

Three Rivers Baptist Association Personnel Policy – proposed 2026

FINAL DRAFT

Welcome to the Three Rivers Baptist Association!

We are delighted to welcome our new staff and volunteers to the Three Rivers Baptist Association family in Shorewood, Illinois. As a network of Southern Baptist churches, we work together to glorify God by strengthening local congregations, encouraging pastors, and advancing the gospel throughout our region and the greater Chicagoland area.

Your willingness to serve alongside us is both a joy and an answer to prayer. Each role—whether in ministry, administration, missions, or community outreach—helps us connect people to Christ and support churches in fulfilling the Great Commission close to home and across Chicagoland.

Together, we are one body with one mission: to make disciples and build up the Church. We're thankful to have you on the team and can't wait to see how God will use your gifts and passion to further His Kingdom.

Welcome aboard and thank you for joining us in this vital work!

In His service,
Dr. Dan Eddington
Director of Missions

Three Rivers Baptist Association
619 Rollingwood Drive
Shorewood, Illinois 60404

1.0 GENERAL

1.1 CLASSIFICATION

- a. Board Approved Staff consists of:
 - i. Full time or part time salaried ~~Ministerial~~ **Ordained Directors and Strategist** Staff
 - 1. Director of Missions/**Associational Missions Strategist**.
 - 2. Other **ordained** personnel deemed necessary by the Director of Missions/**Associational Missions Strategist** and the **Admin Team and/or Executive Board**.
 - ii. Support Staff consists of:
 - 1. Hourly **or salaried** Employees, Full and Part-Time
 - 2. For Example:**
 - a. Administrative Assistant
 - b. Secretary
 - c. Treasurer**
 - d. or any Combination of these roles**
 - 3. Other personnel deemed necessary by the Director of Missions/**Associational Missions Strategist**. and the Admin Team **and/or Executive Board**.

1.2 EMPLOYMENT

- a. All paid staff positions shall be authorized by the association.
- b. As an Association of Cooperating Churches, we recognize that every position contributes to advancing the Gospel; therefore, all roles are viewed as ministerial in nature, service and calling."**
 - a. Matthew 28:19–20 (NASB95), Colossians 3:23–24 (NASB95)**
Whatever you do, do your work heartily, as for the Lord rather than for men, knowing that from the Lord you will receive the reward of the inheritance. It is the Lord Christ whom you serve.
- c. A job description for each staff position shall be approved by the association upon recommendation by the Admin Team.
- d. Appointment to a Board Approved Staff position shall be by action of the association, after receiving recommendations from a Board appointed Ad Hoc Search Committee or upon recommendation of the

Director of Missions/**Associational Missions Strategist**. and the Admin Team.

- e. Appointment of Support Staff shall be made by the Director of Missions/**Associational Missions Strategist** in consultation with the Admin Team.
- f. All State and Federal employment forms must be on file for all staff members.

1.3 WORK SCHEDULE

- a. The ~~normal~~ work schedule for Support Staff Employees will be **during the normal work week of** Monday through Friday.
- b. Any changes to the established work week must be approved by the Director of Missions/**Associational Missions Strategists**.
- c. Normal office hours will be 8:30 am to 3:00 pm, Monday through Thursday.

2.0 ATTENDANCE AND BENEFITS

2.1 RECORD KEEPING

- a. Director of Missions/**Associational Missions Strategist**, in consultation with the Admin Team, shall establish work schedules for all employees.
- b. A Leave Record Sheet recording all leave time earned and used must be submitted by all paid personnel to the Director of Missions/**Associational Missions Strategist** who will submit these reports to the Admin Team upon request.

2.2 GENERAL LEAVE

- ~~a. All full-time paid Support Staff positions receive annual and sick leave benefits. Full-time Board Approved Staff shall receive revival, convention, and conference leave benefits.~~
- b. All full-time paid Board Approved and Support Staff positions shall be entitled to the following leave benefits:**
 - a. Holiday Leave**
 - b. Annual leave**
 - c. Sick Leave**
 - d. Funeral Leave**
 - e. Personal Leave**

- f. **Mission Trip Leave**
- g. **In addition, Full-time Board Approved Ordained Directors and/or Strategists Staff shall receive revival, convention, and conference leave benefits.**
- c. The Admin Team **upon request** shall have access to all employees' records of leave time earned and used.
- d. **Upon termination of employment**, no **cash** payment will be made **in lieu of or** for accrued sick or revival, convention, and conference leave benefits.
- e. Leave without pay shall be authorized in advance by the Director of Missions/**Associational Missions Strategist**.

2.3 HOLIDAYS

- a. Holidays shall be as follows:
 - a. New Year's Day
 - b. Good Friday
 - c. Monday after Easter Sunday
 - d. Memorial Day
 - e. Independence Day
 - f. Labor Day
 - g. Thanksgiving (2 Days)
 - h. Christmas (2 Days)
 - i. New Year's Eve
 - j. **Veterans Day (for employees who are Veterans)**
- b. For holidays that fall on an employees' day off the employee can use a different day in its place as long as that day is within the same pay period **or within (30) thirty days of the day off worked**, otherwise, they forfeit the day off.

2.4 DAYS OFF

- a. The normal weekly work schedule for all Board Approved Staff shall include one day off weekly in addition to Saturday per the Director of Missions/**Associational Missions Strategist** discretion.
- b. Days off may be swapped with another workday within the same pay period **or within (30) thirty days of the day off worked, otherwise they forfeit the day off.**

- ~~c. All regular full-time Board Approved Staff and regular full-time Support Staff shall be granted up to five (5) Personal Days per year.~~
- ~~d. New regular full time Board Approved Staff and regular full time Support Staff shall receive one (1) Personal Day per year of service, up to a maximum of five (5) days.~~
- ~~e. Personal days must be used in the year that they are earned and cannot be accumulated or carried over to the next year. All unused days at the end of the year will be forfeited~~

2.5 ANNUAL LEAVE

- a. Service for Board Approved Staff is defined as length of employment in Southern Baptist denominational life.
- b. Years of service for all Board Approved Staff and Support Staff will be determined by **Director of Missions/Associational Missions Strategist** and the Admin ~~Committee Team~~ **or by** the Ad Hoc Director of Missions/**Associational Missions Strategist Search Committee or the Board Approved** Staff Search Committee at the time of being called.
- c. Annual leave shall be accrued as follows:
 - a. 1-5 years 10 days
 - b. 6-12 years 15 days
 - c. 13-~~20~~ years 20 days
 - d. 20+ years 25 days**
- d. No Annual leave time will be allowed during the first six months of service.
- e. Fifty percent (50%) of annual leave may be carried into the following year additional days may be carried over with the permission of the Director of Missions/Associational Missions Strategist and/or the Admin Team.**
- f. Annual leave which is accrued in excess of fifty percent (50%) must be used by January 1st, after which it will be forfeited unless approved to be carried over to the following year by Director of Missions/Associational Mission Strategists and/or the Admin Team.**
- g. Annual leave for all staff must be submitted **in writing** and approved by the Director of Missions/**Associational Missions Strategist** prior to use.
- h. **Upon termination of employment**, the association will reimburse accrued annual leave up to maximum allowable **and/or the amount that** is approved by **the Admin Team** ~~upon termination of employment.~~

2.6 SICK LEAVE

- a. Sick leave shall be accrued at the rate of one (1) day for each month of employment.
- b. Sick leave may be accumulated to a maximum of 130 days and additional days not used will be forfeited.
- c. Sick leave may be used at times when the employee or a member of the immediate family is ill or keeping an appointment with a medical doctor or dentist.
- d. Upon termination of employment all accumulated sick leave is forfeited.
- e. Upon retirement of employee disposition of accumulated sick leave will be decided by Admin Team and approved by the Executive Board.

