



Staff Member Handbook

October 1, 2017

Lightbearers Ministries International (Lightbearers) Staff Member Handbook

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1.1 Our Aim

We aim to glorify Jesus Christ by spreading His gospel (Matthew 28:18-20), equipping students under our care (Ephesians 4:11-14), and funding gospel-centered work in Asia and northern Africa (3 John 5-8).



1.2 What We Believe

The Lightbearers statement of faith does not exhaust the extent of our beliefs. The Bible itself, as the inspired and infallible Word of God, speaks with sole and final authority concerning truth, morality, and the proper conduct of mankind. For purposes of Lightbearers faith, doctrine, practice, policy, and discipline, the Board of Directors are the governing authority and accountability on how these Biblical truths apply and are lived out in Lightbearers.

We believe the Bible to be the inspired, the only infallible, authoritative Word of God.

We believe there is one God, infinitely perfect and eternally existent in three persons: Father, Son and Holy Spirit. He is Creator yet not created, wholly sovereign and the sole object of worship.

We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.

We believe God the Spirit is sent to convict the world of sin, righteousness, and judgment. He fully indwells every true believer as a guarantee of his inheritance, guides and empowers them, gifts them for ministry, interceding in accordance with the will of God, witnessing to Jesus.

We believe salvation from sin and access to God is available only through the work of Christ on the cross, given by God's grace, mercy, and love, received solely by faith in Jesus Christ.

We believe God wonderfully creates each person in His image as male or female, and that all human life, from conception to natural death, is sacred. All of mankind is born into a state of inherent sinfulness and will continue in the state without the gracious redemptive work of Jesus Christ.

We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation. This is the hope for which we long, which helps to motivate us now toward godly living, and which propels us to share the gospel of Jesus Christ with a lost and dying world.

1.3 How We Work

Values: Our values are the non-negotiables of how we work. They guide our decision making in all areas of ministry, guide our daily work, and build a shared culture that is Lightbearers.

Value	Definition	How We Pray	+ Behavior	- Behavior	Scripture
Gospel	The glory of Jesus above all things In everything we do and everyone with whom we partner, we desire for His name to be known and glorified.	God's glory to be known in every part of the world "Not our will but thine be done."	+ Mission partners focused on Great Commission + Credit or "praise" from others directed toward Christ + Christ-exalting communications	- Human aid only partnerships - Prideful communication - Getting lost in the details and forgetting the mission	John 1:11-12 Matthew 24:14
Scripture	Scripture as the source of all wisdom We desire to make decisions that are biblically grounded.	Ask for wisdom "Open our eyes Lord" Using scripture	+ Discipleship centered around the Bible + Quality instructors and mentors + Study of Scriptures	- Teaching the 'latest and greatest' - Elevating non-Biblical material above the Bible	2 Timothy 3:16 Deuteronomy 6:6-7 Psalm 119:130
Relationship	Intentionality and integrity in our relationships Seeking God's best and speaking for His glory; we mobilize and connect via relationship.	Intercede for others – discipleship students and partners Pray for various relationships, staff marriages, etc.	+ Regular communication + Expression of heart + Asking right questions + Consider others more important than ourselves	- Lack of follow-up - Tasks at the cost of relationship - Lack of focus on mentorship - Unwillingness to confront	2 Thessalonians 1:11-12 Colossians 3:12-14
Stewardship	God's faithful managers In every aspect of ministry, we strive to be humble and faithful stewards of what God has given us to do.	According to His will Acknowledgement of God's ownership	+ Seeking God's wisdom in all choices + Strong financial accountability + Excellent maintenance and management	- Spend money on self - Burying our talents - Properties lose money - Prosperity theology	Psalm 90:12-17 Philippians 2:3-4
Purity	Moral and doctrinal purity We value authenticity in our lives and expect our organization and its member-partners to be above reproach.	Sanctified for the sake of the gospel Hands, mouth, mind, heart	+ Intentional actions + Strong community agreements + Scriptures are source of moral compass + Exemplary lifestyles	- Execution without thought - Compromise convictions - Fundraising through manipulation - Sensationalistic communications	Psalm 119:165 2 Corinthians 6:3-10 Proverbs 22:11

