You asked Nate, a coworker, to help you on a project to get ready for Christmas, and he didn't get it done the way you wanted, or by the time you asked him to finish it. This is the second project in a row you have asked him to work on that hasn't turned out right, and you are pretty frustrated with him.

What do you do next?

WEEK 3 // DISTINCTIVES

Distinctive #4: We are Students of Culture

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 4 // SCENARIO

One of your leaders comes to you and says, "I was at a community group the other night, and the leader had some poor things to say about our church to the group. I just thought you should know."

What's the next move? What do you advise the leader to do?

NEW STAFF ON-RAMP // MONTH 3

BOOK: 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Read the book and answer the following two questions:

1. What was the single most impactful thing I learned?
2. What are three things I will do differently as a result of this book?

WEEK 1 // DISTINCTIVES

Distinctive #5: Our Relationships Build Muscle

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

WEEK 2 // DISTINCTIVES

Distinctive #6: We Thrive in Cultural Centers

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 3 // DISTINCTIVES

Distinctive #7: We Enjoy the Ride

Write about what this distinctive means, how it affects your daily life, and how it impacts your leadership, then submit it to your supervisor.

WEEK 4 // ASSESSMENTS

90-DAY NEW TEAM MEMBER EVALUATION

Here at Vox, we are always trying to learn, grow, and improve the experience for the Vox Team. The onboarding process is a crucial time for new Team Members, and we would appreciate your feedback on your first 90 days here on the Team. Please take some time to consider the following questions:

1. What do you like most about the job so far?
2. Are you doing what we hired you to do?
3. Is the job what you expected it to be?
4. Are you experiencing anything that frustrates you?
5. Have you developed good friendships within the Team since starting?
6. Do you have all the tools you need to do your job?
7. Do you see anything we are doing that is off-mission or off-purpose?
8. What is one thing the organization could have done to make the onboarding process smoother or more helpful?

The final step in the 3-month onboarding is the 90-day evaluation of the new team member. The Manager, team member, and Executive Pastor will do the evaluation meeting together.

BENEFITS ADMINISTRATION

Medical Benefits

- Offered by Guidestone – through Converge Group Plan
- Main Contact: Jenna Sheridan: jenna@convergenortheast.org; 860-670-9231
 - [Enrollment Form](#)
 - [Termination Form](#)
 - [2022 Open Enrollment Rates](#)
 - [Health Choice 2500 Plan Details](#)
 - [Health Saver 2750 Plan Details](#)
 - [Health Saver 4000 Plan Details](#)

Short-Term/Long-Term Disability/10K of Life Insurance

- Offered by CBIA
- Main Contact: HR Administrator
- [Enrollment/Termination/Change Form](#)
- [Short-Term Disability Application](#)

Simple IRA (Vox matches 3%)

- Offered by Wealth Managers, LLC
- Main Contacts: Rose Romatzick: rose.romatzick@wealthmanagersllc.com & Shawn Everett: shawn.everett@wealthmanagersllc.com; Connecticut: (203) 234-2630 | Fax: (203) 234-2639
- [Simple IRA Enrollment Form](#)

HSA Bank

- HSAbank.com
- If a team member chooses 2750 or 4000, an HSA account needs to be added by uploading both the demographic and enrollment spreadsheets.

POLICIES

In this season of navigating through the COVID pandemic, our organization will follow the guidelines of the CDC regarding quarantining when exposed and testing positive. To care for our team well, anytime that someone is exposed and needing to quarantine and can work from home, they should do so. If someone is exposed, begins to show symptoms, tests positive for COVID and is unable to work, they should communicate with their manager and will not be expected to use their sick days for any days they are unable to work due to COVID.

MATERNITY LEAVE OVERVIEW

[One-page overview](#) of current maternity leave options.

Welcome Back with Baby [one-pager Welcome back letter](#) for desk

[CT Paid Leave Employment Verification Form](#)

ONBOARDING CHECKLIST



Employee Name _____
 Division - Position _____
 Supervisor _____
 Start Date _____

Two Weeks Prior to First Day	Status	Responsible Party	Notes
Set up 15-minute phone call with new hire's manager to discuss onboarding form		Carole	Buddy assigned, handwritten note, welcome team video, give managers checklist
IT request form		Natalie	
Facilities Request		Carole	Office set up- Lisa/Manager
New Hire paperwork sent out via APS/personal email		Natalie	See directions in word doc
Background Check/ Form sent		Natalie	
Email ROCK Data to add New Hire to ROCK after e mail is set up and website if approp if Finance or pastor or need ROCK Admin access		Carole	
Send email request for Rock set up training		Carole	Send to ROCK Data- add to EE schedule
Ask Lisa to program fob and get keys		Carole	
Let Megan know Start date		Carole	
One Week Prior to First Day	Status	Responsible Party	Notes
Send Benefit Email		Natalie	see template
Send Family & Favorites email		Carole	see word doc in teams for template
Set up first week Schedule		Carole	Rock Training, HR meeting, meet with Mike day 1, finance, seek managers input
Print out materials for folder		Carole	Use the Print Folder in the Full Time New hire Folder "To Print"
Gather Swag		Carole/Manager	Sweatshirt, shirt (not staff), Family-Travel Mug, Kids-team t-shirts, 3 Books, Planner, Computer plugged in with screen saver
Add Employee to "Vox Team Members"		Natalie	
Add Employee to agenda for team meeting		Carole	HR give Carole hire date
Include in Inside Vox email		Carole	Email Lauren
Add team member to Vox Master spreadsheet		Natalie	Located in Teams
First Day	Status	Responsible Party	Notes
Starbuck Order & Flowers (if female), snack for desk		Carole/Manger	
Blow up & Set up welcome balloons at desk		Carole/Manger	
Give New Hire Packet		Carole/Manger	See to print folder teams HR Onboarding
New hire PowerPoint		Carole/Mike	Mike to do Day 1, Carole as backup
Complete APS documentation		Natalie	
Let Megan know APS docs are complete		Natalie	
Send American Funds to Rose/Shawn		Natalie	
Send benefits forms to Chris/Jenna		Natalie	
After First Day	Status	Responsible Party	Notes
Send Sexual Harassment email		Natalie	
Send updated contact list to Lisa		Natalie	
Update Rock Distribution list		Natalie	Natalie to remind Data entry
Add Team member to VOX TEAM Calendar for birthday and anniversary		Carole	
All team email in Outlook		Carole	
Add team member to Mail Chimp		Carole	Email Lauren
Schedule Quarterly lunch with JK & CK		Carole	
Schedule Head shot with Christa Bosse		Carole	
Schedule 90 review		Carole	

OFFBOARDING CHECKLIST

Employee Name Division - Position _____

Supervisor End Date _____

2 weeks prior to last day	Status	Responsible party	Notes
Notify HR of employee leaving		Team Development Coordinator	
Set Up exit interview with HR		Team Development Coordinator	HR To email form to use during the discussion
Get forwarding contact information, confirm home email and home address		Team Development Coordinator	Forward to Team Development Coordinator
Written notice of separation from the employee		Manager/Team Development Coordinator	Send to HR. If we do not receive one, HR will reach out to team member
Manager IT questions to answer		Manager	Should employee's email be accessible by someone else? Should employee's files be accessible by someone else? Is an automated response needed? Example: Hi, Joe Smith is no longer employed by Vox Church, please contact Smith Joe for any further assistance
Determine last day of employment		Manager	
Notify Assistant Controller & CFO of employee leaving		Team Development Coordinator	
Notify Executive Team of employee leaving		Team Development Coordinator/ Manager	
Notify IT of employee leaving		Team Development Coordinator	Send RJ Managers questions from above
Update Rock with new forwarding contact info		Team Development Coordinator	
CIBA and Guidestone terms		HR	Send to HR Administrator
Send Continuation of Coverage		HR	if applicable
LAST DAY			
Equipment/Keys including truck & warehouse fob/computer collected		Manager	
Employee must submit all expenses before last day		Manager	
Take employee out of Teams, Office, ROCK, Connection Requests, Master spreadsheet		Team Development Coordinator	IT does Teams, Office
Are they leaving the church? If so, change to inactive on ROCK.		Team Development Coordinator	Ask Mike
After last paycheck			
APS termination		Assistant Controller	"active" to "Terminated"

FULL ONBOARDING PROCESS (WITHOUT HR CONTRACT)

Full HR Processes

Need 2-4 weeks heads up for successful onboarding (All first days are Tuesdays)

1. Send out Onboarding Request Form (in folder) to Hiring Manager
2. Once you receive it back, email IT right away (Tom/RJ). Then send out new hire paperwork via APS:

Within Closed jobs, click + Applicant. Scroll down to Known Applicant Bypass (could also Post an Inactive Job or Add a Candidate to a job). Just be sure you're matching a part-time person with a part-time job, etc. (there are different checklists)

Keep clicking Advance and Hire to auto-send documents.

Complete hire. Once you switch to Onboarding, the APS auto email goes out

1. Compose first welcome email to new hires asking for forms of ID (example in folder)
2. At a later date, compose 2nd email if they're full-time, send the Guidestone benefits, and ask if they have kids (names, ages) & any fun facts about them for the Team Development calendar/Inside Vox.
3. Go into the APS Hire dashboard (Click APS in the upper left corner and click Onboarding). Once their APS paperwork is complete, I approve the following:

Click on the Tasks for new employee

CT W4 fill in blanks - add hire date, business name, FEIN (464397543), my contact info (203-907-7922)

Federal W4 open to confirm all filled out; then just accept

Do Employee Info last (in order to verify direct deposit numbers)

On Direct Deposit, write down routing and account numbers to verify. Don't approve yet.

Employee Info: double-check numbers

I9- upload passport under Manager A. Choose and input and fill out my info. Add Document and upload (*MUST BE IN PDF FORM). If they don't have a passport, you will do List B (license) and List C (social security card)

Approve voided check. Save Am funds if they're contributing, and send them to Shawn/Rose later

HR Record Form: Bi-weekly; hourly

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Non-exempt (qualify for OT)

Salary, exempt (no OT)

Temp (per diem)

1. Make the employee an online folder and save the onboarding document to their folder.

In 10 minutes, all will get exported from APS hire to APS Online (payroll)

1. You will see a yellow box stating new hires awaiting approval:

Approve employee:

- o Employee Type: Choose W2
- o Change to Vox email
- o Base Department: ask Micah if unsure
- o Base Location:
- o Wage Type: Hourly (for part-time), Salary for full-time
- o Choose Title, Gender, Employment Type
- o Capture Type: ESS in/out times (for part-time), Time Clock (for full-time)
- o Federal taxes should be pre-filled
- o Select Unemployment State
- o Other state info should be there
- o Pay Group: Bi-weekly
- o Approve emergency contact, hourly rate
- o Direct deposit info
- o Payroll Account: BofA

Add Accruals “Hours available” for Vacation and Sick time

Go into Time, select their manager

·Check box under Rates & Deductions for “Use Percent Allocation”

1. American Funds (IRA) – give Wealth Management new employee, phone, email, and documents. Save and approve **Please note full and part-time employees can contribute to IRA
2. CBIA form – save to folder and send to HR Administrator
3. Once finished, email Assistant Controller the proposal letter and notification that onboarding paperwork complete
4. Set up first-week schedule *Include trainings, signing up for RightNow, etc. (Send an email with links from the Resources page)
5. Have their buddy reach out to them with questions, coffee set up
6. Have their manager write them and their family a handwritten note
7. Have their manager send them a team video welcoming them
8. Gather swag

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Full-time: Vox sweatshirt and Team Member shirt (not staff)

Family: Travel mug

1. Print out a folder; Include the team member handbook
2. Gather three books Crazy Love, Emotionally Healthy Leader, 7 Habits of Highly Effective People
3. Refer to Onboarding Request Form to see what else has to be ordered
4. Update PTO spreadsheet
5. Update Rock distribution list
6. Add employee to Vox Team Members on Teams
7. Let Executive Pastor know so the new hire can be welcomed at the team meeting
8. Include in Inside Vox email
9. Input their birthday, date of hire, kid's birthdays, and 90-day date into the Team Development calendar
10. Welcome Box
 - "Welcome to the Team!" (Greeting card signed by the Department)
 - Vox Shirt/Sweatshirt (special only to staff)
 - Planner
 - Computer plugged in, ready to go with email installed and a "Welcome to Vox" screensaver.
 - A couple of smaller Vox swag items
 - Vox History Book with final page signed by Manager, "You're here to write the next chapter."
 - Flowers/Balloons/Fun at the desk
11. Schedule quarterly new employee lunches with the Lead Pastor and his wife.