2.7 FUNERAL LEAVE

- a. Funeral leave will be granted to all employees without loss of pay when a death occurs in an employee's immediate family.
- b. Immediate family will be interpreted to be spouse, parent, daughter, son, brother, sister, mother-in-law, father-in-law, son-in-law, daughter-in-law, grandparent, grandchild, a person who is legally acting in one of the above capacities, or another relative living in the employee's residence.
- c. This leave may be up to three (3) working days plus travel time for a maximum leave with pay of five (5) days. More than five days will be without pay, or it can be charged to the employee's annual leave.

2.8 MISSION TRIP LEAVE TIME

- ~~a. Both Board Approved and Support Staff are entitled to non-job-related mission trip leave time with pay after one (1) year of employment.~~
- b. As an association of cooperating churches entrusted with the mission of sharing the Gospel, the association affirms the value of participation in church-sponsored mission endeavors. Accordingly, all Board-approved and Support Staff employees are eligible for paid leave (up to 5 days maximum) to take part in a cooperating church or SBC entity-sponsored mission trip, not directly related to their job responsibilities, after completing one (1) year of continuous employment.**
 - a. Acts 1:8-9 (NASB95) but you will receive power when the Holy Spirit has come upon you; and you shall be My witnesses both in Jerusalem, and in all Judea and Samaria, and even to the remotest part of the earth.”⁹ And after He had**

said these things, He was lifted up while they were looking on, and a cloud received Him out of their sight.

- ~~e. Annually, employees may request up to five (5) days of paid leave to join an associational church or SBC entity on a mission trip.~~
- ~~d. Starting with the fourth (4th) year of employment, an employee every three (3) years may request an additional five (5) paid days of leave to join an associational church or SBC entity on a mission trip. (ie, 4th, 7th, 10th year of employment)~~
- e. **Additional Time for mission trips** without pay can be requested of and approved by ~~their~~ **the employee's** immediate supervisor.

2.9 Personal Days

- a. All regular full-time Board Approved Staff and regular full-time Support Staff shall be granted up to five (5) Personal Days per year.
- b. New regular full-time Board Approved Staff and regular full time Support Staff shall receive one (1) Personal Day per year of service, up to a maximum of five (5) days.
- c. Personal days must be used in the year that they are earned and cannot be accumulated or carried over to the next year. All unused days at the end of the year will be forfeited

3.0 SUPERVISION

- a. The Admin Team shall serve as a supervision advisory board to the Director of Missions.
- b. The Director of Missions/**Associational Missions Strategist** is the supervisor of all Volunteers, ~~and~~ **part and fulltime** paid Board Approved Staff and **all** Support Staff employees unless otherwise delegated.
- c. Director of Missions/**Associational Missions Strategist** shall annually evaluate the performance of all ~~regular employees~~ **Board Approved Staff and Support Staff** using ~~an~~ **the** Admin Team approved evaluation forms. **(See Appendixes Four and Seven)**
- d. After the Director of Missions/**Associational Missions Strategist** and the employee have discussed the evaluation, both will sign it. Upon request the Director of Missions/**Associational Missions Strategist** will submit the written evaluation with any notes to the Admin Team.

- e. In the event there is no Director of Missions/**Associational Missions Strategist**, the Moderator shall be the supervisor of all Volunteer, Board Approved Staff and Support Staff employees unless otherwise delegated to someone else by the **Admin Team and/or the** Executive Board.
- f. The Director of Missions/**Associational Missions Strategist** with guidance from the Admin Team has sole responsibility for the forced termination of employment of all Board Approved and /or Support Staff employees.
- g. Any and all appropriate paperwork will be filed in the employee's personnel file.
- ~~h. Any Board Approved Employee may appeal his/her termination to the Admin Team for review. (Illinois is an "At-Will state" for employment, so there are no appeals)~~
- ~~i. When any employee's (both Support Staff and Board Approved Staff) employment requires forced termination, the employee shall forfeit all benefits except those protected by federal law unless a severance package agreement has been negotiated.~~
- j. **In the event that an employee's employment—whether Support Staff or Board-Approved Staff—is subject to involuntary termination, the employee shall forfeit all benefits, except those required to be preserved under applicable laws and regulations, unless a severance package has been negotiated and formally agreed upon.**

4.0 Work Principles

- ~~a. All employees must meet the minimum qualifications for employment per their particular job description (See Appendix Two) which includes and is not limited to a personal active relationship with the Lord Jesus Christ.~~
- b. All employees must meet the minimum qualifications for employment as outlined in their respective job descriptions, which include, but are not limited to, maintaining an active personal relationship with the Lord Jesus Christ, regular church attendance, and a commitment to living a godly life.**
- c. Annually**, all employees are required to fully read the Association's Articles of Faith and ~~annually agree to~~ sign a Statement of Faith and Conduct (See Appendix ~~Three- Six~~). Their signature expresses their covenant to carry out their responsibilities **and their agreement to live** in accordance with and not contrary to this **Statement of Faith.** (as defined in the Association's Constitution)

- d. All employees will practice professional conduct of **godliness**, integrity, punctuality, mutual respect, courtesy and a strong work ethic.

5.0 INSURANCE/HEALTH REIMBURSEMENT ACCOUNT (HRA)

- a. It is the policy of Three Rivers Baptist Association to provide ~~group~~-major medical, and workmen's compensation insurance for all regular full-time (35 hours and above) paid Support Staff and paid Board Approved Staff employees.
- b. All new employees are subject to a 90-day probationary period prior to becoming a regular staff member.
- c. All work-related injuries must be reported within twenty-four (24) hours of the injury. This is vital because the injury must be reported to the insurance company by the association office within this period of time.
- d. **After ten (10) years of employment, employees who are enrolled in Medicare may, at the Association's discretion, be eligible to participate in a Health Reimbursement Account (HRA) established by the Association during their period of employment.**
- e. **Upon completion of ten (10) years of employment, a Retirement HRA account established by the Association during the employee's period of service may, at the Association's discretion, be made available to the employee upon retirement.**

6.0 INDEMNIFICATION

- a) If a legal claim or criminal claim allegation and/or judgment is made against a person while he or she was conducting ministry as an officer, employee, or agent of the association, the association shall provide indemnification against liability and costs incurred in defending the claim if the Admin Team determines that the person acted (a) in good faith, (b) with the care an ordinary prudent person in a similar position would exercise under similar circumstances and (c) in a manner the person reasonably believed to be in the best interest of the association, and the person had no cause to believe his or her conduct was unbiblical or unlawful.

