

# **Appendix E: Church Worker Support Department**

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## **LIST OF MEMBERS**

Board for Lay Ministry 2015 – October 2016: Mr Kym Wallent (Chair), Rev Steven Liersch, Rev Kevin Spilsbury, Mrs Kelly Johnson and Mrs Nicky Lennon

Church Worker Support Advisory Committee 2017: Mr Peter Schirmer (Chair), Rev Luke Spilsbury, Mrs Nicky Lennon, Rev Tim Stringer and Ms Kerryn Simpfendorfer

Consultant: Dr Chris Materne

## **BACKGROUND**

The Church Worker Support Department (CWSD) was formed to extend the work of the Lay Ministry team (previously reporting to the Board for Lay Ministry). This team now sits within the Ministry Support Function overseen by the Executive Officer of the Church. Chris Materne commenced as Manager, CWS in February 2016 and it was originally intended for this position to stand alone until later in 2017, with the Lay Ministry Department continuing in its previous form. However, in May 2016 the Director of Lay Ministry, Nevin Nitschke, took up a position with in International Mission. Chris Materne assumed line management of the Lay Ministry team at that time and the formal transition to the Church Worker Support Department was initiated. The Board for Lay Ministry met twice in 2016 and was formally decommissioned on 28 October by Pastor Andrew Pfeiffer, Assistant Bishop.

A Church Worker Support Advisory Committee was established in 2017 and while this committee has not met, they have provided input when requested by the Executive Officer of the church.

A comprehensive review of lay ministry was conducted in 2016 and key points identified in the survey include:

- The average lay worker is likely to be female, aged 48 years. She is likely to have been in her current role for between two to four years in a part-time capacity (0.5 – 0.6 FTE).
- The challenges faced by lay workers do not appear to differ depending on district, employment status (ie paid or volunteer) or age group. The top three challenges are:
  - difficulty finding and keeping volunteers to help in ministry
  - lack of ownership of the ministry by the church/organisation
  - lack of understanding across church/organisation of the unique nature of lay ministry.
- In 2010 lay workers suggested that the main reason for lay worker turnover was related to job factors such as stressful work environment and unrealistic expectations on both sides. In 2016 the main reason suggested for turnover was due to part-time work or too little pay.

A review of lay worker remuneration has begun and is being progressed.

In 2017 Church Worker Support Department provided \$10,000 to the ALC to support the position of Coordinator of the Continuing Education of Pastors Program (Pastor Gordon Wegener) and is providing administrative support.

As at the end of 2017 there were 197 lay workers on the Roll of Lay Workers. The majority of lay workers are part-time employees or volunteers, with 59 employed full-time. The graphs below provide other summary data.

The implementation of the LCA HRS has progressed more slowly than originally anticipated due to a range of factors, including operational and resource constraints, and variable churchwide acceptance (or resistance) to the system and process. As a March 2018 there were 1536 individuals registered into the LCA HRS. The process for managing the administration of Pastor calls through the LCA HRS is being tested. Once that is functioning, attention can be turned to the opening of the remaining modules including the recording of training and development activities and performance reviews.

The following graphs summarise Church Worker Service across the LCA – to the extent that records permit.

## **SUMMARY DEMOGRAPHIC INFORMATION**

### **Pastors in 2017**

<b>Active Pastors</b>	<b>269</b>
<b>Specific Ministry Pastors</b>	<b>25</b>
<b>On Leave of Absence</b>	<b>15</b>
<b>Aboriginal Pastors</b>	<b>19</b>
<b>Visiting/Non LCA Pastors</b>	<b>7</b>

### **Lay Workers**

	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Male</b>	51	56	58
<b>Female</b>	146	149	149

### Lay Workers by Ministry Area

	2017	2016	2015
Camping	10	17	19
Chaplaincy	15	18	17
Child & Family	17	22	23
Cultural Specific Ministry	6	9	13
Ministry Support	44	42	46
Mission & Outreach	18	23	19
Parish Nursing	3	4	4
Pastoral Care	23	20	22
School Ministry	13	15	15
Worship & Music	7	5	2
Youth & Young Adult	28	30	27
Interns	13		
	197	205	207

### Lay Workers by Ministry Area

	2017	2016	2015
LCA Employees	22	19	
QLD	64	65	64
SA/NT	41	50	77
Vic/Tas	35	43	39
NSW	15	13	16
WA	5	5	7
NZ	5	5	4
ALWS	8	4	
ALC	2	1	