**If for any reason you need to re-send a checklist to someone, go into their Tasks, click Edit employee, and click Resend login instructions.

**You can also go to Edit Checklists to be sure you are the owner/the one to approve their tasks.

TEAM LEADER EXPECTATIONS

Here at Vox, the goal is that every Vox Team Member is part of a smaller tribe of people who they meet regularly with for spiritual life, professional development, relational investment, and accountability. Over time, these teams carry a sense of “family” and knit people’s hearts to one another and to the Vox Team. While there are many different ways to do this, and certainly, Team Leaders have lots of flexibility in their approach, and we ask them to strive to do the following:

HAVE A REGULAR WEEKLY OR BI-WEEKLY MEETING

These meetings are meant to be used for personal, professional, and spiritual development.

ONGOING INVESTMENT AND DEVELOPMENT

Using a variety of resources, the Team Leader should consistently move the team through Spiritual, Personal, and Professional development resources.

MILESTONE CELEBRATION

The Team Leader should celebrate significant personal and professional moments, such as birthdays, weddings, births, work anniversaries, etc.

SOCIAL GATHERINGS

The Team Leader should plan a few team gatherings per year, including the families of the Team Members. Christmas parties, Summer BBQs, etc.

Once a year, look for a conference or event to attend together.

ONBOARDING NEW TEAM MEMBERS

When a new team member joins the Team, they should take the person out to lunch on their first day and get to know the person.

ACCOUNTABILITY

Each month, the Team Leader will ensure that each Team Member fills out a “Wellness Form” and has space to share how things in their life are going. In groups that are both genders, they should split up for this portion.

FUN

Text Thread

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Each Team Leader should initiate a group text thread that is used for fun, life, and laughter. He or she should name it something unique to the group and get the team to “mix it up” regularly with fun and ridiculousness!

SERVE TOGETHER

The Team Leader should look for ongoing opportunities for the Team to serve together.

MANAGER'S HANDBOOK

INTRODUCTION

Welcome to the Vox Church Manager's Handbook. The following pages will guide the way that we approach management here at Vox Church.

We consider managing staff to be of the highest importance here at Vox, and it is both an honor and a trusted responsibility. As a manager, you hold the most influence over the experience of the people you manage. We all know the mantra: "People leave managers, not companies."

Managers have the most direct influence on the employees they manage. They carry the responsibility for aligning the performance of their department and its staff with the overarching goals of the church. They play a vital role in shaping organizational culture.

MANAGEMENT PHILOSOPHY

7 HABITS OF HIGHLY EFFECTIVE PEOPLEⁱ

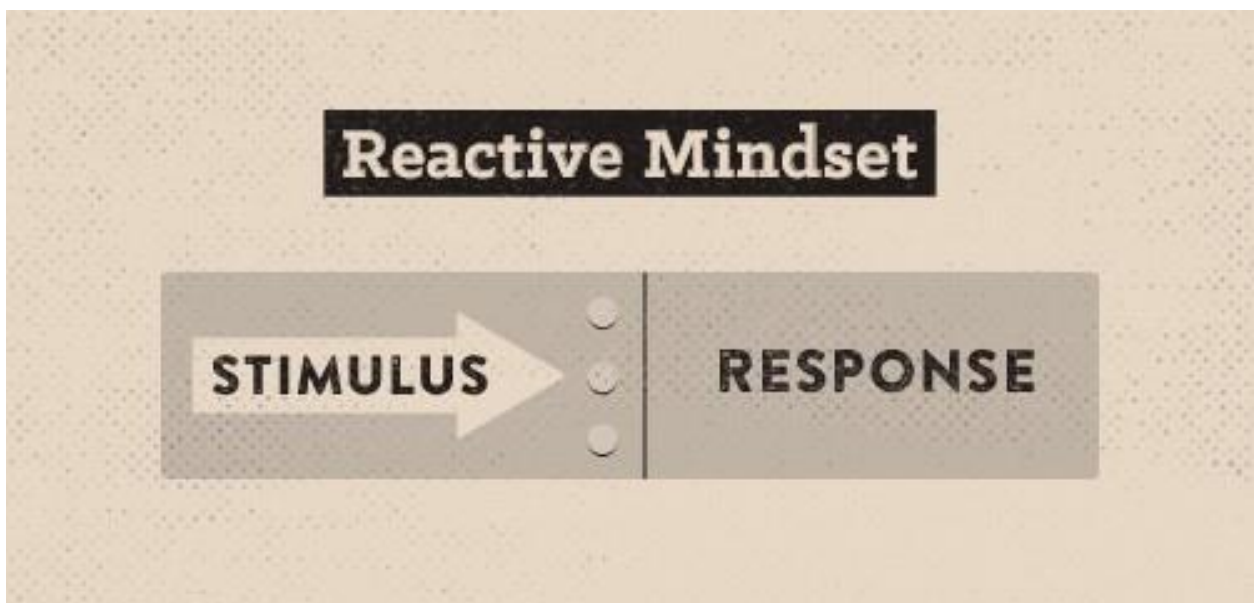
In the management of people, you can only replicate what you are. You will successfully lead others only to the degree that you successfully lead yourself. If you do not commit to a lifestyle of perpetual growth, you will quickly become your own ceiling. Each of these habits must be deeply applied personally and intentionally developed within your reports. They form a "framework" for a healthy management style.

1. BE PROACTIVE

Genesis 1:28 (NLT) Then God blessed them and said, "Be fruitful and multiply. Fill the earth and govern it. Reign over the fish in the sea, the birds in the sky, and all the animals that scurry along the ground."

You choose the scripts by which to live your life. You must take responsibility for your choices. You have an inherent ability to examine your own character, to decide how to view yourself and your situations, and to control your own effectiveness.

“Between stimulus and response there is a space. In that space is our power to choose our response,”
Viktor Frankl.



Personal Consideration: What is my personal plan for growth? (Spiritually, mentally, emotionally, physically). Where in my life am I acting reactively rather than proactively?

Management Consideration: How can I help my report own their own plan for growth? Where are they thinking and acting reactively? How can I empower them?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

2. BEGIN WITH THE END IN MIND

2 Timothy 4:8 (NLT) And now the prize awaits me—the crown of righteousness, which the Lord, the righteous Judge, will give me on the day of his return. And the prize is not just for me but for all who eagerly look forward to his appearing.

Use your imagination to develop a vision of what you want to become, and use your conscience to decide what values will guide you. Don't mistake busyness for fruitfulness. Clearly define the goal. Start with a clear destination. That way, you can make sure the steps you're taking are in the right direction.

Personal Consideration: Have you thought through a 5-year plan? 10-year plan? Have you considered what is most important to you at the end of your life? In eternity?

Management Consideration: At the end of the block, what is the most important advancement your report can see? Where do they want to be in 12 months? What should THEY (ownership) be doing NOW to get there?

3. PUT FIRST THINGS FIRST

Matthew 6:33 (NIV) But seek first his kingdom and his righteousness, and all these things will be given to you as well.

In order to manage yourself effectively, you must put first things first. You must have the discipline to prioritize your day-to-day actions based on what is most important, not what is most urgent. This requires the ongoing discipline of managing your personal schedule.

In Habit 2, we discussed the importance of determining our values and understanding what it is we are setting out to achieve. Habit 3 is all about actually going after these goals and executing our priorities on a day-to-day, moment-to-moment basis. In order to maintain the discipline and the focus to stay on track toward our goals, you need to have the willpower to do something when you don't want to do it. You need to act according to our values rather than desires or impulses at any given moment.

Personal Consideration: What improvement to your daily routines can you make right now? Where in the last month have you wandered from your priorities? How can you put things in place to avoid getting railroaded off your goals?

Management Consideration: Regularly examine your reports weekly routines. Where are they strong? Where are they weak? How can you help them live the 80/20 principle?

4. THINK WIN-WIN

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Luke 6:31 (NIV) Do to others as you would have them do to you.

In order to establish effective interdependent relationships, we must commit to creating Win-Win situations that are mutually beneficial and satisfying to each party.

There are five paradigms of human interaction:

1. Win-Win: Both people win. Agreements or solutions are mutually beneficial and satisfying to both parties.
2. Win-Lose: "If I win, you lose." Win-Lose people are prone to use position, power, credentials, and personality to get their way.
3. Lose-Win: "I lose, you win." Lose-Win people are quick to please and appease and seek strength from popularity or acceptance.
4. Lose-Lose: Both people lose. When two Win-Lose people get together -- that is, when two determined, stubborn, ego-invested individuals interact -- the result will be a Lose-Lose.
5. No Deal: If you can't reach an agreement that is mutually beneficial, there is no deal.

The best option is to create Win-Win situations. With Win-Lose, or Lose-Win, one person appears to get what he wants for the moment, but the results will negatively impact the relationship between those two people going forward.

Personal Consideration: what are you prone to lean towards in interactions with others? How do you need to grow? Are you the steamroller or the martyr? How can you grow in self-awareness? How are you making those in "your kingdom" feel?

Management Consideration: Does your report love their job? Do you know what would be a win for them? Do you know what would be a win for the organization? Where is the overlap?

5. SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

James 1:19 (NIV) My dear brothers and sisters, take note of this: Everyone should be quick to listen, slow to speak, and slow to become angry,

Before you can offer advice, suggest solutions, or effectively interact with another person in any way, you must seek to deeply understand them and their perspective through empathic listening. Immature managers see life through "My Lens" and then force others to see it that way. Mature leaders take time to see life through the eyes of the other, then help create solutions that make sense for the other.

Every person has a "key." This is something that touches them deeply and unlocks their greatest passion and joy. Do you know what your key is? Do you know what your reports key is?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Personal Consideration: Ask three people who know you well to rank you on a scale of 1-10 as a listener. What can you do to improve your listening skills? Why do you seem to speak before you understand?

Management Consideration: Have you created space and time for your report to actually share their heart? Are you deeply in touch with how they feel? What can you do this block to understand them better and make them feel heard?

6. SYNERGIZE

Ecclesiastes 4:9 (NIV) Two are better than one, because they have a good return for their labor.