- b) If the Admin Team is not able or willing to make an indemnification determination, the requisite determination will be made by the Executive Board and/or the messengers of the Association.

7.0 HOUSING

- a. Housing Allowance shall be determined by the ordained **Directors and Strategists** staff according to IRS regulations.

8.0 ANNUITY/SOCIAL SECURITY

- a. The Director of Missions/**Associational Missions Strategist** salary shall be considered to be the total of the following: salary and housing allowance.
- b. The Association's contribution to the Director of Missions/**Associational Missions Strategist** annuity shall be a minimum of 10% of his salary.
- c. After 10 years of service, the Admin Team may evaluate and recommend an increase in the Association's contribution to the Director of Missions/**Associational Missions Strategist annuity Guidestone Retirement account.**
- d. The Director of Missions/**Associational Missions Strategist** Social Security reimbursement will be 7.65% of his salary.

9.0 BONUS

- a. Board Approved staff and full-time support staff shall receive a bonus in an amount equal to a week's salary each year at the Christmas season.
- b. The Director of Missions/**Associational Missions Strategist** bonus shall be figured using the salary amount defined above. (8.0 a)

10.0 SABBATICAL LEAVE

- a. Only Board Approved Staff members are eligible for sabbatical leave.
- b. See Appendix ~~One~~ **Three** for **the approved** Sabbatical Leave Policy.

11.0 SEXUAL HARRASSMENT

The ethical conduct of all who minister in the name of Jesus Christ is of vital importance because through these representatives an understanding of God and the Gospel's Good News is conveyed.

a. Purpose

- a. Three Rivers Baptist Association seeks to maintain a safe, respectful, and Christ-centered environment free from sexual harassment.**
- b. Our Sexual Harassment Policy (see Appendix Eight) provides a process for addressing concerns of Sexual Harassment and it is consistent with biblical principles of restoration, accountability, and justice.**

b. Definition of Sexual Harassment

- a. Sexual harassment includes any unwelcome sexual advance, request for sexual favors, or other verbal, non-verbal, or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.**
- b. It can occur in any context—between peers, supervisors and employees, or members of a congregation or organization.**

12.0 Conflict Resolution

TRBA encourages an open channel of communication for the expression of employee concerns. There may be circumstances where an employee has unsuccessfully attempted to resolve concerns or complaints. Every effort should be made to resolve difficulties and misunderstandings on the basis of Scripture.

- a. Consequently, the grievance procedures to be followed are based on Matthew 18:15–17. With the exception of harassment, sexual harassment, or illegal acts, each step must be taken before proceeding to the next level. If you have a concern, follow these procedures:**

“If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over.”

- b. The first step is to go directly to the person with whom you have a concern. Attempt to resolve the matter without involving other people.

“But if he will not listen, take one or two others along, so that every matter may be established by the testimony of two or three witness.”

- c. The next step is to take the matter to your direct supervisor or to member of the Admin Team.

“If he refuses to listen to them, tell it to the church.”

- d. If the matter is still unresolved after you have consulted your supervisor, you may take your complaint to the entire Admin Team.

- a. The Admin Team will meet within four weeks of receiving a written request for a hearing.

- e. The Admin Team is the final arbitrator in resolving complaints.

- f. There is one exception to the first step of resolution. An employee who believes that he or she has been the victim of harassment or sexual harassment has a duty to report it immediately, as required by the previously mentioned sexual harassment policy.

Appendix One: Three Rivers Baptist Association Articles of Faith

As stated in the Constitution, Article Five: Articles of Faith, revised October 2026; pages 3–11)

Purpose and Context

This appendix provides an overview of the Articles of Faith adopted by the Three Rivers Baptist Association as recorded in its Constitution. These Articles serve as the Association’s formal statement of doctrine and belief, affirming its theological alignment with the Southern Baptist Convention through *The Baptist Faith and Message* (2000 edition, as amended), and incorporating additional statements on Sexuality, Marriage, and the Sanctity of Human Life. The inclusion of this summary facilitates reference and clarity regarding the Association’s doctrinal foundation for all members, staff, and affiliated ministries.

The Association holds that, in order to preserve the function and integrity of the church as a local body of Christ and to provide a biblical example to its members and the wider community, it is essential that all individuals employed by the Association, in any capacity, as well as all volunteers, board members, and messengers, affirm and adhere to these Articles of Faith.

(Scripture references: Matthew 5:16; Philippians 2:14–16; 1 Thessalonians 5:22.)

Basic Doctrines Comprising the Articles of Faith

- I. Scripture**
- II. God**
 - a. God the Father**
 - b. God the Son**
 - c. God the Holy Spirit**
- III. Man**
- IV. Salvation**
- V. God’s Purpose of Grace**
- VI. The Church**
- VII. Baptism and the Lord’s Supper**
- VIII. The Lord’s Day**
- IX. The Kingdom**
- X. Last Things**
- XI. Evangelism and Missions**
- XII. Education**
- XIII. Stewardship**
- XIV. Cooperation**
- XV. The Christian and the Social Order**
- XVI. Peace and War**
- XVII. Religious Liberty**
- XVIII. The Family**

Additions to the Baptist Faith and Message (2000)

XIX. Sexuality

XX. Marriage

XXI. Sanctity of Human Life

XXII. Final Authority on Matters of Faith and Conduct

Administrative Note

These Articles of Faith serve as the basis for doctrinal consistency throughout the ministries, programs, and operations of the Three Rivers Baptist Association. Any future amendments or additions shall be subject to review and approval in accordance with the procedures outlined in the Association's Constitution and Bylaws.

Appendix Two: Annual Acknowledgment and Affirmation of Articles of Faith and the Receipt of Current Personnel Policy Manual

I, the undersigned, acknowledge that I have received, read and agree to follow the current *Three Rivers Baptist Association Personnel Policy Manual*.

Plus, I affirm that I agree with and am seeking to live in accordance with the *Articles of Faith* as set forth in the *Three Rivers Baptist Association Constitution and Bylaws*.

I further affirm that my personal conduct reflects my commitment to Christ and His Church and that I will refrain from any activity that would bring reproach upon the Lord Jesus, His churches, Three Rivers Baptist Association or my family.