### Church Workers in LCA HRS as at March 2018

Volunteers	663
Pastors	233
Lay Workers	136
Locum Pastors	99
LEA	6
Hospitality Award Staff	122
Clerks Award Staff	80
Unclassified	187
Honorarium recipient	10
	1536

## ACHIEVEMENT AGAINST PLAN

Objectives	Planned 2017-2019 Activities/Outcomes	Achievement of Activities/Outcomes
<b>1. Facilitate ongoing professional development for all church workers within the LCA</b>	<ul style="list-style-type: none"> <li>• Induction and orientation process for all Church Workers developed by September 2017</li> <li>• Ensure suitable professional development opportunities are available and affordable</li> <li>• Work with ALC and other stakeholders to develop and promote suitable activities</li> <li>• Facilitate use of LCA HRS to record and administer PD</li> </ul>	<ul style="list-style-type: none"> <li>• Induction and orientation process resources currently being trialled and shared with congregations</li> <li>• Disseminating information about professional development opportunities and supporting attendance with opportunities for grants for lay workers</li> <li>• Working with ALC (both with VET and Principal) to develop and promote suitable activities</li> <li>• Providing financial support to ALC to support delivery of CEP for Pastors and admin support</li> <li>• Continuing to provide an Accreditation process for Lay Workers</li> <li>• Board for Lay Ministry in partnership with ALC facilitated Study Tour to Germany in 2016</li> </ul>
<b>2. Develop and implement a nationally consistent policy and procedure framework</b>	<ul style="list-style-type: none"> <li>• Church Worker Support Advisory Committee in place by December 2016</li> <li>• Overarching Policy Framework developed by March 2017</li> <li>• Policies and Procedures developed by June 2017</li> <li>• P&amp;Ps introduced and use of P&amp;Ps facilitated commencing July 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Church Worker Support Advisory Committee in place</li> <li>• Overarching Policy Framework approved by GCC in February 2018</li> <li>• Policies relating to recruitment and selection and Vocational Development approved by GCC in February 2018</li> <li>• Procedures and Guidelines being trialled by Congregations currently</li> <li>• Commenced review of Lay Worker Remuneration</li> </ul>
<b>3. Provide local-level support to congregations and employing bodies</b>	<ul style="list-style-type: none"> <li>• Attend General &amp; District Synods and Church Worker Conferences (including Pastors' conferences)</li> <li>• Visit every Congregation and employing body by end 2019</li> <li>• Develop and support local networks by July 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Attended District Synods (Qld, WA, Vic/Tas, SA/NT) and Church Worker and Pastors Conferences (Qld, NZ, NSW, Vic/Tas, SA/NT) in various years</li> <li>• Attended LWA conventions as invited (SA/NT)</li> <li>• Promote LNAA when possible</li> <li>• Support LCA and District Bishops and Administrators as requested (particularly) with HR Management/Service Management issues</li> <li>• Hosted 2015 and 2017 Lay Worker Conferences</li> <li>• Congregational visitation program has commenced and will continue</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide support to Congregations as requested (particularly with employment related issues)</li> </ul>
<b>4. Embed and fully integrate the LCA Human Resources System (LCA HRS)</b>	<ul style="list-style-type: none"> <li>• Facilitate all employing bodies (congregations, District and National Offices, and associated agencies) using LCA HRS for payroll by end 2017</li> <li>• Configure and Implement remaining LCA HRS modules by mid/late 2017</li> <li>• Provide training and assistance to employing bodies as required</li> </ul>	<ul style="list-style-type: none"> <li>• LCA HRS phase 1 implementation almost complete – this has been overseen by LCA Business Manager</li> <li>• Phase 2 has development has begun and commenced testing with process for administration of Pastor Calls</li> <li>• Provided training and assistance to employing bodies as requested</li> </ul>
<b>5. Unplanned or incidental outcomes</b>		<ul style="list-style-type: none"> <li>• In partnership with ALC CWS has developed and provided resources to Lutheran School Career Teachers about LCA Career and Service Opportunities, attended 3 Schools to promote directly in 2017, additional schools and visits and planned in 2018</li> <li>• Supporting the 50.500 project to develop some Video Resources for the LCA with potential uses including induction in LCA entities (eg aged and community care services, congregations)</li> <li>• Supporting Local Mission's One Loving God Project to develop resources to explain and describe diaconal ministry</li> <li>• Completed lay ministry survey</li> </ul>