By understanding and valuing the differences in another person's perspective, you have the opportunity to create synergy, which allows us to uncover new possibilities through openness and creativity. The combination of all the other habits prepares us for Habit 6, which is the habit of synergy, or "When one plus one equals three or more, and the whole is great than the sum of its parts."

For example, if you plant two plants close together, their roots will co-mingle and improve the quality of the soil so that both plants will grow better than they would on their own.

[Synergy](#) allows us to create new alternatives and open new possibilities.

Personal Consideration: What insecurities in you cause you to hesitate to synergize? Do you need to get the credit? Do you need people to notice you? Are you presently aware of your areas of weakness, where others can make you stronger?

Management Consideration: What connection with other staff or volunteers would take your report to a new level? How can you help facilitate interconnectedness in their work experience?

7. SHARPEN THE SAW

Matthew 25:23b (NIV) "You have been faithful with a few things; I will put you in charge of many things."

To be effective, you must devote the time to renewing yourself physically, spiritually, mentally, and socially. Continuous renewal increases your ability to practice each habit. Habit 7 surrounds all of the other habits and makes each one possible by preserving and enhancing your greatest asset -- yourself.

There are four dimensions of our nature, and each must be exercised regularly and in balanced ways (physical, spiritual, mental, and social).

Personal Consideration: In which dimension of your nature is your saw dull? What are you doing right now to continually create space to sharpen your saw?

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Management Consideration: Each person is a whole person. If they are deficient in one of these dimensions, they will suffer in all dimensions. Where does your report need to sharpen their saw? How can you help them do this?

ONE MINUTE MANAGER

LESSON 1: CLARIFY THE TOP THREE GOALS FOR EACH OF YOUR EMPLOYEES, WHICH YOU CAN REVIEW IN ONE MINUTE OR LESS.

If you've ever started a new job, chances are, it went like this. You arrive, you're shown around, shake a lot of hands, and try to remember at least half the names of all the new people you meet. You sit down, your new boss gives you a bunch of tasks, and as soon as your email account works, it's *go time*.

But nobody ever told you what you're actually responsible for. Imagine someone had sat down with you right at the beginning, and together you had made a list. That's exactly what a one-minute manager does. Sit down any new co-worker, and tell them:

"These are your responsibilities, and these are your goals for your block."

LESSON 2: IMMEDIATELY AFTER AN EMPLOYEE DOES A GOOD JOB, TAKE 60 SECONDS TO PRAISE THEIR WORK.

"I can live for two months on a good compliment." –Mark Twain

Managers are, by definition, very busy. Managing people is often done on top of all their other work, even though it's technically their primary job. This makes it easy for them to forget to tell people when they've done good work. Especially when responsibilities are unclear, employees tend to focus on what they haven't yet done and can thus mostly expect negative feedback.

A good manager always makes time to tell her employees when they've done well, especially because it only takes 60 seconds. Right after someone did a great job, tell them that they did well in that specific instance. For example: "Tom, you did a fantastic job fixing that broken code this morning; I can always rely on you when stuff breaks!"

LESSON 3: IF YOU'RE DISSATISFIED WITH SOMEONE'S WORK, LET THEM KNOW WITH A ONE-MINUTE REPRIMAND.

Just like giving positive feedback doesn't take long, expressing your dissatisfaction with someone's performance doesn't have to be a big deal either. Once people are familiar with your management style, have their one-minute goals, and you've praised them a couple of times, you can use what Blanchard and Johnson call the one-minute reprimand.

Similar to the one-minute praise, you should use it right after the mistake was made and be very specific. To show there are no hard feelings, include a word of appreciation in your criticism.

This form of criticism works well for three reasons:

1. Your employees feel that their mistakes are being treated fairly and not with injustice.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

2. You both clear the air instantly and avoid dwelling on bad feelings.
3. You remind your employee of their own worth and the valuable part they play in the organization.

Personal Consideration:

Do you hesitate to give specific praise? Rank yourself on a scale of 1-10. How can you improve your number?

Do you hesitate to give specific criticism? Rank yourself on a scale of 1-10. How can you improve your number?

DIFFICULT CONVERSATIONS

12 ELEMENTS OF GREAT MANAGING

1. Knowing What's Expected
 - a. Job Clarity.
 - b. More than just a job description. It's a detailed understanding of how what one person is supposed to do fits in with what everyone else is supposed to do and how those expectations change.
2. Materials and Equipment
 - a. This is asking, "What items/things/equipment do you need that would make your job easier, more productive, and more satisfying?"
 - b. Ie. Things like laptops, phones, desks, tools, etc.
3. The Opportunity to Do What I Do Best
 - a. Matching the person to the right job or a job to the right person.
 - b. Conversation: "So, what are your gifts? Where are you most happy?" Then, "Let's look at what you're doing today – let's map that out. Tell me about your day. Tell me about where you're using those gifts every single day. And if you aren't, what about this position over here?"
 - c. To get the most from the team, a manager must help each employee mold his job around the way he works most naturally, maximizing the frequency of optimal experiences in which he loses himself in the work, is internally motivated, and finds himself naturally gifted. The manager must also realize that as long as he accomplishes the goals for which he is responsible, without any harm along the way, how he gets there does not matter.
 - d. Key question: "What do you like about your job?"
4. Recognition and Praise
 - a. Poll: Only 1 in 3 employees say that they have been recognized or praised for doing good in the LAST WEEK.
 - b. Employees who do not feel appreciated are twice as likely to quit.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- c. Revenue decreases by 10-20% in work environments where employees don't feel appreciated.
 - d. Best companies achieve a 5.6-to-1 ratio of positive feedback to negative feedback.
 - e. When expecting positive feedback and receiving only silence, dopamine dips in the brain, which conditions the employee to avoid the thankless task.
 - f. Managers who fail to deliberately use the power of positive feedback are not only handicapping their own managerial effectiveness, but they also diminish the power of the salaries they are paying. Those who score the Fourth Element highest are 2.5 times more likely to agree that "from my objective viewpoint, I am paid appropriately for the work I do" than those who do not receive adequate praise.
 - g. Pay attention to how your employees want to receive their praise.
5. Someone at Work Cares About Me as a Person
- a. One of the crucial questions for a team leader to try to get the most from his people is whether they form a cohesive, cooperative, self-sacrificing, motivated crew – in short, a tribe.
 - b. Employees need to feel as though their manager and their co-workers value them as more than an employee of the organization but as a human being as well, showing interest in them as a person.
6. Someone at Work Encourages My Development
- a. Give people a mentor. "Mirror neurons" are incredibly powerful.
 - b. Only 1% of people who have no mentor are able to achieve real engagement with their employer through the strength of the other 11 elements.
 - c. Conversely, two-thirds of employees who report having someone at work who encourages their development are classified as "engaged."
 - d. A worker's manager is the first in line to fulfill this role, but people can learn from others as well.
 - e. A mentor is anyone who, in the eyes of the employee, ensures the employee successfully navigates the course.
7. My Opinions Seem to Count
- a. People embrace a greater sense of responsibility or ownership over that in which they have a say.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- b. Also encourages cooperation between people because of a greater commitment to a successful outcome of an idea.
- 8. A Connection with the Mission of the Company
 - a. Summed up: “The mission or purpose of my company makes me feel my job is important.”
 - b. Strictly an emotional need. An employee has a hard time motivating or energizing himself to do all he can without knowing how his job fits into the grand scheme of things.
 - c. Employees look for meaning in their vocation.
- 9. Coworkers Committed to Doing Quality Work
 - a. One of the most discouraging things for an employee is to feel like some people are allowed to shoulder less of the burden while requiring others to carry the bulk of the load.
 - b. George Washington: “If any man in action shall presume to skulk, hide himself, or retreat from the enemy, without orders from his commander, his will instantly be shot down as an example of cowardice.”
 - c. If a team lacks a strong work ethic and a sense of responsibility to each other, the group becomes a convenient place to hide a little slothfulness, to push a little work to the other guy, or to point fingers when a project doesn’t hit its deadlines.
 - d. This applies to the person who doesn’t try (slacker) and the person who doesn’t have the ability (bungler). However, the slacker is more frustrating.
 - e. Whoever is the lowest sets your standard.
- 10. A Best Friend at Work
 - a. Asking people if they have friends is not enough, as most people prefer to think people like them or are loath to confess their isolation.
 - b. Many studies have shown that social connections with coworkers are a strong predictor – some would say the strongest predictor – of job satisfaction. People with friends at work are happier at work.
 - c. The best managers encourage friendships in the workplace by creating the conditions under which such relationships thrive.
 - d. Friendships take time, time that could be spent working. But the bonds among them improve both the work experience and the quality of their work.
- 11. Talking About Progress

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- a. It is critically important to the employee that he understands how he is doing, how it is being perceived, and where his work is leading.
- b. When a manager is regularly checking in with an employee, he or she is more likely to consider herself properly compensated for her work, more likely to plan on staying with the company, and more than twice as likely to recommend the company to others as a great place to work.
- c. A manager must maintain a delicate balance between giving candid, objective feedback and not crushing the employee's spirit and confidence.
- d. Performance evaluations should not be a surprise. If they don't know where they stand before an evaluation, that is the manager's fault.

12. Opportunities to Learn and Grow

- a. Progress distinguishes a career from employment that is "just a job." Employees who have an opportunity to learn and grow at work are twice as likely as those on the other end of the scale to say they will spend their career with their company.
- b. Challenging employees to meet goals motivates higher performance.
- c. Employees perform better when they are working toward a specific difficult-to-attain target than when they are told to simply "do your best." What are commonly called "stretch goals" are psychologically invigorating and good for business.
- d. When employees feel they are learning and growing, they work harder and more efficiently.
- e. Sitting in the same cubicle, doing the same job in much the same way without any meaningful new challenges, causes employees to languish personally and professionally.

MANAGER'S DEVELOPMENT PROGRAM

INTRODUCTION

Welcome! You are holding this program because you have been given the opportunity to step into management here at Vox Church. As you step into this role, know that you have been entrusted with a sacred responsibility. We take the leadership and care of our staff very seriously, and as a manager, you will profoundly impact the experience of every team member that you manage. Managers have the ability to inspire greatness, to bring out the best in people, and to provide an environment that gives life to an employee. And sadly, the opposite is true as well: people regularly leave jobs they would otherwise enjoy because they are frustrated with their supervisor. Here at Vox, we are committed to leading this team well and making this a great place to work.

The Vox “Manager Development Program” is an 8-session program covering topics such as:

- Developing a Leader Mindset
- Managing Yourself
- Managing Teams
- Managing the Organization

We will be using the *Harvard Business Review Manager's Handbook* together throughout the course.

Managers will read 40-50 pages from the book each session and write out and submit answers to 2–3 questions in preparation for your session; this should take approximately 1–2 hours of work per session.

This is a cohort-based model, and so managers are expected to regularly engage during the sessions because 1) you are prepared, and 2) you are willing to be vulnerable for the good of the group and your own personal development. You will be in a safe environment where you can openly discuss actual tensions and struggles you are dealing with vs. theoretical examples. This will be a small group, so it will be highly interactive.

CLASS SCHEDULE

2nd Monday of each month, 3-4 pm:

May 10th, June 14th, July 12th, Aug 16th, Sept 13th, Oct 11th, Nov 8th, and Dec. 13th.