Printed Name

Signature

Date

Witness Printed Name

Signature

Appendix Three: Sabbatical Leave Policy for Board Approved Staff

Approved October 2016

Biblical Basis:

The Scriptures have a pattern showing us that we need to make time for rest and renewal:

- God rested on the seventh day after creation,
 - Genesis 2:2 (HCSB) *By the seventh day God completed His work that He had done, and He rested on the seventh day from all His work that He had done.*
- Pattern of Sabbath rest for God's people,
 - Exodus 20:8 (HCSB) *Remember the Sabbath day, to keep it holy:*
 - Leviticus 23:3 (HCSB) *Work may be done for six days, but on the seventh day there must be a Sabbath of complete rest, a sacred assembly. You are not to do any work; it is a Sabbath to the LORD wherever you live.*
- Pattern of Year of Jubilee on 7th cycle of Sabbath years,
 - Leviticus 25:13 (HCSB) *"In this Year of Jubilee, each of you will return to his property.*
- Jesus spent 40 days away before beginning His earthly ministry
 - Mark 1:12 (HCSB) *Immediately the Spirit drove Him into the wilderness.*
 - Matthew 4

What is a Sabbatical?

The purpose of sabbaticals is sometimes misunderstood. It is important to understand what a sabbatical is not.

- It is not a vacation.
 - Unlike vacations, "sabbaticals involve a plan, a goal and accountability."

- It is not academic leave.
 - Theological education is extremely demanding and does not allow for emotional, spiritual, and relational renewal.
- It is not an escape.
 - A sabbatical is not a way for pastoral staff to escape a troubled ministry.

Types of Sabbaticals

- Spiritual Renewal
 - There are times when a minister needs time for Rest and Personal Reflection.
- Working Sabbaticals
 - Mission-work Sabbatical
 - This gives a person the opportunity to go on a short-term mission trip that will enhance his ministry skills.
 - Continuing Education Sabbatical
 - This is not an academic sabbatical where a person earns an advanced academic degree.
 - This is an opportunity for a Board Approved Staff member to get short term advanced training that will enhance his ability to minister to the association.
 - Project Sabbatical
 - This is an opportunity for a Board Approved Staff member to develop a book or training module or something similar.

Qualifications:

The Board Approved Staff Member:

- Will be eligible for sabbatical leave after completing a minimum of seven (7) consecutive years of fulltime service in their Associational position of ministry.
- A sabbatical leave is a privilege, not a right, and is not automatically available.
- Only one Board Approved Staff member may be on a sabbatical during any twelve (12) month period.
- It will be understood that the Board Approved Staff member is expected to continue in his position up to one year after his sabbatical is completed, otherwise, they may be required to repay the association, part

or all costs incurred for, and during, their sabbatical **unless a waiver of this requirement is approved by the Admin Team.**

- The Board Approved Staff Member may make a request for a sabbatical leave with the Admin Team.
- The request for Sabbatical and a written plan must be submitted to the Admin Team at least ~~six (6)~~ **three (3)** months before it is to begin.
- **The Admin Team reserves the right to give approval for a sabbatical at any time a request is made**

Plan:

Proposals for sabbatical leaves shall be presented by Board Approved Staff Member to the Admin Team and should include the following:

- Personal objectives and program objectives
- A description of the major elements of the sabbatical leave
- Proposed beginning date and end date
- Suggestions of how current job responsibilities will be handled during the leave
- A description of any anticipated budgetary implications for the association.

Term:

- The duration of the sabbatical leave is flexible depending on needs and objectives.
- It should be a minimum of 4 weeks, up to a maximum of 12 weeks.
- The sabbatical will not affect vacation time.

Activities:

- Dependent upon the type of sabbatical being taken; activities must match the goals of that sabbatical.
- Remembering that the activities, during sabbatical, will be for the improvement of the Approved Board Staff member and the association.

Finances:

- Normal compensation will continue during the sabbatical.
 - Including but not limited to:
 - Salary
 - Housing Allowance
 - All insurances
 - If additional expenses are to be incurred during the sabbatical these must be approved by the Admin Team and/or the Executive Board.

Approval:

- The sabbatical will be approved by the Admin Team and the Executive Board.
- They will consider these factors:
 - Needs of the individual and the association.
 - Relevance of the sabbatical plans to the ministry of the association
 - Prior job performance.
 - Satisfactory provisions for carrying out Board approved Staff Member's responsibilities during his absence.
 - Availability of financial resources to provide for the additional needed expenses to cover the responsibilities of the Board Approved Staff Member.

Reporting:

- A report will be given to the Admin Team no more than 10 weeks following the sabbatical completion, and a verbal report will be given to the Association at the next annual meeting.

Appendix Three : Job Description: Director of Missions/Associational Missions Strategist

(For new hires)

Professional Background

- Ten years ministry experience
- Successful in pastoral ministry
- Experienced in church planting
- Experience in leading multiple staff
- Worked comfortably with traditional and innovative philosophies of ministry
- Involvement in leadership in Associational life
- Ordained by an SBC Church
- A member in good standing of SBC church

Skills

- Communication strength
- Able to preach and teach the Word of God
- Visionary leadership
- Organizational change expertise
- Insightful leadership
- Capable of forecasting future implications
- Developing/discipling/mentoring leaders
- Understanding church growth principles
- Counselor to staff and pastors
- Motivating churches and leaders to a higher level of mission/ministry involvement

Personal Characteristics

Evangelistic	Initiative	Listener
Heart for God	Innovative	Confident
Conservative theologically	Creative	Sense of humor
Humility	Change agent	Communicator
Discernment	Diplomacy	Flexible
Wisdom	Risk taker	Adaptive
Integrity	Planner	Persistent
Boldness	High energy	Thrives on challenge
Secure	Long-term commitment	Missionary

Objectives

- ~~To assist churches in the Three Rivers Baptist Association to meet the challenge of individual needs in the name of Jesus Christ.~~
- ~~To assist churches in developing and broadening the leadership base in congregations and sharpening the leadership skills of pastors.~~
- ~~To lead churches to have a vision of growing churches and reaching people for Christ.~~
- ~~To lead churches to make prayer a priority and to provide for personal, church, and associational prayer opportunities.~~
- ~~To foster fellowship among the churches.~~
- ~~To pursue professional development opportunities that are available.~~

Responsibilities

- ~~To identify needs and initiate effective strategies in cooperation with the Admin Team to carry out the tasks of the association.~~
- ~~To establish channels for building meaningful relations among the cooperating churches which enhance mutual cooperation.~~
- ~~Able to spiritually counsel pastors and church members~~
- ~~To provide supportive care to new work, pastors and church staff.~~
- ~~To facilitate new work efforts by casting vision, developing, partnerships, locating resources and providing training opportunities.~~
- ~~To supervise the associational staff.~~
- ~~To coordinate the administrative services of the association.~~
- ~~To interpret Southern Baptist life to the Three Rivers community.~~
- ~~To work in cooperation with the Illinois Baptist Association and the Southern Baptist Convention.~~