2.1 Leadership in Lightbearers

We believe that being a part of Lightbearers is a result of calling. Every staff member has a seat at the table and leads with confidence as we follow after Christ collectively. In joining Lightbearers, whether on staff or as a board member/advisory group member, the following factors are considered:

All staff members	Believer in and disciple of Jesus Christ (Colossians 2:6-7) Good reputation (1 Timothy 3:2,7,12, Titus 1:5,8) Biblical marriage (1 Timothy 3:2, 1 Timothy 3:12, Titus 1:6) Sober-minded (1 Timothy 3:2) Self-controlled (1 Timothy 3:2, Titus 1:8) Hospitable (1 Timothy 3:2, Titus 1:8) Avoids drunkenness (1 Timothy 3:3,8, Titus 1:7) Gentle, not violent or quick tempered (1 Timothy 3:3, Titus 1:7) Not quarrelsome (1 Timothy 3:3) Not a lover of money (1 Timothy 3:3, 8, Titus 1:7) Manages household well (1 Timothy 3:4, 12) Children are submissive (1 Timothy 3:4-5, 12, Titus 1:6) Not overbearing (Titus 1:7) Does not pursue dishonest gain (1 Timothy 3:8, Titus 1:7) Dignified (1 Timothy 3:8) Not double-tongued (1 Timothy 3:8) Holds to the faith with a clear conscience (1 Timothy 3:9, 12, Titus 1:9) Spouse fulfills biblical role in marriage (1 Timothy 3:11, Ephesians 5:22-33) Not arrogant (Titus 1:7) Loves good (Titus 1:8) Upright, Holy (Titus 1:8) Disciplined (Titus 1:8) Above reproach, blameless (1 Timothy 3:2, 9, Titus 1:6) Temperate (1 Timothy 3:2, 8, Titus 1:7)
Certain Positions	Able to teach (1 Timothy 3:2, 5:17, Titus 1:9) Not a recent convert (1 Timothy 3:4) Tested (1 Timothy 3:9) Life currently exemplifies Lightbearers values

2.2 Leadership Roles

Board of Directors. The Board of Directors oversees the Executive Director's conformity to the mission and guide in the financial stewardship of the organization.

Staff. Staff members are employed by Lightbearers and work daily to advance the mission of Lightbearers. Staff includes full-time, part-time, salaried, support raising positions, etc.

Interns. Interns are employed by Lightbearers for a short period of time and work in areas where they will receive on-the-job training.

Volunteers. Volunteers complete work for Lightbearers without pay. Lengths of service range from one-time to long-term volunteers.

2.3 Change of Life Situation

Changes in life situation, personal calling, or ministry should involve the advice and counsel of the immediate supervisor. We recognize there are many situations that affect life and ministry. When situations arise that impact staff members ability to fulfill their job description, they should discuss the situation with their supervisor.

If a staff member begins an exclusive relationship with a member of the opposite sex, the staff member should inform the supervisor and seek the of counsel of a mentor or accountability partner. If engagement and marriage are planned, staff members are expected to seek the counsel of their immediate supervisor to address any issues that may affect present or future ministry.

Staff members who do not report to one another are permitted to begin an exclusive relationship with appropriate accountability. This will include a conversation with a mentor couple appointed by the director of the department. Staff members are not permitted to have exclusive relationship with a member of the opposite sex when that individual is in the discipleship program.

If a staff member recognizes their marriage is in serious struggle, they are expected to seek the counsel of their immediate supervisor. Marriages that move into the area of separation or divorce should do so only in submission to the staff member's local church. If needed, Lightbearers will cooperate with the local church to provide additional marital support.

2.4 Conduct

Staff members are expected to abstain from the use of harmful drugs. Alcohol and tobacco use is permitted within the confines of one's home, other private setting, and in a public place where staff members are not known. This guideline includes not prominently displaying alcohol in the home, on clothing, etc. Staff members are expected to abstain from alcohol when interacting with individuals in the discipleship program.

Staff members are expected to dress in a way that is modest, not drawing attention themselves. Staff members should dress in a way that is appropriate to their position and the people they will serve throughout the day. Appropriate is determined by the director of the department.