SESSION 1

Here is your assignment for the first class on May 10th:

1. Please read the Introduction, plus Chapters 1 & 2.
2. On page 12, rank yourself on a scale of 1-10 for each of the 12 listed leadership traits, with 10 being “a lot like me” to 1, “not like me.”

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

3. On pages 15–17, it lists the four sources of stress (Role Strain, Problem-Solving Fatigue, Isolation, and Imposture Syndrome). Identify the one or two that most fit you and explain why. Then write out some possible solutions that you can practice.
4. On page 31, under “Developing yourself as an authentic leader,” answer the seven questions that are in bold print.
5. Please put your answers into a Word document and email it to your Cohort Leader no later than 9:00 pm Sunday, May 9th, so that they will have time to review them before the session Monday afternoons.

As you are reading, it is encouraged to highlight in your book what jumps off the page and/or write questions and comments in the margin while you are reading. Your highlights/comments will help guide our discussions.

SESSION 2

Read Chapters 3 (Emotional Intelligence) and 4 (Positioning Yourself for Success).

1. On page 39, it reads, “...managers and leaders benefit greatly when they are aware of their own emotions and those of the people around them and are able to demonstrate emotions with intention instead of reacting in ways that aren’t thoughtful or productive.” List out your employees by name and list both the negative and positive emotions that you experience when interacting with each one of them (please do a minimum of three...so if you only have one direct report, then choose two other peers). Then list your maladaptive response, as mentioned at the bottom of page 42, regarding how you typically behave with each one. This is not a conclusive list of responses, so if yours is not one of the classic ones listed, then come up with your own.

- Procrastination
- Denial
- Brooding
- Jealousy
- Self-sabotage
- Aggressiveness
- Defensiveness
- Passive Aggressive

2. Complete the chart found on pages 53/54, “How do you describe yourself?” Please use this chart and submit it along with the rest of your responses as part of your homework.

3. Have your supervisor and a peer/team member complete the "How Do You Describe Yourself" table (see attached). Since they are assessing you, it should read "How Do You Describe" and fill in your name. Please summarize your findings comparing how they ranked you versus your ranking (i.e., surprises/consistencies/inconsistencies, etc.) and submit the tables as part of your homework.

4. Using the questions from the “Defining Strategic Objectives” box (page 58), gather information by talking to your boss and at least one peer. Reflecting on your conversations, indicate the gaps

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

and contradictions in what you're hearing and what you and your team need to provide in order to help meet/align your Campuses/Department's goals.

SESSION 3

Please read Chapters 5 (Becoming a Person of Influence) & 6 (Communicating Effectively).

The first part of Chapter 5 is about social capital. Please evaluate your level of capital in each of the areas (outlined on pages 69-71 and provided below):

Take action and solve problems
Be a team player
Have informed opinions
Help other people succeed
Respect others
Demonstrate integrity

Assign one of these categories ("I am pretty good at this," "I could be better at this," "I definitely need to improve") to the six areas above and elaborate on why you selected it for each of the six categories.

Chapter 6: Communicating Effectively

Please rank the different types of communication the chapter discusses (see below) in order of their perceived importance in our organization and then rank them in order of importance for your specific role. Include a brief paragraph describing why you ranked #1 the way you did as it pertains to the importance of the Vox organization.

1. Mastering the Written Word
2. Persuasive Presentations
3. Conducting Effective Meetings

SESSION 4

Read Chapters 7 (Personal Productivity) and 8 (Self-Development)

1. Find a time-tracking tool of your choice
 - There are apps available, or if you're a paper person, there are a bunch of templates to choose from.
 - Follow the guidelines laid out in our book (pages 104 - 106): track in 30-minute increments, and make as many categories as you desire (suggestion: 5 to 10). The outcome is to find patterns.
 - Important: tracking major interruptions.
 - Start tomorrow, track your time, and turn it in with your homework.
 - **This will be one of the most fruitful efforts you will do in this class.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Time Tracking - Analyze the data collected from your time tracking tool, place all of your hours collected into 5 to 10 major categories that you choose, and answer the following questions:

- What was your greatest surprise and why? Please be as detailed in your explanation as you can.
 - Did your time usage match your highest priorities? Please explain and list your current top 3 priorities. What percentage of time was dedicated to your highest three priorities?
 - Moving forward, provide 1 or 2 significant changes you are going to make in managing your time based on this study and our conversations around margins. Please be detailed in your response.
2. Which of the following behaviors or environmental cues are you going to start to implement and why? This is found under the section “Finding Focus,” starting on pages 107–111. Please explain your choice.
 3. List 2–3 things that energize you at work and 2-3 things that cause you stress. What is out of your control to change that causes you stress?
 4. Check out the questionnaire on pages 122–123. Answer each of the eight questions in bold with at least 2–3 sentences.

SESSION 5

Read Chapters 9 (Delegating with Confidence) and 10 (Giving Effective Feedback)

Chapter 9 - Delegating (Empowering) with Confidence. As a point of clarification, when the book speaks to delegation, think of it in terms of empowerment.

1. On page 140, the third paragraph says, “When you delegate (empower), you remove tasks from your to-do list that others are qualified to handle. This gives you more time to focus on activities that require your unique skills and level of authority:
A. planning
B. business analysis
C. coordinating operations
D. obtaining resources
E. addressing personnel issues
F. developing your employees.”
2. Type out categories A–F on a blank document. Then copy and paste your 2021 initiatives under each corresponding category. Any initiatives that don’t fall into categories A–F, just leave under the heading “Uncategorized.”
We will discuss this in class.
3. After reading Chapter 9, what 2–3 areas of delegation (empowerment) do you need to improve on/take action on? Please be specific and elaborate.

Chapter 10 - Giving Effective Feedback

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

1. Write out an encouraging text to all of your direct reports and to your supervisor. The more specific (*specificity equals sincerity*), the better. Copy and paste each of your texts into your homework document.
2. We are entering the second half of the 8-part class. Please provide some feedback on the following:
 - Is this class failing, meeting, or exceeding your expectations from when you first said yes? Please follow your response with a 1-2 sentence explanation (again, the more specific you can be, the better).
 - Open-ended: What is working and not working for you?
3. HBR Feedback Fallacy article - Read the article and be ready to discuss it in class. When reading the article, think about it in terms of the Vox culture. Please provide two or three takeaways from this article.

SESSION 6

This week, please Read Chapters 11 (Developing Talent) & 12 (Leading Teams)

1. Employee Development Interview: Conduct an Employee Development Interview found on pages 179 - 181 for each employee you lead.

Prior to the next class, please send an email to each employee you lead asking him/her to type out responses to the questions you choose and bring them to your next 1on1 to discuss. Choose at least two questions from each of the four categories (Interests and Skills, Organizational Fit, Work Values, and Vision of the Future).

2. Team Audit: Do the team audit on page 195 with your team. Please summarize your findings and what you might need to change moving forward.

SESSION 7

Read Chapters 13 (Fostering Creativity) & 14 (Hiring - and Keeping the Best)

1. Write out and turn in the framework of an idea-generating session (that you are actually going to conduct within the next 1-2 weeks with your team) using the information you learn in Chapter 13. Please include in your submission a description of the topic and desired outcome, what day you are planning to do it, time stamps, framework, etc.
2. What are 3-5 things you love about our hiring process? Suggest some areas of improvement and include why. For the areas of improvement, please be specific and elaborate.
3. Lastly, develop and submit both a Current Priority List (no more than three) and a Stop Doing List (no less than three but up to seven). Elaborate on reasons why you chose the specific activities for each list. It's a good practice to affirm your priorities with your supervisor.

SESSION 7

Read Chapters 15 (Strategy a Primer), 16 (Mastering Financial Tools) & 17 (Developing a Business Case)

1. The second paragraph on page 256 says, "But as a strategic thinker, you'll also ask yourself: should we even be doing this process?"

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

- What process(es) are you aware of that don't seem to line up with our organizational goals or seem to not be working this season? Summarize the process(es) and why, in your opinion, it doesn't line up with our organizational goals or is not working this season.
 - What idea(s) do you have that would or could make a meaningful impact on the organization if executed well? Use Steps 1-5 (pages 260 - 263) to help guide your answers.
2. "You can't manage what you don't measure." List out in priority the things you need to measure so you can manage performance. What on your list do you need to figure out how to measure because it currently isn't available?
 3. Of all that we have covered from these eight weeks, what is one thing that you have learned (and at least started to apply) that has made the most significant shift in your leadership and why? Please be as specific as possible and expound as much as possible. We will most likely lead our discussion next week with your responses.

M3 PROCESS

Here at Vox Church, the primary vehicle for setting goals, establishing vision, and creating accountability with team members is the M3 Process.

Each M3 comprises three parts, the “Mountain,” the “Map,” and the “Measurements”:

THE MOUNTAIN

The mountain is the vision behind the job. It answers the question, “Why does my job exist? What is the ultimate goal of my job? How does my department and my specific job fit into the vision and mission of Vox?”

To create a clear picture of the mountain, every Vox Team Member will go through an exercise called a “Vision Script,” in which they help shape and craft the “vision” for their specific role.

Once having gone through the exercise, every team member at Vox should be able to:

- Outline a picture of where they want to be in their role here in the next eighteen months.
- Outline a dream of where they think they may be in the next three years. Does their picture line up with where the church is heading? What skills will have to be developed? How do they plan to develop them?

If you are new to the Vox Team, you will likely not have all these answers yet. You are likely just beginning to get your mind around the role as it is, never mind where it’s going! That is ok; just use the exercise to get familiar with it, not necessarily to get all the answers this first time around.

The Vision Script Process is outlined over the next seven pages. All Vox Team Members are encouraged to set aside a few hours to prayerfully dream. As it comes into view, this one-page summary will serve as the first page of the M3.

VISION SCRIPT

Andy Stanley tells us, “Vision is a clear mental picture of what could be, fueled by the conviction that it should be. Vision is a preferred picture. A destination. Vision always stands in contrast to the world as it is.”

A compelling vision of the future sparks motivation, provides direction for our teams, and guides daily strategy and decision-making. How can you create a picture like that for your team/department?

Vision is an act of seeing what the future could be and then articulating that potential in a way your team can follow into the future.

The first thing you need to get started drafting your Vision Script is distance. It’s hard, if not impossible, to craft a Vision Script in the midst of day-to-day business. It’s important to step outside the hustle and bustle so you can see beyond it.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

Go ahead and schedule time to work on your Vision Script. Setting aside the necessary time is a way of focusing your intention and clarifying what you want to accomplish. I recommend giving yourself an entire day, preferably outside the office: a hotel, retreat center, Airbnb, the back corner of a public library, or even a coffee shop. Anywhere works as long as you won't be interrupted. Something remarkable happens when you unplug from the constant noise, distraction, and pace of life in order to think, ponder, and get in touch with your thoughts and desires.

Think of yourself as standing in tomorrow—say, three-to-five years from now. Imagine the future you see for your campus/department/team. What do you see? What does it look like? We're going to look through two key areas: "impact" and "team."

IMPACT

How will what you do benefit those who call Vox Church home? What are the ministries or services you offer? What problems will you solve for people? Where will your ministry/team/department go next?

Ask:

- What's at stake?
- Whom do I help?
- What value does this ministry bring?
- What problems does my ministry solve?
- How are the lives of those I serve different as a result of what I do?
- How do I reach those I intend to serve?
- What do I stand to lose by waiting?