Remuneration

1. ~~The Director of Missions shall be compensated in a manner commensurate with the responsibilities he carries. His salary, housing allowance, ministry expenses and benefits shall be reviewed by the Admin Team at least annually. Consideration shall be given to merit as well as cost of living increases.~~
2. ~~The Director of Missions salary shall be considered to be the total salary plus housing allowance (as designated by the Director of Missions in consultation with the Admin Team).~~

3. ~~The Director of Missions's salary shall be utilized to calculate certain other portions of his compensation package.~~
 - a. ~~The Director of Missions annuity will be 10% of his salary.~~
 - b. ~~The Director of Missions' Social Security reimbursement will be 7.65% of his salary.~~
4. ~~The Director of Missions shall be provided ministry expenses to enable him to carry out his assigned work.~~
 - a. ~~Expense reimbursement and convention/conference reimbursement will be determined annually by the Admin Team and presented in the Annual Budget for approval.~~
5. ~~The DOM shall be granted the following holidays: New Year's Day, Good Friday, Monday after Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving (two days), Christmas (two days), New Year's Eve.~~
6. ~~The DOM shall be granted Annual Leave as outlined in the TRBA Personnel Policy. Service is defined as length of employment in Southern Baptist denominational life.~~
7. ~~The DOM shall receive as a bonus an amount equal to a week's salary each year at the Christmas season. Salary shall be defined as in #2 above.~~
8. ~~The Director of Missions shall keep any honorarium received from special/extra services in the cooperating churches.~~
9. ~~The Director of Missions shall be allowed four weeks of revivals and/or other leadership conferences outside of the Association. He shall be allowed revivals inside the association at his discretion.~~

Accountability

1. ~~The Director of Missions shall be accountable to the Executive Board of the association through the Admin Team.~~
2. ~~The Admin Team shall review the work of the Director of Missions/ each year.~~
3. ~~The Admin Team shall use an approved evaluation tool as the basis of this review.~~

Appendix Four: Job Description: Director of Missions/Associational Missions Strategist

Professional Background

- Minimum of ten (10) years of recent ministry experience within a Southern Baptist Convention (SBC) church or ministry organization.
 - Proven record of effective pastoral ministry.
 - Experience in church planting and church revitalization.
 - Demonstrated success in leading and managing multi-staff ministry teams.
 - Comfortable engaging with both traditional and innovative ministry philosophies.
 - Active involvement in leadership roles within SBC life at the associational, state convention, and/or national level.
 - Ordained by a Southern Baptist Church and currently a member in good standing of an SBC congregation.
 - Demonstrated effectiveness in communicating the Gospel message.
 - Evident success in evangelism, outreach, and discipleship.
 - Skilled in training and equipping others in evangelism and personal witness.
-

Foundational Proficiencies

- Clearly called to associational leadership and ministry.
 - Demonstrates spiritual maturity and strong moral character.
 - Committed to lifelong learning and personal growth.
 - A proven leader of leaders who models integrity and trustworthiness.
-

Relational Proficiencies

- Possesses strong emotional intelligence (EQ).
 - Practices active listening and empathetic communication.
 - Functions effectively as a supportive coach and mentor.
 - Demonstrates authenticity, transparency, and approachability.
 - Encourages and inspires others through words and actions.
-

Strategic Proficiencies

- Serves as a vision caster who inspires forward movement.
- Thinks and acts as a strategic planner and consultant to churches.

- Multiplies leadership through coaching, equipping, and collaboration.
- Understands and adapts to diverse ministry contexts.
- Communicates effectively across various platforms and audiences.

Personal Characteristics

Evangelistic	Initiative	Listener
Heart for God	Innovative	Confident
Conservative theologically	Creative	Sense of humor
Humility	Change agent	Communicator
Discernment	Diplomacy	Flexible
Wisdom	Risk-taker	Adaptive
Integrity	Planner	Persistent
Boldness	High energy	Thrives on challenge
Secure	Long-term commitment	Missionary

Objectives

- Assist cooperating churches of the Three Rivers Baptist Association in meeting community and individual needs in the name of Jesus Christ.
 - Support churches in developing strong leadership bases and enhancing pastoral leadership skills.
 - Inspire associational churches to pursue a unified vision for Kingdom growth and Gospel engagement.
 - Encourage prayer as a foundational priority and provide opportunities for personal, congregational, and associational prayer initiatives.
 - Foster fellowship, unity, and mutual support among cooperating churches.
 - Help others pursue continuous professional development and excellence in ministry through personal example.
-

Responsibilities

- Identify ministry needs and implement effective strategies in cooperation with cooperating churches and the Administrative Team to fulfill the mission of the Association.
- Build and strengthen relationships among cooperating churches to promote mutual encouragement, partnership, and Kingdom growth.

- Provide spiritual counsel and pastoral care to pastors, staff, and cooperating church members as needed.
- Offer support, guidance, and training to new works, pastors, and staff members.
- Facilitate new church planting efforts and mission projects through vision casting, partnership development, resource identification, and training.
- Supervise all ordained Directors and Strategists, Board-approved staff and support staff.
- Coordinate and oversee the administrative operations of the Association.
- Interpret and promote the mission and values of Southern Baptist life to cooperating churches and their communities.
- Collaborate with the Illinois Baptist State Association and the Southern Baptist Convention to strengthen cooperative ministry efforts.
- Able to spiritually counsel pastors and church members of cooperating churches.

Compensation and Benefits

1. The Director of Missions/Associational Missions Strategist shall receive compensation commensurate with his responsibilities and prior experience in church and associational work.
2. Salary, housing allowance, ministry expenses, and benefits will be reviewed annually by the Administrative Team, considering merit and cost-of-living adjustments.
3. The Total Salary package shall consist of the total salary plus his housing allowance.
4. The housing allowance will be designated by the Director annually.
5. The total salary package shall serve as the basis for calculating applicable benefits within the compensation package.
6. Ministry-related expenses necessary for fulfilling assigned duties will be provided.
7. Expense and conference reimbursements will be established annually by the Administrative Team and presented in the Annual Budget for approval.
8. The Director may retain any honoraria received for preaching, revivals, conferences, or other speaking engagements both within and outside the network of cooperating churches.
9. The Director may accept up to four weeks annually for revivals and/or leadership conferences outside the Association, while additional engagements within the Association may be scheduled at his discretion.

Accountability

1. The Director of Missions/Associational Missions Strategist shall be accountable to the Executive Board of the Association through the Administrative Team.
2. The Administrative Team will conduct an annual review of the Director's work and ministry effectiveness.