In an effort to protect marriages, staff members should not travel alone with another staff member of the opposite sex and should meet alone only during the day and in the workplace. Exceptions should be discussed with one's supervisor, as should implementing these practices on start-up campuses with no Lightbearers office space.

3.1 Staff Orientation

Each new staff member is required to participate in orientation. The initial orientation of each staff member is the responsibility of their direct supervisor and the HR Director. Orientation includes, but is not limited to:

Lightbearers Mission and Values
Lightbearers Vision

Covenant and Handbook
Organizational Structure

3.2 Staff Development

Lightbearers values a culture of development and learning. To this end, it is expected that each staff member is learning from and is being developed by their supervisor.

3.3 Staff Accountability and Covenant

Staff members are expected to live out the staff covenant with joyful submission. If covenant is broken, we follow the Matthew 18 model of private confrontation (supervisor or fellow staff member), public confrontation (typically the Director or HR Director), and if necessary, involving the local church, in discipline and restoration.

In most cases, a graceful process of confrontation, repentance, and restoration will be used. If the breaking of covenant warrants, a staff member may immediately be terminated from Lightbearers while being referred to their local church for discipline and restoration.

Some manners of staff care are not appropriate in opposite sex reporting relationships. Supervisors should involve other staff as appropriate.

If a staff member feels they have been discriminated against or have concerns, staff members should immediately bring the situation to light. All concerns are taken seriously and given property attention and response. Staff members will be notified of the ultimate resolution. The process for addressing concerns includes:

Speak with 1st level supervisor.

If no satisfactory resolution is met, 2nd level supervisor or HR Director.

If a staff member feels unsafe or uncomfortable with their supervisor, he or she should speak to the 2nd level supervisor or HR Director.

3.4 Annual Review

Not less than once per year, each staff member and their supervisor will have a review. The purpose of the review is to mutually assess staff performance and to provide individual feedback on responsibilities, job satisfaction, spiritual growth, and personal and ministry goals for the next year(s).

3.5 Staff Member Departure

Voluntary departures are treated with grace. Staff members are expected to give notice as appropriate to their position. The HR Director and immediate supervisor will work with the staff member on a mutually agreed upon termination date, departure details, and communication with donors.

Involuntary departures are treated with grace and when possible, confidentiality, as leadership seeks God's best. Prior to departure, loving correction is to be maintained. While the seriousness of some issues may require immediate termination, most issues can be addressed with encouragement so that the staff member continues to grow in Christ and serve effectively.

Everyone involved is encouraged to practice healthy conflict resolution and maintain confidences as much as possible. In some cases, leadership may need to widen the circle of confidentiality to involve other appropriate leaders including a board member and the staff member's church leadership.

In the event a staff member needs to be dismissed involuntarily, leadership will generally seek to observe these guidelines in an effort to restore before termination:

1. Verbal correction (date of conversation noted in HR file)
2. Written correction (copy will be provided to staff member and HR file)
3. Meeting involving another individual (date of conversation noted in HR file)
4. If necessary, involvement of local church leadership
5. Termination

4.1 Communication Philosophy

Staff members are expected to communicate Lightbearers mission and values in a way that is consistent, clear, and credible. When sharing stories, information, and data we are authentic, avoiding sensationalism. Staff members maintain the confidentiality of our mission partners, and their work.

Staff members are expected to represent Christ, the organization and coworkers with honor.

4.2 Personal Online Profiles

Staff members may choose to develop their own personal online profiles (e.g., website, social media, blog, etc.) and use them as an avenue of self-expression, support raising, and communication. Staff members are expected to see themselves as a representative of Lightbearers in all areas of life, including their online presence.

If developing a personal site, staff members are expected to include a disclaimer that states the views expressed on the site are their own and not necessarily representative of Lightbearers Ministries. Staff members should also consider the privacy and confidentiality of students, staff, and mentors.

4.3 Communication Assets

Lightbearers will continue to develop effective communication assets available to staff for their communication needs. When communicating about Lightbearers, staff members are expected to use official logos, colors, etc. Staff members are expected to have new communication pieces reviewed by their supervisor. This is for the purpose of mentoring and guiding staff members in Lightbearers communication philosophy.