TEAM

The right team will enable you, as the leader, to focus on what you do best. They'll execute strategy, take care of your customers, and cultivate new ones. The right team will blow you away with their ideas, ambition, skills, and know-how. So, what does the ideal team look like to you three years out?

To begin, ask:

- What kind of teammates do you want to attract?
- What characteristics do they all share?
- What makes people want to join my team?
- What will this team value?
- How will I attract top people?

For both the Impact and Team sections, you will want to use a separate piece of paper to answer those questions. They may fill up several pages, but that's ok. Push yourself to dream. Don't settle for easy answers.

VOX CHURCH TEAM DEVELOPMENT PROTOTYPE

DEVELOPING A PERSONAL MISSION STATEMENT

Mission and vision are similar, but each carries its own unique purpose. Whereas vision is a picture of the future that produces passion, the mission provides clarity of the identity and scope of your ministry. An effective mission statement will keep you on task by answering four questions:

1. Who are we?
2. Whom do we serve?
3. What problem do we solve?
4. What transformation do we bring?

A personal mission statement clarifies direction and creates boundaries. Without a clear mission, you can easily drift off target and head in either too many directions or the wrong direction.

These boundaries will provide clarity and direction in all areas of life. They will also help you face every decision and all adversity with calm, resolve, and perspective.

When something comes up that is outside of the boundaries you've chosen and set for yourself, you don't even have a decision to make. It's that simple.

This is why your mission statement needs to fill you with certainty. Write it in the same way that you speak, in a way that lights you up. Use words that evoke positive emotions. An effective mission statement is tightly worded, sharply focused, and memorable, typically no longer than a few sentences.

When you recite your mission statement, you want it to fill you with a renewed sense of energy and gratitude—of how fortunate you are to have another day and a fresh opportunity to live your purpose.

TO BEGIN CREATING YOUR MISSION STATEMENT, ANSWER THE FOLLOWING FOUR QUESTIONS:

[You may have a head start on some of this from the vision section.]

1. Who are we? (Your team/ministry/department)
2. What are we known for? What do we want to be known for? What do we value above all else?
3. Whom do we serve?
4. Who is impacted by what we do? What would happen if we stopped doing what we do?
5. What problem do we solve?
6. What burns in our hearts? What can we no longer sit idle and see? What problems are we compelled to engage with?
7. What transformation do we bring?
8. How are lives transformed as a result of what we do?

Once you've finished, trim down your thoughts, cutting each paragraph down to one sentence.

Leave only what excites you, gives you certainty, and inspires you to act right now. Don't worry if the sentences aren't perfect. You're not finished yet.

DRAFTING YOUR MISSION STATEMENT

In a moment, you're going to take all your answers and use them to compose the first draft of your personal mission statement. As you do so, keep the following in mind:

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1. **Keep it short.** Sum it up in one sentence. Remember: this is your single most important message.
2. **Get feedback.** Your spouse, mentors, and close friends can provide you with valuable insight.
3. **Stay flexible.** Since you are constantly growing and learning, your mission statement will almost certainly evolve.

Here are some examples:

Warby Parker: To offer designer eyewear at a revolutionary price while leading the way for socially conscious businesses.

Cradles to Crayons: Provide children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive – at home, at school and at play.

Invisible Children: To end violence and exploitation facing our world's most isolated and vulnerable communities.

North Point Church: To lead people into a growing relationship with Jesus Christ.

Remember, your purpose is supposed to fill you with anticipation and excitement. If you're not energized, take a step back.

With that in mind, write your first draft below:

MISSION STATEMENT

FINAL WORDS

Rewrite your mission statement. Say it out loud. Rewrite it again. Say it out loud. Repeat this process as many times as needed until it resonates deep in your soul.

VOX MISSION STATEMENT

Vox Church exists to spread the lifestyle of authentic Christianity for the glory of God and the transformation of our cities.

Consider your mission statement. How does it intersect with Vox's mission? How does your mission uniquely move the mission of Vox forward?

THE MAP

Page two of the M3 is called the "Map" and describes the "day-to-day life" of the position. On it is listed the weekly schedule, recurring meetings, and ongoing duties of the position.

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Here on page two, a Team Member will include each of the ongoing responsibilities that make up their role. Again, the example M3 listed on page 12 will serve as a guide in creating this. Think through the items that are a part of the role that happen on a recurring, ongoing basis and list them.

THE MEASUREMENTS

Page three of the M3 is called the “Measurements.” This is the list of goals that a Team Member is looking to achieve or advance this block. Each position will likely have two to four roles. You might also think of them like the “buckets” that the roles and responsibilities of a position have. For example, a Campus Pastor’s and Department Head’s Map has three main “roles,” as shown below:

CAMPUS PASTOR

1. Campus Leadership: Directional Team, CLT, leadership development, staff management.
2. Pastoral Care: Discipleship, care, prayer, and ministry to those in need.
3. City Strategy: Outreach, church partnerships, expansion.

DEPARTMENT HEAD

1. Team Leadership: New initiatives, expansion, personal development, staff growth.
2. Systems: Prototype implementation, system improvement.
3. Training and Development: Campus development, leadership training.

In general, for each role, there will typically be between six to twelve goals.

As they are created, allow the SMART acronym to serve as a guide in how to shape these goals:

SMART GOALS

(Specific, Measurable, Achievable, Relevant, and Time-Bound)

S: Is it *Specific*? A specific goal answers questions like, “What objective needs to be accomplished? What steps will you take to achieve it?”

M: Is it *Measurable*? Quantifying your goals makes it that much easier to track progress and know when you’ve reached the finish line. Can you track the goal?

A: Is it *Achievable*? Achievability means ensuring that your goal is within reach. Is it something your team could actually accomplish?

R: Is it *Relevant*? During this step, you evaluate why the goal matters to you and your organization. Can you identify the key benefit?

T: Is it *Time-bound*? Good goals don’t stretch into infinity – they have a deadline. The final component of SMART goals is that they need to be time-bound. When will you complete this goal? By next week? Next month?

Next, the goals under each role must be prioritized. Ask the question: “If I only get one of these goals done in this area over the next four months, which one will have the greatest impact on my success? The 80/20 rule teaches us that the top 20 percent of our goals will give us an 80 percent return. *Correctly prioritizing*

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goals is the key to success. Do not list goals by the dates they are due but by priority and importance to the mission.

The Buddy Check

Before meeting with their supervisor, every team member at Vox should swap their proposed M3 with a “Buddy.” This Buddy should be at the same leadership level as the employee. Compare M3s. Ask them to assess your goals, receive feedback and make changes.

EXAMPLE M3

PAGE 1 – THE MOUNTAIN – VISION AND MISSION

MIKE SCHNEPP || EXECUTIVE PASTOR || JUNE - AUG 2021

VISION SCRIPT (Use the document provided to develop your own version of this.)

I see a Vox Team that is both “healthy and high-performing”; a place where Team Members thrive both personally and professionally. This Team will live with a deep sense of vision for what they do and for what Vox is called to see a change in our lifetime. They will “know and be known” and experience the excitement of working alongside incredibly talented teammates. The Vox Team will be well-trained, developed, and given the opportunity to do what they do best. Along the way, it will be a fun and exciting place to work, filled with joy, laughter, and celebration in the highest moments, and support, care, and investment in the valleys. As the “outer call” of God on Vox continues to expand, the “inner character” of the Vox Team must be growing along with it.

MISSION STATEMENT

To build, develop and lead a Vox Team that is gifted, anointed, healthy and high-performing.

PAGE 2 - THE MAP - ONGOING RESPONSIBILITIES

[Be sure to keep this to one page. Do not list every single thing that you do each week. You can block them together in larger groups or “buckets.”]

1. WEEKLY SCHEDULE:
 - a. Sunday 7-1, Mon 8:30-5, Tue 8:15-5, Wed 8:30-5, Th 8-5, Fri 9-1
2. RECURRING MEETINGS:
 - a. New Haven Directional Team Meeting [Weekly – Tuesdays 12:30-1:30]
 - b. Campus Pastor Meeting [Weekly – Thursdays from 9:30-12]
 - c. New Haven Campus Leadership Team [Monthly – Second Wednesday 6-9 pm]
 - d. Central Elder Team [Monthly – Varying Dates, 4-6 hours]
 - e. Check-Ins with Reports [6 weekly, 30-minutes each]
 - f. Manager Development Training [Monthly, 1 hour]
 - g. Executive Team [Weekly, 1-2 hours]
3. REGULAR DUTIES:
 - a. Lead all Team Development Systems and Initiatives
 - b. Conduct interviews of all Vox Team candidates
 - c. Lead the biannual Vox Team Goals

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- d. Lead the biweekly All-Team Meeting
- e. Lead the weekly Campus Pastor Meeting
- f. 2-4 pastoral meetings with Vox Church members
- g. Provide Executive Team with weekly Campus Reports
- h. Serve as primary contact between Vox and Converge Northeast

PAGE 3 – THE MEASUREMENTS - NEW GROUND

NEW INITIATIVES [ENTREPRENEUR]

1. Create the Campus Expansion Franchise Prototype by May 1st
2. Create the “New England Together” roadmap/process we follow by Mar 1st
3. Create the Campus Leadership Team Assessment by May 1st
4. Present the Top 20 “Potential Next CPs” by Apr 1st
5. Create the Connections Director job template by Apr 1st
6. Complete a 360 Review for all staff by Dec 15th
7. Create a new Roadmap for Hiring by Nov 1st

TEAM LEADERSHIP [MANAGER]

1. Lead the Manager’s Development Initiative
2. Hire Positions:
 - a. BPT CP by April 1st
 - b. NHV CP Candidate by May 1st
 - c. SPG ACP Candidate by May 1st
3. Create and Present an NBR Campus Plan to Central Elders by May 1st
4. Map out 2021 Central & Campus Hiring Map by Dec 1st
5. Expand 4-year plan for finding CPs for Campus to Campus Leadership by Dec 1st

NEXT LEVEL [TACTICIAN]

1. Create the Staffing System Franchise Prototype by May 1st
2. Form a Church Efficiency Group that isolates 3 “slow points” by May 1st
3. Read 4 Organizational Leadership Books by May 1st
4. Create the Executive Team Weekly Metrics Plan
5. Present a CLT Team Assessment and Audit and present by Dec 1st
6. Launch Church-Wide Leadership Development Plan by Nov 1st

M3 PROCESS FOR VOX MANAGERS

For all Vox Team managers, use the following process to conduct M3 meetings:

Team Members will meet for M3s with their managers in the months of January, May, and September. These months will consist of at least two meetings each. The first meeting, typically occurring at the beginning of the designated months, will cover the following topics:

FIRST MEETING:

1. GETTING ON THE SAME PAGE
 - a. How are things going overall?
 - b. What are you enjoying most about your role?

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- c. What were some key successes from the last block?
- d. What do you need more input on from me? Less input from me?
- e. What people in your world right now are life-giving? Draining?
2. REMOVING ROADBLOCKS
 - a. If I could do one thing to make your job easier, what would it be?
 - b. Within the Vox Team, what do we need to keep doing, start doing, or stop doing?
 - c. What were some important disappointments or frustrations from this block?
 - d. What took up more time than expected?
3. M3 REPORT
 - a. Review the Mountain. Are you on the same page?
 - b. Review the Map. Consider how many meetings the Team Member is in, or if they are a part of teams or things that are not critical for their role.
 - c. Walk through the Measurements line by line, with the team member giving a report on how each goal went.
 - d. Ask the team member to walk you through and explain the new, proposed M3.