3. An approved evaluation tool will be utilized as the basis for this annual review. (See Appendix Four)

APPENDIX FIVE: Board Approved Staff Evaluation Form

Employee : _____ **Role** _____

Evaluator: _____ **Date** _____

Association position of person completing form (check one):

_____ Admin Team Member _____ Team Leader _____ Pastor _____ DOM/AMS

Scoring Directions: Circle the number that matches your evaluation.

Exceeds
5

Meets
3

Does not meet
1

1. Spiritual Life - Kingdom work requires a man with a strong spiritual life.

Do you perceive your DOM to have a vibrant spiritual life as evidenced by:

- a. Walking by faith.....5...4...3...2...1
- b. Sharing his faith.....5...4...3...2...1
- c. Practice of spiritual disciplines.....5...4...3...2...1
- d. Servant leadership skills.....5...4...3...2...1
- e. Demonstrates Spiritual accountability.....5...4...3...2...1

Comments/Recommendations: _____

2. Skills and Competencies - An effective DOM is committed to growing as a leader. To what extent does the DOM display competence in the following areas?

a. Entrepreneurial Leadership

1. Initiating opportunities and strategies that challenge the status quo and lead the association to greater Kingdom growth5...4...3...2...1
2. Creating a climate for Kingdom growth5...4...3...2...1
3. Leading in a way that produces sustainable results.....5...4...3...2...1
4. Helping churches make adjustments that create growth opportunities in a rapidly changing environment.....5...4...3...2...1

b. Achieving Kingdom Results

1. Demonstrating a passion for Kingdom growth.....5...4...3...2...1
2. Resourcing churches at their point of need.....5...4...3...2...1
3. Leading churches to seek new opportunities to evangelize and disciple5...4...3...2...1
4. Raising expectations of churches by setting higher standards for our work.....5...4...3...2...1
5. Modeling personal accountability.....5...4...3...2...1

c. Facilitative Leadership

1. Focusing on critical decisions related to Kingdom growth5...4...3...2...1
2. Contributing insights and sound problem solving to decision making5...4...3...2...1
3. Readily sharing pertinent information to churches.5...4...3...2...1
4. Managing relationships that lead to long term association results.5...4...3...2...1

d. Establishing Strategic Direction

1. Casting a clear vision of the future for churches in the association
.....5...4...3...2...1
2. Helping churches assess their current context as a base for planning for
the future.....5...4...3...2...1
3. Helping churches understand the movement of God and the importance
of making decisions to join God in what He is doing
..... 5...4...3...2...1
4. Adjusting the organization and strategy of the association in order to
best assist churches to align their activity to God's mission
.....5...4...3...2...1

Comments/Recommendations: _____

3. Strong Relationships - Relationships are key to effective associational leadership. How effectively does your DOM relate in the following areas?

- a. Demonstrating a willingness to build a good relationship with churches
and leaders.....5...4...3...2...1
- b. Demonstrating a willingness to build relationships with pastors and
church staff.....5...4...3...2...1

- c. Encouraging churches to build relationships with community leaders
.....5...4...3...2...1
- d. Encouraging churches to build evangelistic relationships with
people groups.....5...4...3...2...1
- e. Modeling effective Acts 1:8 partnerships with other entities
(i.e. IBSA, NAMB, IMB).....5...4...3...2...1

Comments/Recommendations: _____

4. Strategy - Developing and implementing effective strategies are key to accomplishing kingdom tasks. How effective is the DOM in the following areas?

a. Church planting activities

- 1. Identifying and assessing potential church planters
.....5...4...3...2...1
- 2. Identifying new work sites.....5...4...3...2...1
- 3. Cultivating and establishing partnerships for new work
.....5...4...3...2...1
- 4. Mentoring church planters.....5...4...3...2...1

b. Strengthening churches

- 1. Providing insightful consultation to meet church needs
.....5...4...3...2...1

2. Responding with available resources when churches request assistance.....5...4...3...2...1
3. Providing effective training for church leaders.....5...4...3...2...1
4. Casting a compelling vision for effective churches.....5...4...3...2...1

c. Sending believers on mission

1. Inspiring people and churches to be involved in mission opportunities5...4...3...2...1
2. Creating a missional mindset within the association5...4...3...2...1
3. Engaging church leaders to move their congregations toward adopting an Acts 1:8 model of ministry5...4...3...2...1
4. Modeling a missional lifestyle.....5...4...3...2...1

Comments/Recommendations:

[illegible]

APPENDIX FIVE: ~~Job Description for Administrative Assistant~~

Qualifications

- ~~Trained in general office procedural work~~
- ~~Possesses a proficiency in use of the following computer software programs:~~
 - ~~Microsoft Word~~
 - ~~Excel~~
 - ~~Publisher~~
 - ~~WordPerfect~~
 - ~~Adobe~~
 - ~~QuickBooks~~
- ~~Good organizational and communication skills~~
- ~~Possess strong written, verbal, and organizational skills~~
- ~~Have a personal and active relationship with the Lord Jesus Christ~~
- ~~An active member of an evangelical church who faithfully attends and supports their local church~~
- ~~Committed to the cause of Christ and to the churches of the Association~~
- ~~Important character traits: flexible, dependable, friendly, trustworthy, able to maintain confidentiality~~
- ~~Must agree to and live by the Three Rivers Baptist Association's Statement of Faith~~

Primary Responsibilities

- ~~Serve as the administrative assistant/treasurer to the Director of Missions~~
- ~~Perform General Accounting and Payroll duties'~~
- ~~Meet and greet guests to the office~~
- ~~Give general direction to the work of the associational office~~
- ~~Create and modify documents using Microsoft Office, WordPerfect Canva, Ai tools and Adobe.~~
- ~~Perform general clerical duties to include, but not limited to: photocopying, faxing, mailing and filing.~~
- ~~Sign for and distribute mail (as needed), UPS and FedEx packages~~
- ~~Supervise volunteer help in the associational office~~
- ~~Maintain accurate records of volunteers, leadership, addresses, email addresses and phone numbers for all churches in the association~~
- ~~Calendar and contact participants for upcoming meetings.~~
- ~~Maintain an associational calendar.~~
- ~~Publish a newsletter needed flyers, annual report, etc.~~
- ~~Maintain a running inventory of supplies for the associational office~~
- ~~Other duties as assigned by the Director of Missions/Relationships~~
- ~~Reports and is responsible to the Director of Missions/~~
- ~~Seek to maintain good working relationships with all officers and elected leaders~~

- ~~Strive to achieve good rapport with churches, pastors, staff members, and individual church members as opportunities arise~~
- ~~Able to spiritually counsel church members and associational leaders when needed~~