In addition, Lightbearers utilizes a variety of online tools, software and apps to best steward information and communication. These tools include:

- Kindful—Online database for managing individual contact and giving information
- AppFolio—Online property management tool through which Lightbearers collects tenant rent and handles all tenant oversight and communication
- Expensify—App through which staff submit receipts for expense tracking
- GroupMe—App through which staff group communication happens
- Wufoo—Online forms Lightbearers utilizes for student applications and surveys

Staff use of these tools will vary based on role, and supervisors should provide direction and training as needed.

4.3 Research Methods

Organizationally we seek to use sources that are reliable and reproducible. Therefore, we utilize information received from partners and made available through reliable sources such as New Tribes Mission, Joshua Project, The Barna Group, etc.

5.1 Discipleship Philosophy

Our discipleship philosophy is to connect students with Jesus, His people and His plan for the ends of the earth. Discipleship occurs as the truth of the Gospel is applied to our interactions and decisions and happens in the context of a series of relationships. Therefore, we place students in a residential community and then infuse that community with solid Biblical teaching, mentorship and exposure to missions—all of which is designed to push them to follow Christ.

We strive to be faithful to each individual student the Lord entrusts to us, challenging each to lay down his life in obedience to Christ and equipping each for the work of the ministry. We aim to present each student mature in Christ, recognizing that students enter Lightbearers at different points in their spiritual maturity, and the process of disciple-making therefore requires both intentionality and individuality.

Our discipleship of students is done in partnership with and service of the local church. Pastors serve as teachers and advisors and church members serve as student mentors and peers. We also avoid activities that would overly confuse a student's understanding of the church or compete with that student's commitment to the church. In these ways, we seek to serve as an “on ramp” to the local church so that when students depart Lightbearers that are engaged, contributing and disciple-making members of a healthy local church.

5.2 Residential Housing

Residential communities become a place where students grow in their relationship with Christ and the body. Their faith is best tested and purified in the context of community. True authenticity is found in a life-on-life model of accountability and spiritual growth believing Proverbs 27:17 that as iron sharpens iron so one sharpens another.

Students sign an agreement outlining the values and expectations of life within the community. Volunteer student house leaders lead the way in living with intentionality in following Christ and modeling participation in the community.

5.3 Student Recruitment

We primarily recruit through relationships as house leaders invite other students to join them in the Lightbearers Discipleship Community. We also recruit in partnership with local churches, aiming to support, and not compete.

6.1 Donor Development Philosophy

Recognizing that God is the ultimate provider in everything that we do, we seek donor relationships that are authentic, pure and Christ- When we ask for donations, it is consistent with the relationship. We show gratitude to the wealthy and the poor alike, honoring the individual. We do not accept donations from individuals or organizations with obvious ill motives.

6.2 Honoring Intent

We solicit both designated and undesignated money from donors based on the mission of Lightbearers, utilizing funds where donors intend as Lightbearers decisions allow. When Lightbearers initiates donor opportunities for specific projects, we will honor the intent of those donations.

When receiving donations, we honor the U.S. government intentions as it relates to tax deductions. We do not issue giving receipts for things that the government declares are not tax deductible. For non-cash donations, the appropriate receipt will be provided. Law prevents us from valuing items.

6.3 Donor Protection

We keep our donors' information confidential and do not share any donor information outside of staff members who need to know. Organizationally, we do not share about non-Lightbearers work in communication with donors. We honor additional anonymity when requested.

Donor information is typically used for four areas: relationships, newsletters, government reporting requirements, and receipts/gifts.

7.1 Financial Dependence and Faith

At Lightbearers, we recognize our reliance on God for His faithful provision, organizationally and personally.

In raising personal support, staff members are expected to remain faithful to Lightbearers, avoid personal agendas, and follow the Lightbearers communications philosophy. Staff members are accountable to their supervisors throughout the support raising process, yet flexibility is given in the area of methods of raising support to match personal conviction and style. Staff members are expected to be good stewards of personal and organizational resources.