SECOND MEETING

The second meeting of the M3 will typically occur one to three weeks after the first meeting. (In times of significant transition, a third meeting may be needed.) This second meeting will consist of the following:

1. Give the Team Member two to three things that are going well, with examples.
2. Give the Team Member two to three things that are opportunities for growth or improvement, with examples.
3. Walk through the new goals, talking through any new goals you added or any proposed goals that you took away. Also, walk through the re-prioritization of goals, explaining why some are more important than others.
4. Clarify that every goal is “Smart” and explain any changes you made.
5. Ask your Team Member to send you a final copy within one week’s time.

Team Development will reach out for a copy of each M3 for archival at the end of each M3 month.

*PLANNING YOUR WEEK

Life on the Vox Team can be fast-paced and busy! Planning your week is a critical skill that enables every Vox Team Member to thrive through the strategic, thoughtful, and prayerful creation of the weekly calendar, and the M3 is an important tool to be used in this process.

Each week, the following steps should be followed to fill out the calendar:

1. Set aside the first 45-60 minutes at the start of the week to plan out the week.
2. During this 45-60-minute planning session, begin by plugging in all scheduled meetings you have for the coming week and take note of any time that is not committed to a meeting. By using page 2 of the M3, plug in any weekly responsibilities you have in your schedule.
3. Next, review the previous week and the coming week and make a note of any undone responsibilities from meetings or anything due in the next 14-21 days, and make a list of these things in the notes section of your planner.
4. Estimate the time needed for each of their to-do’s written in their notes section.

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5. Next, read through page 3 of the M3 and make a note of any goals that will be coming due in the next two to three weeks. Be sure to also review the top two to three goals in each area and add these things to the list of to-dos in the notes section of the planner.
6. Now begin to fill in the open spaces with the time allotted for all of the things you've noted in steps two through five. By the end of the planning session, every block of time should be spoken for throughout the week. Naturally, things will come up, and the calendar will adjust accordingly, but you now have a guide to use throughout the week.
7. Finally, you should consider planning your non-work time as well. You should block out time for family, friends, morning time with God, Sabbath, exercise, etc.
8. Each morning, review the schedule and make adjustments as things come up, being careful not to replace important tasks with things that are urgent but far less important or things that seem fun in the moment.

HANDLING UNDERPERFORMING TEAM MEMBERS

One of the greatest joys in ministry is working with a great team. But if there are challenging personnel situations, it can also be one of the biggest frustrations in church leadership. Why do church leaders tend to hold on to people who are ineffective or even harmful to the church? What does it do to the team and mission? What should we need to do about it?

1. WHY DO CHURCH LEADERS TEND TO HOLD ON TO INEFFECTIVE TEAM MEMBERS FOR TOO LONG?

While most church team members are wonderful, productive people, sometimes there are some people who make their coworkers' lives more difficult. You know who they are, whether the issue is manipulating fellow team members, lacking follow-through, not accepting responsibility, refusing accessibility or accountability, or any number of other reasons. Yet church leaders seem to be more reluctant to release people.

Here are a few possible reasons why:

- They want to be kind. Churches tend to attract leaders who are caring and compassionate. They don't wish to hurt other people's feelings or cause them hardship. Because church leaders strive to be grace-filled, they tend to second-guess themselves, thinking the problem may be with them and not the team member.
- The timing isn't right. There's never an [ideal time to confront](#) or [fire a team member](#). Something seems to always be scheduled, and the church calendar is too full to make a change.
- Everyone genuinely likes the person who is unsuccessful in their position. Some people are not good at their job, but that doesn't mean they're not great people. This can be especially difficult if the team member has served the church for a long period of time.
- They worry about the church's image. Church leaders sometimes worry that the person let go will say bad things about the church, burning bridges with the community.
- They feel blameworthy. Sometimes, church leaders feel bad for hiring people in the first place, for whatever reason.
- They justify. Church leaders might rationalize away the irritating or destructive behavior of a certain team member by thinking, "Maybe it's just a season," or "Their job is hard with long hours; it's normal."
- They don't want to deal with the extra work of re-hiring. Sometimes it feels easier to put up with an ineffective team member than to spend months finding a new one. Most church leaders are not trained in effective practices of hiring.

2. WHAT HAPPENS WHEN CHURCH LEADERS KEEP INEFFECTIVE TEAM MEMBERS?

- Leadership is distracted. Don't let it get to the point where you dread going into the office because of a single individual who is clearly not a good fit for the organization. Why drag it out and prolong stress and anxiety? This distracts from the work of ministry, investing in other team members, and doing other things critical to leading the church's mission and vision.
- Team morale decreases. Nothing is more demoralizing to a team than when a leader does nothing to remove an irresponsible or even toxic team member. Other team members might become resentful, frustrated, or despondent. The work of competent, formerly motivated team members will eventually suffer.
- Ministries are affected. This is the most important and urgent reason why leaders need to be more decisive when it comes to team members who are not performing. Having an incompetent team member, a weak leader, and an unnerved team is a recipe for disaster. The kids, students, families, seniors, and all other ministries we serve will experience even more hardship because of your lack of action.
- The ineffective person is prevented from achieving a position in which they could excel. Most everyone wants to be a good team member and in a job where they fit. All of us strive to find the things we are good at and should find a role that is fulfilling to us. By keeping people who are not a good fit in a position, we may be preventing them from finding one that may be great for them. Sometimes, team members are relieved after getting released, knowing they can move into an opportunity that is better for them.

3. WHAT SHOULD CHURCH LEADERS DO?

All church leaders should feel the responsibility to learn to [hire better](#), supervise better, and [let people go better](#). Here are a few recommendations:

- Tweak your thinking. This is about the church and its ministries, not your fears or feelings or even the other person. Church leaders are charged to advance the vision and mission of the church - that means you are paid to bear the burden of transitioning out ineffective team members and hiring effective ones.
- Provide ongoing coaching and feedback. One-on-one time with the people you supervise is critical. Resist the temptation to skip out on that. Provide and solicit regular feedback for your team members to prevent these situations from arising. *No one should be surprised when they get let go because you should have already communicated several times with them about improvement, and you should have offered to provide guidance and support.*
- Check for clarity of expectations. So many issues can be resolved if everyone knows what's expected of them. Ensure you are not punishing people for not being able to guess what you are thinking and expecting.
- Check for capacity. Make sure the team member has the training, resources, and focus to do their job well.
- Have an honest conversation about compatibility. If it's clear this is not a good fit after you've taken care to check for clear expectations and capacity, have an honest conversation with them expressing your concerns.
- Admit to your fault in the situation. Part of having an honest conversation is admitting to the mistakes you made and to the role that you played in making things worse or dragging them out.

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- Allow people to keep their dignity. Keep in mind that you are working with people whose lives are tremendously affected by your decisions. Treating others with kindness is intrinsically important. Remember that they will likely remain in the field of church ministry, which means you'll probably run into them later. Be firm when you release someone, but ensure the person feels respected.

The wrong team members (or the right ones at the wrong time) will always be detrimental to your church. The right team at the right time will lead to effective ministry. Nothing is more destructive to a team than toxic colleagues. Yet so many church leaders are paralyzed by indecisiveness when it comes to a team member who is not good for our team. When dealing with them, we must be respectful, we must be compassionate, but we must also be decisive. Our churches and their mission to our communities deserve nothing less.

GUIDELINES FOR A FLOUNDERING TEAM MEMBER: IF A MEMBER OF YOUR TEAM IS NOT WINNING, START WITH A "ONE-MINUTE REDIRECT." ⁱⁱ

1. HAVE A "CLARIFYING CONVERSATION" ("The One-Minute Redirect")

- a. Deal with it Immediately
 - i. Address the issue as quickly as possible. If the conversation can be arranged within 24 hours, that is preferred. The "urgency" to have the meeting is relative to the nature of the event.
- b. Be Specific with the Missed Expectations
 - i. As the manager, your job is to CLEARLY articulate where the expectations that you have are being missed. This requires an investment of time to think through exactly what you, as the manager, are seeing, hearing from others, or even just "sensing." Share that and give them a chance to respond. For example:
 1. "I am noticing that you're consistently arriving 25 minutes late to the office; help me understand what's going on?"
 2. "I heard from Jason that you were demeaning to him in that meeting; what happened?"
 3. "You aren't meeting "these specific expectations" in terms of output; help me understand why?"
- c. Share with the Team member How it Made You Feel
 - i. "I was disappointed such and such happened," "I'm concerned about this behavior," "I'm frustrated by your lack of ownership." Share honestly with the team member how you feel about what they did.
- d. Pause for a moment of "uncomfortable silence" to let them "feel how you feel."
- e. Moving on from the Redirect:
 - i. Shake hands or touch them in an appropriate way that lets them know you are honestly on their side.
 - ii. Remind them how much you value them.
 - iii. Reaffirm that you think well of them but not of their performance in this situation.

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GUIDELINES FOR A FAILING TEAM MEMBER

Unfortunately, there will be times when you, as a manager, have a team member who is struggling to such a degree that you are considering whether or not the position is a good fit for them. This could be due to poor behavior, poor performance, department restructuring, or any number of variables. Here are six tried-and-true steps to having a tough conversation.

1. DETERMINE THE REAL ISSUE.

Before initiating any conversation, take some time to determine exactly what the issue is that needs to be addressed. What specific behavior or activity needs to change? What specific examples can you give? Is this a personality conflict (which is going to be very hard to change), or is it a correctable problem?

Pray through the issue and ask that God give you clarity, wisdom, and grace. Be sure you have processed your own feelings about the issue. Can you be objective and open? If you are angry or frustrated, are you able to set those feelings aside so that you can have a constructive conversation? Meet with your manager to finalize the plan. Ask them: "Is there something happening I don't know about? What should I do next?" Agree on the appropriate process to follow.

If the issue with a team member is around a moral or ethical failure, meet immediately with your manager. This type of issue will follow a very different course of action and may result in immediate termination. Managers should reach out to a member of the Executive Team as soon as they receive a report of this nature.

2. CREATE A SAFE ENVIRONMENT FOR THE CONVERSATION.

Think through where and when you will have this conversation. Plan ahead. Where will the conversation take place? In an office, conference room, café, etc.? You will want to create an environment that allows you to be perceived as an ally and partner rather than an adversary.

Some simple tips that can be helpful:

- Don't sit behind a desk or a table. Sitting behind a desk only creates an unnecessary barrier.
- Don't have the conversation on the fly or standing in a hallway. If you aren't prepared to have the conversation, it's likely that they won't be prepared to hear your concerns without being defensive. Minimize any chances of others overhearing the conversation or interrupting you.
- Don't address the issue in a group setting.
- If this is especially sensitive and needs to be documented, be sure to have someone else in the meeting as an objective third party.

3. BE SPECIFIC & OBJECTIVE.

Start by setting the stage with a specific example of what you want to talk about. For example: "When we were in a meeting the other day, I noticed that you didn't participate in the discussion about _____." Or "You missed three of our last four scheduled meetings."