~~Benefit Package~~

- ~~Retirement annuity determined by the Admin Team and presented in the Annual Budget for approval.~~
- ~~Health Insurance~~
- ~~Holiday and vacation time as set forth in the Three Rivers Baptist Association Personnel Policy~~

Appendix Six: Job Description: Administrative Assistant / Treasurer

Organization: Three Rivers Baptist Association

Reports To: Director of Missions / Associational Mission Strategist

Revision Date: October 2026

Position Purpose: A Call to Ministry

The position of Administrative Assistant/Treasurer is a vital ministerial role within the Three Rivers Baptist Association. (Colossians 3:23) This individual acts as a "gatekeeper" and "bridge-builder," managing information and connecting people to facilitate the flow of ministry. Every interaction—whether answering phones, greeting visitors, or handling correspondence—is an opportunity to serve as an ambassador for Christ. (2 Corinthians 5:20)

Qualifications

- **Spiritual Maturity:** Must have a personal and active relationship with Jesus Christ.
- **Church Membership:** Must be an active and supportive member of an SBC Church or an evangelical church and be able to faithfully share the Gospel.
- **Commitment:** Must be committed to the cause of Christ and to helping the cooperating churches of the Association.
- **Character Traits:** Must be godly, flexible, dependable, friendly, trustworthy, and able to maintain strict confidentiality.
- **Statement of Faith:** Must agree to and live by the Three Rivers Baptist Association's Statement of Faith.
- **Technical Proficiency:**
 - Trained in general office procedural work.
 - Proficient in
 - Microsoft Office Software (ie. Word, Excel)
 - Adobe
 - QuickBooks
 - Canva
 - and multiple Ai Tools
 - Must have the ability to operate standard office equipment.
 - Willingness to learn ACS Church Software
- **Skills:** Must have strong:
 - Written skills
 - Verbal skills
 - Organizational skills
 - Communication skills

Primary Responsibilities:

Financial Administration & Treasury

- Serve as the Associational treasurer and bookkeeper.
- Maintain accurate financial records and hold a high ethical standard of fiscal responsibility.
- Receive, record, and deposit all gifts and offerings.
- Maintain and report payroll records and documentation in compliance with IRS and other reporting requirements.
- Perform general accounting duties and assist in annual budget preparation.
- Process all budget and financial requests

Office Operations & Support

- Assist with document preparation, mailings, and administrative projects
- Maintain administrative and corporate documentation, associational calendar, and office contracts and equipment procedures
- Create and modify documents using professional software suites.
- Provide logistical and administrative support for meetings, conferences, and events (badges, materials, shipping, registrations, surveys)
- Ensure office is properly stocked with supplies and coordinate ordering
- Supervise volunteer help within the office.
- Perform all office and clerical duties assigned by his/her supervisor.
- Must attend the annual meeting of the Association and any other meeting as requested.
- Maintain confidentiality.

Communication & Ministry Relations

- Publish a weekly electronic newsletter, compile annual reports, create flyers, update website, etc.
- Maintain accurate records of volunteers, leadership, and church contact information.
- Maintain strong professional relationships with individuals at all levels of the organization and with external contacts, serving as the primary point of contact for phone calls, emails, and office visitors.
- Participate in meetings to foster team unity and common ministry goals.
- Able to provide spiritual counsel to guests, callers, and leaders as needed.

Relationships

- Reports directly to the Director of Missions / Associational Mission Strategist.
- Responsible for maintaining good interpersonal relationships with all officers, elected leaders, pastors, and staff members.
- Fosters positive rapport and effective communication with individual church members and congregations.

Benefit Package

- **Retirement:** Annuity determined by the Admin Team and presented in the Annual Budget.
- **Health Insurance:** Major Medical.
- **Leave:** All Leave Time as set forth in the Three Rivers Baptist Association Personnel Policy.

"Whatever you do, work at it with all your heart, as working for the Lord..." - Colossians 3:23

~~Appendix Three: Signed Statement of Faith~~
~~Annual Signed Statement of Faith~~

~~I, the undersigned have read and agree and am in agreement in both thought and deed with the TRBA Statement of Faith and Conduct as found in the TRBA Constitution and By laws.~~

~~I hereby also state that I do not indulge in any activity that would be an embarrassment to the Lord Jesus, or to His churches, or to my family.~~

~~Name~~ _____ ~~Date~~

~~Witness~~ _____ ~~Date~~

Appendix Seven: Support Staff Evaluation Form

Employee _____ Position _____

Evaluation Period _____ Date _____

PERFORMANCE FACTOR	5 Excellent	4 Very Good	3 Good	2 Fair	1 Unsatisfactory	0 No Knowledge
Job Knowledge						
Quantity of Work						
Quality of Work						
Creativity						
Time Management						
Planning						
Financial and Budget Control						
Goals and Project Performance						
Managing Job Responsibilities						
Leadership						
Dependability						
Timeliness						
Attitude						
Judgment						
Initiative						
Personal Appearance						
Relationship with Churches						
Relationship with Supervisor						
Relationship with Church Staff						
Confidentiality						
TRBA Ministry Involvement						
Relationship with the Lord						
Church Attendance						
Church Involvement						

What do you see as your (3) three top Strengths? Weaknesses?

STRENGTHS:

1. _____

2. _____

3. _____

WEAKNESSES

1. _____

2. _____

3. _____

Signature of Employee

Signature of Evaluator

PERFORMANCE FACTOR DEFINITIONS

- **Job Knowledge – Understands principles, concepts, techniques, requirements, etc. necessary to accomplish job duties. Keeps abreast of trends, developments, and new concepts in the field which may improve the ability to perform the job function.**
- **Quantity of Work – Accomplishes job objectives by following assignments and self-initiated projects through to completion. Completes acceptable volume of work compared with what may reasonably be expected under existing job circumstances. Meets reasonable deadlines for work completion.**
- **Quality of Work – Provides adequate documentation where expected. Goes beyond stated requirements as appropriate to produce a better product or result. Accuracy, thoroughness, clarity, and usefulness evident in completed assignments. Caliber of work produced or accomplished is appropriate or exceeds expectations.**
- **Creativity – Seeks ways to refine methods and/or identify new ways to carry out tasks.**
- **Time Management – Organizes work to maximize efficiency in use of time.**
- **Planning – Plans and organizes work to achieve maximum efficiency of own time and effort during the work day.**
- **Financial and Budget Control – Controls costs and meets budgetary objectives through good planning. Eliminates unnecessary costs, and uses resources prudently**
- **Goals and Projects Performance – Sets realistic work/ministry goals and performs effectively on assigned projects.**
- **Managing Job Responsibilities – Manages the various responsibilities of the position in such a way that priority items are accomplished and other responsibilities are met.**