7.2 Outside Commitments

Opportunities that arise for volunteer service, additional education, outside employment, church service, etc. may conflict with Lightbearers responsibilities. The immediate supervisor must be consulted prior to agreeing to outside commitments in question. The supervisor and staff member will consider the following:

Purpose – How does the outside commitment serve the ministry goals of the staff member and/or ministry?

Commitment – Will the requirements conflict with the staff member's time in light of ministry objectives and Lightbearers values? Will the commitment add undue physical weariness and decrease the staff member's capacity to serve without reservation at both places?

Legal and Liability Issues – Will Lightbearers or any of its staff members be put at risk legally or monetarily?

7.3 Business Expenses

Staff members may submit expenses related to ministry provided it falls within the organizational budget and is approved by the immediate supervisor.

An organizational credit card may be provided to staff members as needed. The purpose of the card is for regular expenses and trips. The purpose of the expense must be clearly identified. Receipts are to be submitted in a timely fashion. Receipts for meals and entertainment must include who was in attendance and what was discussed.

8.1 Sabbath, Vacation and Holidays

Office hours are generally 8:00-5:00 p.m., Monday through Friday. Exact schedules will be developed with immediate supervisors. Each staff member is expected to observe a weekly Sabbath. The 24-hour period may vary amongst staff members, as a ministry, our Sabbath is Sunday. Generally, staff members are expected to refrain from organizational tasks that involve other staff members on Sunday.

All full-time staff members are entitled to paid vacation, dates to be determined with approval from their immediate supervisor. Staff members may also take an additional 5 days in order to serve their local church in some way. Vacation days begin January 1 and expire at the end of the calendar year.

The office will be closed for nine holidays:

New Year's Day	Martin Luther King Day	Good Friday	Memorial Day	Independence Day
Labor Day	Thanksgiving Day	Day After Thanksgiving	Christmas Eve	Christmas Day

8.2 Leaves of Absence

Lightbearers makes leaves of absence available for the following reasons:

Personal. A personal leave may be available, generally without pay, in instances where unusual or unavoidable circumstances require a prolonged absence. If a staff member accepts another position or starts his or her own business while on personal leave, the staff member will be considered to have voluntarily resigned his or her position. The Supervisor in consultation with the HR Director and Executive Director must approve a personal leave.

Bereavement. A bereavement leave may be taken for the death of a family member. Each staff member should consult with their direct supervisor to discuss the number of days they are away.

Medical. A medical leave is available with pay in instances where the staff member is unable to work due to a medical disability, pregnancy, childbirth, adoption, the care of a family member due to a medical disability, and related medical conditions. With regard to medical leaves of absence, we defer to current FMLA guidelines. With the supervisor's approval, staff members may take a paid leave for the following reasons:

Medical disability – up to 8 weeks

Pregnancy – determined by doctor

Childbirth – up to 8 weeks for mothers with an additional unpaid 4 weeks (optional), up to 1 week for fathers

Adoption – up to 8 weeks for mothers with an additional unpaid 4 weeks (optional), up to 2 weeks for fathers (domestic), up to 4 weeks (international).

Workers' Compensation. Lightbearers complies with applicable state and federal laws concerning leave for work-related illness or injury.

8.3 Travel

Staff members should utilize Lightbearers vehicles or the Lightbearers corporate car rental account for travel purposes. Policy information and corporate account numbers can be obtained through the Lightbearers Operations Manager. Staff members who prefer to use their own vehicle may receive reimbursement for gas expense. When neither Lightbearers vehicles nor the Lightbearers corporate car rental account are feasible options for a trip, staff members may use their personal vehicles and will be reimbursed for mileage at the current IRS rate.

Staff members who use their personal vehicles in normal work regions are not eligible for mileage or gas reimbursement when travel is considered part of the normal course of business. The leadership of each region determines work regions.

Staff members are encouraged to travel internationally with Lightbearers. The purpose is to maintain the Lightbearers vision and perspective as ministry staff in the United States. Due to the nature of the work on short-term trips, staff members may take time away off work after returning from a short-term trip.

Staff members in non-support raising roles are expected to raise their personal support for the trip.