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Be objective. Simply describe the behavior or issue in objective terms. Avoid subjective or universal language, such as "You didn't seem engaged" or "You always arrive late." Be careful not to assign intent to the behavior.

4. DESCRIBE HOW THE BEHAVIOR IMPACTED YOU, OTHERS, OR THE CHURCH.

Once you have described the problem or issue, now it's time to talk about how that behavior has impacted you or the organization. "We really value everyone's input, and when you don't participate in the conversation, I get concerned that you aren't on board with where we are going." Or "We had a number of volunteers leave when you didn't arrive on time to meet them. That really hindered our ability to create a successful event."

It's very important that you don't make assumptions about their intent or motives. Saying, "You just don't seem to care about our volunteers!" will only lead to the other person getting defensive and talking about all the ways they DO care about the volunteers.

5. ASK AN OPEN-ENDED QUESTION THAT INVITES THEIR FEEDBACK & PARTICIPATION IN THE SOLUTION.

This is perhaps the most important step in having a successful difficult conversation. A lot of us can deliver bad news, but only the best of us will ask for a response and invite the other person to help solve the problem. *"Does what I am saying make sense to you? Can you help me understand what was going on with you during that meeting?" Or "What are some things you can do to address this issue? How can I help you?"*

You need to answer the questions, "So where do we go from here?" and articulate your expectations and the follow-up plan:

- i. "Over the next 12 weeks, I want to see 25 community groups launched."
- ii. "You are consistently struggling with follow-through in this area. Here is what I expect. Can you do that?"

6. SET A TIME TO REVISIT THE CONVERSATION.

Once you have had that initial hard conversation and have agreed on some of the changes that need to be made to address the problem, set up a time in the next few weeks to revisit the conversation. If there have been noticeable changes, give specific affirmation of those changes. If changes have not been made, revisit the changes in behavior that you discussed in your previous conversation and explore what worked and what didn't. Make sure that you document in writing the time, the issue, and the changes made and keep this document in case the problem continues.

7. HAVE AN HONEST CONVERSATION ABOUT "FIT" FOR THIS POSITION.

If you have repeated steps 1-6 (clarity of expectations, defined next steps, elevated in severity) and seen little improvement, it is time for a more direct conversation. Generally speaking, one M3 cycle that is not successful is reason for concern. If the team member has two M3s where things do not seem to be

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aligned, it is time for a hard conversation about their fit in the ministry. In certain instances, this conversation may happen even sooner but never later than two floundering M3 cycles.

Once again, you should bring your manager into the conversation to make the plan. Meet with the team member and your manager. Here is a proposed flow for moving a failing team member off of the team:

Meeting 1: “After reviewing your previous two M3s, it seems that we just can’t find alignment. (Note: this should not be a surprise to them). After a lot of prayer and reflection, I don’t feel like this position is a fit for you at this time. How do you feel?”

(Allow the team member to share and listen carefully. Remember, we expect team members at Vox to be self-starters. Don’t interrupt them, but don’t take unrealistic responsibility for their shortcomings. If they only point out your flaws, the unrealistic expectations, or how “unfair” the organization is, these are all signs that this is not a good fit.)

AFTER LISTENING TO THEM, TAKE ONE OF TWO ROUTES:

Route 1: Create a short 4–8-week improvement plan with specific goals and benchmarks. This is called a “Performance Improvement Plan” or a “PIP.” The reality is that while a PIP can be an important part of the process, it is rarely fruitful. If the team member has failed 2–3 M3’s in a row, this will likely do very little. However, if you and your manager decide that this is the right path, you can give them this option. *Do not take on the work of a failing team member.* Do what is absolutely necessary for the sustaining of the organization, noting any time the team member fails to follow through in this improvement plan period. At the end of the designated period, meet together again with the team member and your manager and assess the situation. If there has not been a massive transformation, it is time to discuss that team member moving on.

Route 2: Allow for a one-week pause to pray and collect your thoughts, and then reconvene to outline a plan to move on from this position.

Meeting 2: Before having a meeting to officially move a failing team member on, make sure the following issues are prepared:

- A written history of their shortcomings for at-least two M3 periods. This is not to give to them. It is to have if it is needed or requested.
- Consider if there is any other position in the organization that would be a fit for this team member. If so, meet with those involved and determine whether this position can be offered to this team member at this time.
- A communication plan once this individual has been moved on. Who will be told? When? Will the entire team be informed? Will the entire church be informed? When can the outgoing team member discuss this with another team? Finalize this plan with your manager.
- A severance plan for the outgoing team member. Determine with your manager and the approval of the Executive Team the compensation plan for their exit.
- Meet with Team Development to finalize any other areas that need to be prepared. (Do they have a computer, etc?)

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Make sure you are prayed up. Determine with your manager who will be in the meeting (manager, HR, etc.). Never have this meeting alone with the team member. Clearly articulate to the team member that after much prayer and discussion, we have decided that it is not a fit for them to continue in this position. Clearly outline the timeline for their departure and any required steps that must be taken (including the exit interview, etc.).

This is a very difficult thing to do. It will test your character to the core. Make sure you DO NOT:

- Cover for a failing team member by doing their work for them because you feel bad.
- Ignore consistently unsatisfactory performance because it's uncomfortable.
- Take responsibility for areas in the team member's life outside of the role here (*I have a lot of kids and can't pay my bills..._*)
- Get wrapped up in a complicated list of excuses for poor performance.
- Make up a more palatable excuse for why you have to let them go (*We're making cuts... (The Executive Team made me do it...)*)
- Delegate this responsibility to anyone else. If you are the manager, you will take the lead but do not have the meeting alone.

PERFORMANCE IMPROVEMENT PLAN PROCESS

WHAT IS A PIP?

The purpose of the Performance Improvement Plan (PIP) is to help team leaders and team members address and resolve performance issues. This guidance should be used in concert with the advice received fromⁱⁱⁱ Team Development.

The PIP is an official process that communicates the performance discrepancies, when an improved level of performance is to be achieved, and the action steps that will assist the team member in meeting performance expectations.

The "Performance Improvement Plan" aims to fulfill the following goals:

- To improve and sustain the desired performance results of each team member
- To address performance discrepancies identified through the performance management process
- To provide identification of expected performance results that do not meet performance expectations
- To provide adequate descriptions of required performance improvements
- To initiate action steps that a team member might take to correct performance – including identification of training and other resources available
- To provide a timetable outlining the dates by which improvement will be necessary
- To provide a statement of consequences that will occur if^{iv} the required improvement is not achieved

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- To establish regular meetings for the team leader and team member and facilitate cooperation and ongoing communication

During the PIP discussion, the team leader should discuss the following:

Identify the specific performance issue(s)

The impact of the issue(s) on the overall organization

Obtain the team member's feedback

Expected performance results

Developmental objectives (include internal/external resources necessary to influence improved performance)

Action steps that will be taken by the team member

Action steps that will be taken by the team leader

A resolution and decision on the course of action

Performance deficiencies are associated with skills that cause the team member to fall short of the performance standards required by his/her job. It is a manager's responsibility to ensure team members have the resources needed to effectively perform their job responsibilities. Some examples of performance challenges include (but are not limited to):

- Failure to meet deadlines
- Poor work quality
- Inappropriate work methods

WHEN DO I IMPLEMENT A PIP?

Performance Improvement Plans should be implemented to aid in correcting performance challenges associated with the skills and expertise of team members and not be used to correct inappropriate behavioral conduct or a violation of work rules. To address and correct behavioral challenges, team leaders should follow the Vox Church Team Member Handbook.

ADVANTAGES OF A PIP

- Reassures other team members that they will be provided with feedback, a fair process, support, and an opportunity to improve -- rather than being involuntarily terminated without warning.
- Empowers team members by allowing them to take ownership of their performance/behavior and demonstrate their commitment to improving and correcting the problem areas.
- In some cases, the team member becomes a stronger performer.
- With an authentic documented process for improvement, the risk of litigation is decreased if the team member's performance doesn't improve and termination occurs.

DISADVANTAGES OF A PIP

- Usually requires a significant amount of effort when done properly.
- It's inevitably uncomfortable for both the team leader and team member during and after the performance improvement plan conversation.

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- A PIP's effectiveness is dependent on a number of variables. It's not uncommon for PIPs to be unsuccessful and often result in separation.
- Once a team member is put on a performance improvement plan, there's a risk that the individual interprets it as the first step in inevitable termination or is unable to absorb the feedback as anything but antagonistic and grows toxic to the organization.

WHEN IS IT TIME FOR A PIP?

When a team member receives a PIP, it should not come as a surprise. Often by this point, their direct manager will have had at least one documented conversation about performance issues during a recent M3.

TEAM MEMBER IMPROVEMENT PLAN

The purpose of this Performance Improvement Plan (PIP) is to define serious areas of concern, gaps in your work performance, and to reinforce or redirect work expectations and allow you the opportunity to demonstrate improvement and commitment.

Team member:
(Issued by) Manager or Department Head's Name:
Meeting Date:
Department:

Sometimes in ministry, a team member is not thriving in a given position. When this occurs, the manager involved may introduce this Improvement Plan document. This form outlines our specific expectations for your role and serves as a formal written notice of the need to improve in order to continue in your current position.

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PLAN GUIDELINES

This Improvement Plan will be effective immediately and will remain in place for approximately____ calendar days. You need to demonstrate immediate and sustained improvement in the areas listed below. If that does not occur to the satisfaction of the leaders involved, this may lead us to the determination that you are not a good fit for the position you hold here at Vox. It is important that you realize the responsibility to improve is ultimately yours and yours alone.

COMMUNICATION

Your Manager will meet with you on the various dates that are mutually agreed upon by you both in this PIP. Vox maintains an open-door policy and encourages you to speak with your manager if you have any concerns you would like to discuss at any time.

YOUR ROLE

Your responsibility is to collaborate with your team leader to identify specific details regarding the identification of goals and expected performance results and to commit to a clear timeline of follow-up and communication. Also, identify any specific training or resources that you need to accomplish the work identified in this PIP.

YOUR TEAM LEADER’S ROLE

Your team leader will:

- Identify the specific performance issue(s).
- Communicate the impact of the performance issues on the overall organization
- Obtain feedback and perspective from the team member
- Collaborate with the team member to identify any additional training or resources required to meet the goals identified in this PIP.
- Be available to facilitate cooperation throughout the PIP process.

OBSERVATIONS AND PREVIOUS DISCUSSIONS

Describe any previous discussions, observations, or attempts to improve the team member’s performance.

AREAS FOR IMPROVEMENT

Standards of Performance Reviewed: (check all that apply)

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- () Productivity
- () Teamwork
- () Attendance
- () Tardiness
- () Other (define)
- () Timely completion of work
- () Efficiency
- () Conduct
- () Quality

AREAS OF CONCERN

(Describe the performance-related issue(s) in detail, providing facts and/or specific examples along with the impact or result of these issues. List as many issues as needed.)

IMPROVEMENT GOALS

(Provide specific action(s) required to meet performance expectations, including specific goals and objectives. List as many as needed.)

Goal #	Description of Activity / Goal	Est Completion

RESOURCES

List any training or resources that are necessary for the team member to accomplish each goal.

Team member may comment on any situation surrounding the incident, either agreeing or disagreeing with the narrative written by their manager.

I wish to speak to the next level of management about this plan.