## SUCSESSES

- The Lay Worker Conferences in 2015 and 2017 were highly valued by those who attended.
- The Development of resources for, and development of relationships with, Lutheran schools in 2017 has been particularly exciting and has led to increased awareness (in some staff in schools) of career, service and study opportunities with the LCA and at ALC. This picks up on the 2013 Synod resolution relating to the promotion of vocational paths in the LCA. The CWS Department has been working alongside ALC to represent the LCA at Lutheran schools' career events and in smaller groups when possible.
- A review of lay ministry resources was undertaken and new CWS resources have been developed primarily to assist congregational leadership to manage and support those serving them. Resources include pre-employment checklists and considerations, recruitment and interviewing guides, employment agreement templates, position description templates, performance development review guides.

- The Principal of ALC and the CWS Manager meet regularly to intentionally examine opportunities to collaborate – the collaboration to support the CEP program (under the oversight of the College of Bishops) is one example of working together to further the mutual goal of equipping and supporting pastors, continued support of the VET program (for lay worker training) continues.
- Greater collaboration across functional groups of the LCA is leading to deeper collaboration and more effective working relationships and ultimately better outcomes, examples include working with local mission on the 'One Loving God' project, working on the 50.500 video resource project and with LEA on the Schools Ministry Working Group.

## CHALLENGES AND LESSONS LEARNED

- Effective communication throughout the LCA and NZ is a challenge. While personal and/or face-to-face is preferable, this is not always possible – especially for messages that everyone needs to receive at the same time. E-newsletters and email is efficient but doesn't always hit the right mark or intended target. This is not a new challenge but is ongoing.
- The department struggled to recruit a suitable candidate for the third CWS Officer and while this reduced expenditure, it curtailed activities. The position was filled in March 2018 and the incumbent will be based in Queensland (and with some additional funding from LCAQD and associated duties to support HR). This arrangement will be reassessed at the end of 2018.
- The need for change in many areas is hampered at times by not having an agreed change management process, or from not having agreement about the need to change particular processes. There is limited trust of the activities of the LCA National Office in many congregations, and whilst personal engagement serves to reassure entities (usually) this takes considerable time. Relationships built on trust are critical to a sense of team and belonging to a bigger picture in the mission the LCA is called to be part of by God.
- The importance and value of continuing education/vocational development is under acknowledged across the church. Sometimes it is passed off as too expensive, but education and development need not be expensive, indeed many opportunities are free. Skilled and well-equipped church workers are a great asset to the church.

## RISKS

<b>Description of risk</b>	<b>Likelihood of risk occurring and potential impact for the ministry and LCA</b>	<b>Summary of action to mitigate the risk</b>
<b>Reputational</b>	There is a high risk of reputational risk if the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse are not thoughtfully considered and acted upon.	The recommendations that relate to the management of church workers (in particular 16.44, 16.45 and 16.46) appear to be sensible and appropriate good practices. A forum to review professional supervision of pastors was held early in 2018 and will progress a recommendation to the church. The church will need to work collaboratively (within and outside of the LCA) to address its response to the recommendations.
	Continuing Education and/or professional/vocational development is not prioritised by many church workers or their calling/employing body.	The CEP Coordinator will address each district Pastors Conference to encourage participation in Continuing Education. Resources have been developed to encourage other church workers to consider their needs

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in partnership with their employing/calling body. Annual performance development reviews (with the focus on development not castigation of performance) should be encouraged.