8.4 Pay, Insurance and Retirement

All staff members are paid via direct deposit on the 5th and 20th of each month. If payday falls on a weekend or holiday, direct deposits will occur the next business day.

Lightbearers offers full-time permanent staff members a comprehensive health care plan that includes coverage for medical and prescription. Each full-time staff member has the option of purchasing coverage for his/her eligible spouse and/or children.

IRA 401(3)b enrollment is available in January of every year provided the employee earned at least \$800 in the prior calendar year. Staff members may contribute up to \$11,500 annually toward retirement. Lightbearers will match contributions dollar for dollar up to 3% of the staff members' wages as reported on his/her W-2. Staff members are fully vested from the first day of enrollment.

8.5 Phone Use

Staff members and their families are able to join the Lightbearers cell phone account that includes voice, text and a shared data plan.

Phones purchased are the property of the purchaser. Any fees incurred due to the activation, transfer or cancellations are to be paid for by the staff member. We understand that phones are used for both personal and professional purposes. Staff members are expected to avoid excessive charges that are detrimental to the ministry.

8.6 Contractors

Anyone contracted to complete work for Lightbearers and subject to receiving a 1099 must complete a W-9 form. Various laws exist regarding hiring contractors. Supervisors should consult with the HR Director regarding specific situations.

Contractors are expected to have legal requirements met as outlined by the government. Contractors are required to provide proof of insurance or provide a certificate of non-insurance.

9.1 Missions Philosophy

The great hope for the nations in all areas of spiritual, physical and temporal need is Christ's bride, the church. We believe Asia and northern Africa are areas of great need with inadequate resources supporting church planting. Our aim is to fund projects through partners in these areas as they work toward establishing the gathered church.

9.2 Partner Support

We seek to develop partnerships through relationships on the field. We visit partners prior to funding and establish relationships through communication, prayer, and when requested, student trips.

9.3 Project Selection

Projects are solicited, evaluated and selected on an annual and sometimes bi-annual basis. They are evaluated by the Missions Advisory Project Group and ultimately approved by the Board of Directors prior to funding.

9.4 Discovery Trips

Discovery trips are led by a Lightbearers representative and have a three-fold purpose:

1. Determine viability of future partnership with workers on the field.
2. Open the participants' eyes to the work of the body and develop advocacy for the ministry.
3. Encourage long-term workers.

9.5 Student Trips

Discipleship students are encouraged to participate in a short-term trip during their time in the discipleship community. The purpose of the trip is three-fold:

1. Open the students' eyes to God making Himself known to the all the nations.
2. Encourage long-term workers.
3. Assist in any way helpful to the long-term work of our partners.

10.1 Real Estate Philosophy

Our real estate philosophy is to own properties at strategic collegiate locations in order to create a permanent endowment for missions and a context for residential discipleship. We are fiscally conservative in acquisition and treatment of real estate. We minimize debt and maximize returns on current and future properties. There may be times where we purchase a property for other purposes, but with the goal of serving our vision and mission.

We maintain our properties with excellence, setting the standard for the care of our priorities.

10.2 Property Manual

Staff members are encouraged to review the Lightbearers property manual. This manual serves as an informational guide to help property managers, as well as other staff, manage Lightbearers property and relate to tenants in ways that are in accordance with Lightbearers values as well as state and federal laws.

10.3 Company Vehicles and Equipment

Company vehicles are used for the express purposes of Lightbearers. All vehicle-related expenses are paid for by the organization. Personal use mileage will be assessed at the end of each calendar year, and if deemed necessary, added to staff members' W-2s per IRS regulations.

Maintenance equipment is not typically available for personal use by staff members due to the needs of Lightbearers and maintenance costs.

We seek to build relationships while still being good stewards of the resources, time and talents God has given us. Typically, staff members are encouraged to use Lightbearers resources as needed such as the copier, envelopes, tools, etc. for Lightbearers related work and are given personal privileges on equipment as well.

Staff members are not permitted to loan Lightbearers equipment to non-Lightbearers staff members.

11.1 Acknowledgement

As a staff member of Lightbearers Ministries International, I have read and agree with the Lightbearers Statement of Faith and Staff Handbook.

Name

Date