- **Leadership** – Carries out role of leading others as expected and required by the position
- **Dependability** – Punctuality, responsibility, apparent dedication to task completion, amount of direct supervision required.
- **Timelines** – Carries out responsibilities and completes tasks or projects according to expected time schedules.
- **Attitude** – Willingness to fit in with and contribute to church, fellow-workers, individual church members, and community
- **Judgement** – Demonstrates intelligence in arriving at decisions and the ability to think and act logically.
- **Initiative** – Takes action in appropriate areas without being told. Effective in coping with unusual situations and problems. Has new ideas, starts projects, and uses originality to meet and handle work situations. Can work independently
- **Personal Appearance** – Appropriate dress, cleanliness, neatness, consistency
- **Relationship with Cooperating Churches** – Establishes, maintains, and improves relationships with cooperating churches. Mixes well with all areas of church life. Reaches out to meet new and existing churches. Serves Cooperating churches with the heart of Christ. Especially when they call, write, or stop in the office. Serving them as a minister of the Gospel.
- **Relationship with Supervisor** – Keeps supervisor informed of progress on the job and possible problems which may develop. Transmits information in a timely and effective manner. Complies with supervisor's instructions and works through rather than around him or her. Keeps supervisor informed of work attendance, punctuality, or associated problems.
- **Relationship with Church Staff** – Works well with called and non-called staff. Responds as a team member to help accomplish the entire work

effort of the staff. Seeks and offers assistance and advice as needed or requested. Maintains good relationships with others.

- **Confidentiality – Maintains confidentiality that is required of that position.**
- **Associational Ministry Involvement – Demonstrates that he/she is actively involved in Associational activities outside of work.**
- **Relationship with the Lord - Gives evidence that they are growing in the grace and knowledge of the Lord.**
- **Church Attendance and Involvement – Gives evidence of church membership, consistent church attendance, support and involvement in the local church.**

EVALUATION MARKING DEFINITIONS

- **(5) Excellent (expert, extremely consistent) – Clearly outstanding. Excels in virtually all aspects of requirements on a sustained basis. Performance of a rare quality. Almost always performs even difficult and complex responsibilities competently and thoroughly. Consistently innovative. Decisions invariably sound.**
- **(4) Very Good (very often above average) – Exceptional. Excels in many aspects of requirements. Frequently performs even difficult and complex responsibilities competently and thoroughly. Often innovative. Decisions most often sound.**
- **(3) Good (acceptable, average) – Satisfactory. Performance fully meets expectations for most aspects of the job requirements. Performance is steady, reliable, and competent. Soundness of decisions meets expectations.**
- **(2) Fair – (Some deficiencies.) Performance meets expectations for some aspects of the job requirements. Job objectives are sometimes not met or are met with minimum level of**

acceptability. Performance needs to be improved. Decisions are often not sound.

- **(1) Unsatisfactory – (Below expectations and/or job requirements.) Performance is below expectations for almost all aspects of the job requirements. Job objectives are not being met. Decisions are not sound.**
- **(0) No Knowledge – (Unknown). You have no working knowledge of a person's performance due to either your relationship with that person or this is not an area that you relate to with this person.**

Appendix Eight . Sexual Harassment Policy Based on Matthew 18:15–17:

Standards of Conduct

*... As [God] who called you is holy, be
holy yourselves in all your conduct.
... Tend the flock of God that is in your charge, ...
not under compulsion but willingly, ...
not for sordid gain but eagerly. ...
nor lord it over those in your charge,
but be examples to the flock.
... You know that we who teach will be judged with greater strictness.
1 Pet. 1:15; 5:2–3; Jas. 3:1, NRSV*

The ethical conduct of all who minister in the name of Jesus Christ is of vital importance because through these representatives an understanding of God and the gospel's good news is conveyed.

1. Purpose

This policy seeks to maintain a safe, respectful, and Christ-centered environment free from sexual harassment. It provides a process for addressing concerns consistent with biblical principles of restoration, accountability, and justice.

2. Definition of Sexual Harassment

Sexual harassment includes any unwelcome sexual advance, request for sexual favors, or other verbal, non-verbal, or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment. It can occur in any context—between peers, supervisors and employees, or members of a congregation or organization.

- **Step 1: Private Confrontation:**

If someone believes they have been wronged or harassed, and it feels safe to do so, they may first address the matter privately with the other person involved, seeking clarity, repentance, and reconciliation.

Note: Safety is paramount. If the behavior involves power imbalance, threat, or repeated misconduct, the individual should skip directly to Step 2 or 3.

- **Step 2: Involve Witnesses or a Mediator:**

If the issue is unresolved or the individual does not feel safe addressing it alone, they should bring the matter to the Director of Missions/Associational Mission Strategist, a trusted leader, supervisor, or pastoral figure, along with one or two witnesses or support persons. This step ensures accountability and helps determine appropriate next actions.

- **Step 3: Formal Investigation and Organizational Involvement:**

If the behavior continues, is illegal and/or severe, the matter must be formally reported to Director of Missions/Associational Strategist, and/or the Admin Team and to the appropriate investigative authority.

Leadership will follow a fair and confidential process, applying both biblical wisdom and legal requirements.

- After receiving a complaint, leadership (or its appointed committee) will:
 - Conduct a timely and impartial investigation.
 - Offer pastoral and professional support to victims and affected individuals.
 - Determine appropriate corrective or disciplinary action, which may include counseling, reprimand, suspension, termination, contacting the police or removal from ministry.
 - Where repentance and accountability are evident, restorative steps may be developed in consultation with leadership and spiritual care teams.

3. Support and Protection

- Anyone who reports harassment will be treated with dignity, compassion, and respect.
- There will be no retaliation for making a report or participating in an investigation.
- Counseling, pastoral care, and other appropriate support will be made available to those affected.

4. Accountability and Consequences

- Confirmed cases of sexual harassment will lead to appropriate corrective or disciplinary action, which may include counseling, mediation, suspension, termination, and/or police involvement depending on severity and context.
- Restoration is encouraged only when safety, repentance, and accountability have been fully addressed.

5. Commitment to Prevention

As needed, Three Rivers Baptist Association will:

- Provide education on sexual harassment and respectful behavior.
- Foster a culture of mutual respect, consent, and Christian love.
- Model transparency and integrity in handling all concerns.

6. Commitment to Restoration and Healing

- a. We recognize that addressing sexual harassment is not only a procedural matter but a ministry calling.
- b. In every case, we aim to:
 - a. Uphold truth and justice,
 - b. Protect the dignity and safety of all, and
 - c. Offer pastoral care, repentance pathways, and reconciliation where possible.
- c. This reflects our commitment to live out the command of Christ: *“If your brother sins against you, go and tell him his fault... if he listens to you, you have gained your brother.”* (Matthew 18:15)

Summary

This policy integrates **biblical reconciliation** (Matthew 18) with **modern standards of safety, dignity, and justice**. The goal is not merely to deal with wrongdoing but to promote a community where every person is valued and protected.