Date: _____ Team member _____ Team member (printed) _____

Date: _____ Manager _____ Manager (printed) _____

Date: _____ Witness _____ Witness (printed) _____

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Please forward the original completed form to Team Development for the team member's Personnel File.
Copy to the Team member, Manager, and Executive Team Representative.

30-DAY IMPROVEMENT PLAN CHECK-IN

To be filled out by the manager

(Attach additional pages as necessary)

Team member	Title	Department	Date
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Team member's comments: (Please list the specific actions you have taken to improve, additional support or resources you feel would help you meet outlined expectations, etc.)

Manager's comments: (Please describe the team member's progress, initiative & ownership, specific training/direction provided, feedback from others, along with specific concerns or lack of alignment, etc.)

60-DAY IMPROVEMENT PLAN CHECK-IN

To be filled out by the manager

(Attach additional pages as necessary)

Team member	Title	Department	Date
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Team member's comments: (Please list the specific actions you have taken to improve, additional support or resources you feel would help you meet outlined expectations, etc.)

Manager's comments: (Please describe the team member's progress, initiative & ownership, specific training/direction provided, feedback from others, along with specific concerns or lack of alignment, etc.)

90-DAY IMPROVEMENT PLAN CHECK-IN

To be filled out by the manager

(Attach additional pages as necessary)

Team member	Title	Department	Date
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Team member's comments: (Please list the specific actions you have taken to improve, additional support or resources you feel would help you meet outlined expectations, etc.)

Manager's comments: (Please describe the team member's progress, initiative & ownership, specific training/direction provided, feedback from others, along with specific concerns or lack of alignment, etc.)

IMPROVEMENT PLAN CONCLUSION

(Attach additional pages as necessary)

Team member	Title	Department	Date
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Team member's comments: (Please list the specific actions you have taken to improve, additional support or resources you feel would help you meet outlined expectations, etc.)

Manager's comments: (Please describe the team member's progress, initiative & ownership, specific training/direction provided, feedback from others, along with specific concerns or lack of alignment, etc.)

TEAM MEMBER EXIT PROCESS

Receive notice of employee separation:

1. Voluntary:
 - a. Written notice of separation from the employee for their file
 - b. Determine the last date of employment
 - c. Notify Assistant Controller of the last date (Payroll and Pex Card)
 - d. Notify Exec Team if they don't know
 - e. Equipment/Keys
 - i. HR asks employee to collect equipment/keys/fob
 - ii. Tell IT of the employee's departure
 1. Take care of Microsoft, Rock, Connection Requests
 - f. Setup an Exit Interview
 - i. Email employee the form to use during the discussion
 - ii. Get forwarding contact information from employee
 - g. APS Termination
 - i. Can't terminate someone until they've received their last paycheck
 1. (Whatever the next payroll period is)
 - ii. In APS, status type ("active" to "terminated")
 - h. CBIA – HR fill it out, check "terminated," and send it to HR Manager
 - i. Benefits continue through the last day of the month they were let go, then they have the option for Cobra
 - j. Remove from Rock distribution list
 - k. Remove from Microsoft Teams
2. Involuntary Separation:
 - a. Be sure Payroll knows to make sure the last paycheck goes out the day after separation

VOX CHURCH LICENSING PROCESS

WHAT IS THE PROCESS FOR BECOMING A PASTOR?

All those who wish to become a pastor should submit the request to the Central Leadership Team. This team will evaluate whether the person has the spiritual maturity, experience, and qualifications needed by a pastor. If they do not, a growth plan will be put together to help the person grow in those areas that are lacking.

Once approved, they will begin a 12-to-24-month “licensing process,” which is defined below. Certain positions, such as Campus Pastors, Associate Campus Pastors, and certain Ministry Leadership positions, will carry the title “Pastor” from the start. In these situations, the person is expected to go through the licensing process within the first two years of employment at Vox. The Central Leadership Team will determine if the individual should be rewarded “Life Experience Credits” (credit given for practical ministry) and/or “Educational Credits” (classes taken from other theological training). A personalized plan will be created for the individual to then complete.

The process is as follows:

1. Application
 - a. Submit an email to CentralCLT@VoxChurch.org asking to be considered for pastoral licensing.
2. Assessment
 - a. The Central CLT will assess the person’s role, gifting, and character.
3. Growth Process
 - a. The Central CLT will create a growth plan for the applicant.
4. Completion
 - a. Once the Team Member completes the growth process, they will notify the Central CLT member that they have been speaking with.
5. Final Assessment and Interview
 - a. The Team Member will meet with the Central CLT for final assessment and evaluation. Once the assessment is complete, the person will either be licensed or have an additional growth plan created to be followed by the Team Member.

LICENSING PROCESS

The licensing process consists of four steps: 1) Application, 2) Assessment, 3) Development Process, and 4) Final Assessment and Interview. This process is summarized below, and a more detailed explanation of

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the process is included in the document, *The Vox Church Licensing Process*. Copies of this are available for those interested.

STEP 1: APPLICATION

Submit an email to CentralCLT@VoxChurch.org asking to be considered for pastoral licensing.

STEP 2: ASSESSMENT

The Central CLT will assess the person's role, gifting, and character and develop a growth plan.

STEP 3: DEVELOPMENT PROCESS

The Central CLT will create a growth plan for the applicant, which includes, but is not limited to, the following:

- Attend Encounter Weekend
- Attend Prayer Team Training
- Attend Prepare and Enrich Training
- Go through the Pastoral Care Course
- Attend 4 Mental Health Training Courses
- Engage annually in Vox Leaders Circles
- Theological Development (outlined below)

FORMAL THEOLOGICAL TRAINING

(Certificate in Theological Studies through the Biblical Training Institute)

COURSE 1: WHAT IS THE GOSPEL?

COURSE 2: GOSPEL, SALVATION, AND OTHER RELIGIONS

COURSE 3: SPIRITUAL FORMATION AND DEVOTIONAL INTIMACY

COURSE 4: A GUIDE TO CHRISTIAN THEOLOGY

COURSE 5: STATEMENT OF FAITH

*Exemption is available through prior Theological Training or training through the Vox Institute.

STEP 4: CENTRAL LEADERSHIP TEAM EXAMINATION

The Team Member will meet with the Central CLT for final assessment and evaluation. Once the assessment is complete, the person will either be licensed or have an additional growth plan created to be followed by the Team Member.

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Note: There may be unique situations in which a person is qualified by character, experience, and position to receive the title of “pastor” without formally going through the process. The Central Leadership Team reserves the right to do this at their discretion.

All pastoral licensing at Vox is reviewed and renewed by the Central Leadership Team annually.

MONTHLY WELLNESS CHECKUP

Name: _____ Month/Year: _____

1. Please rate how you're doing in the following areas:

	Need Help	Stable and Healthy								
a. Daily consistency in satisfying personal devotions	1	2	3	4	5	6	7	8	9	10
b. Thought life [Bitterness, anger, resentment, lust, jealousy, depression, insecurity, discouragement, etc.]	1	2	3	4	5	6	7	8	9	10
c. Energy levels	1	2	3	4	5	6	7	8	9	10

- | | | |
|---|-----|----|
| 2. Have I viewed any sexually explicit material? | YES | NO |
| 3. Have I been flirtatious or inappropriate with anyone this month? | YES | NO |
| 4. Am I feeling physically or emotionally drawn or attracted to anyone I should not be? | YES | NO |
| 5. Have I honored God with my finances? [Tithing, paying bills on time, saving, debt reduction, etc.] | YES | NO |
| 6. Single: Are my friends feeling neglected? | YES | NO |
| 7. Have I taken a full Sabbath each week this past month? | YES | NO |

	Struggling	Stable and Healthy								
How is your home's joy and harmony?	1	2	3	4	5	6	7	8	9	10
How is your passion regarding the mission of Vox Church?	1	2	3	4	5	6	7	8	9	10
How would you rate your faith level currently?	1	2	3	4	5	6	7	8	9	10

	Unhealthy	Healthy								
Assess your eating this past month:	1	2	3	4	5	6	7	8	9	10

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Assess your exercise this past month: 1 2 3 4 5 6 7 8 9 10

Is there anything specific you would like prayer for?

Signature: _____

VOX TEAM MEMBER COUNSELING PROCESS

VOX TEAM COUNSELING POLICY JANUARY 2022

Objectives:

- Provide clear steps to determine best route of care for team members facing difficult life issues/events.
- Determine best course of action if a manager senses his/her direct report is in crisis.
- Partner with Christian, faith-based counselors, including negotiated rates and our insurance benefits.
- Increase manager involvement and accountability throughout the process.
- Control costs while still providing help when necessary.

Step One:

Manager Discovery Meeting: this will provide the space for a team member to request counseling. Please use this list of questions:

- What's happening right now in your life? (not what's wrong with you?)
- What is your previous experience with counseling? Was it helpful? Who was it with?
- What other help have you sought? Are you sharing this with a close friend or family member?
- How is this affecting your home/work life?
- End the in prayer. And then schedule a follow-up meeting within the next 3–5 days to provide clear direction.

Step Two:

Manager connects with Spiritual Life Director to determine the best course of action, including the necessity of counseling in relation to their ministry role. Manager meets with a team member within 3–5 days of the initial meeting to discuss options.

4. Option One: counseling is the best option and is required for their job.
 - Provide team member with a list of approved counselors (includes BC/BS providers, faith-based, and rates negotiated). Team member is responsible for scheduling sessions.
 - Vox will be responsible for providing six sessions with a therapeutic professional.
 - Schedule a follow-up meeting after 5th counseling session (see Follow-up section for details)
5. Option Two: different support is needed.
 - Discipleship support: One-on-one mentoring, spiritual discipline resources (ex: Rule of Life with accountability), a small group within their Vox team, what else?
 - Vox Community/Support group: connect the person with a group that provides support and community.
 - Skill-based support: time management, budget template, what else?

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Follow-up:

Manager or Spiritual Life Director schedules a 30-minute follow-up meeting after 5th counseling session to discuss the following:

- How is counseling going? Is it helpful? Are you connecting with the counselor and applying elements from your sessions? Do you sense the issue is resolved? What are your next steps? How can we pray?
- If a Vox team member wishes to continue counseling, a manager will connect with the Director of Spiritual Life to determine which Cost plan to offer.
 - Cost Plan A: Team member driven. He/she will cover the costs to continue counseling.
 - Cost Plan B: Grace coverage: 4 more sessions paid in full by Vox, reassessed after the 3rd session. Are more sessions needed? Can/should Vox continue to pay?
 - Cost plan C: 50/50 split of out-of-pocket costs 4–6 sessions max.
- Director of Spiritual Life presents options to team member.
- If more counseling is requested after one of the cost plans has been exhausted, Spiritual Life Director will send a recommendation to the Exec Team after addressing the need with the appropriate manager and/or CP. The recommendation will be approved/disapproved at the discretion of the ET.

Counseling as a Taxable Benefit:

If a Vox Team member is facing grief, loss, or trauma that is clearly impacting their mental health and well-being, six sessions with a therapeutic professional will be mandated. These sessions are deemed necessary for their job and will not be considered a taxable benefit. Should a team member choose to continue attending therapy and Vox decides to pay in full or in part, those payments will be considered non-cash compensation on their W-2 for that fiscal year.

ⁱ 1. Stephen R. Covey, James C. Collins, and Sean Covey, *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change* (New York: Simon & Schuster, 2020).

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