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## **ALIGNMENT TO LCA STRATEGIC DIRECTION 2013–2018**

The main alignment is to aspects of Strategic Priority 3: Enable us to Go and Grow

- A1. Improve capability and performance of our leaders
- A2. Improve governance at all levels
- B.2 Support LCA ministries to effectively communicate and engage individuals, families and communities to grow and go
- B3. Improve collaboration between the ministries of the LCA
- C1. Enhance care of our people, especially church workers and their families
- C2. Effective use of assets and resources that releases more support to mission and ministry
- C4. Encourage greater support for the work of the LCA, using new and innovative technologies

## **COOPERATING LCA BOARDS AND AGENCIES**

<b>Australian Lutheran College</b>	<ul style="list-style-type: none"> <li>• <b>VET program – Certificate IV in Christian Ministry and Theology – support through consultation and promotion of program, encouragement of Lay Workers to undertake Cert IV/higher studies</b></li> <li>• <b>CEP for pastors support in administration, strategic planning, financial support</b></li> <li>• <b>Support School of Pastoral Theology with LCA Induction Program for graduating students</b></li> <li>• <b>Promotion of ALC into Lutheran Schools</b></li> <li>• <b>With ALC Principal, support as requested, Video Resource Project</b></li> <li>• <b>Support for ALITE research via Associate Dean for Research – Stakeholder/reference group and commencement of discussions for new/potential research collaborations.</b></li> </ul>
<b>College of Bishops/Office of the Bishop</b>	<ul style="list-style-type: none"> <li>• Support with CEP, Other confidential advice, Support for pastoral supervision discussions, Recruitment of project officers, support and work with reconciliation ministry.</li> </ul>
<b>Board of Support for Pastoral Ministry</b>	<ul style="list-style-type: none"> <li>• Liaise with board around various matters</li> </ul>
<b>District Administrators</b>	<ul style="list-style-type: none"> <li>• Provide industrial relations advice, award interpretation, HRM Support, LCA HRS liaison</li> </ul>
<b>Various District Entities</b>	<ul style="list-style-type: none"> <li>• Support as requested. Liaise with LCC, LDS, Blueprint Ministries, LYQ, Lutheran Services</li> </ul>
<b>Local Mission</b>	<ul style="list-style-type: none"> <li>• Support for EOLM, One Loving God Project, Support of and worked with Grow Ministries, New and Renewing Churches, and Media, Video Resource Project</li> </ul>
<b>Other departments of the EOC</b>	<ul style="list-style-type: none"> <li>• Various cross department interactions with Communications, PSD, Finance and Admin and Archives, Video Resource Project</li> </ul>
<b>LEA</b>	<ul style="list-style-type: none"> <li>• To initiate contact with schools around career and Service opportunities</li> </ul>

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	• Support Ministry Workers in Schools
<b>International Mission</b>	• Supported International Mission with Industrial Relations matters, other support as requested
<b>LLL</b>	• Cross Promotion of LLL and Lay Ministry in particular around Lay Worker Conference, Commission on Salary submissions, Investigation of Support to relieve pastoral student debt
<b>Finke River Mission</b>	• Assistance with Recruitment Processes

## FINANCIAL PERFORMANCE

### INDIVIDUAL DEPARTMENTAL FINANCIAL REPORT FOR THE PERIODS ENDING 31 DECEMBER

	2017	2016	2015
<b>Income</b>			
Appeals, donations and bequests	508	11,309	100
Investment and rental income	19,629	18,320	14,425
LCA income	221,967	205,956	116,164
LCA allocations	215,000	192,146	263,000
Reimbursements	0	0	500
Trading Income	0	0	58,900
	<b>457,104</b>	<b>427,731</b>	<b>453,089</b>
<b>Expenditure</b>			
Administration costs	25,608	18,518	35,941
Asset costs	243	4,650	
Consulting expenses	25,000		1,500
Depreciation expense	2,006	1,845	0
Employee expenses	286,553	320,900	283,874
LCA other expenditure	16,908	9,700	9,300
Ministry expenses	3,841	4,032	6,157
Project costs	213	64,649	0
Promotion and marketing	9,623	1,368	949
Travelling expenses	10,557	21,459	17,947
	<b>380,552</b>	<b>447,121</b>	<b>355,668</b>
Operating Surplus (deficit) for the year	76,552	(19,390)	97,421
LCA Transfers	0	0	(58,900)
<b>Surplus after transfers</b>	<b>\$84,235</b>	<b>\$(78,396)</b>	<b>\$38,521</b>
<b>ACCUMULATED FUNDS</b>			
<b>Opening balance 1 January</b>	<b>321,740</b>	<b>282,230</b>	<b>229,094</b>
Operating Surplus for the year	76,552	(19,390)	38,521
Add distribution of gain on asset count	0	0	14,615
<b>Closing balance 31 December 2017</b>	<b>\$398,292</b>	<b>\$321,740</b>	<b>\$282,230</b>