

# Beulah Alliance Church's Transformation

Al Lopus's Interview with Lead Pastor, Keith Taylor and Senior Associate Pastor, Rob Chartrand



Today, leaders from Beulah Alliance Church share their journey of seeing their staff culture change from toxic to pioneering. Beulah Alliance Church, in Edmonton Canada, is one of the Best Christian Workplaces top 10 most improved organizations. In just three years, this growing church, with just over 50 staff and 2,500 weekend attendees, dramatically improved their workplace culture. How did they do it? We interviewed Beulah's lead pastor, Keith Taylor, and Senior Associate Pastor, Rob Chartrand to learn how they led their culture transformation effort. To learn more about transforming organizational culture in Christian organizations, go to [www.bcwinstitute.com](http://www.bcwinstitute.com).

Al: We are starting off our discussion with Keith Taylor, the Lead Pastor at Beulah Alliance Church. Keith, please give us a brief description of Beulah Alliance Church.

Keith: Beulah is located in Edmonton, Alberta. The church is about 85 years old and it is a pioneering church. It was one of the first churches in the province of Alberta for the Alliance and certainly has a long history here. Our congregation now numbers 2,200-2,500 weekend worshippers. The church had a pioneering spirit in its beginning days and over the years it's had a real passion for evangelism, for a deeper life in knowing Christ, serving the community. We are a church that has been ever changing over the years. It's gone through many

changes over our lifespan. I've been the senior pastor/lead pastor for 19 years.



Lead Pastor  
Keith Taylor



Senior Associate Pastor  
Rob Chartrand

Al: The story we are talking about today is Beulah's cultural transformation since becoming a participant in the Best Christian Workplaces program 5 years ago.

Beulah's first score was a 3.67 on a scale of 5, indicating that your staff were not engaged. That score put

you in the lower 10<sup>th</sup> percentile, yet today you're at a 4.13, which is in the top 25<sup>th</sup> percentile of churches in North America in terms of overall staff engagement and commitment. So, there has been a significant transformation.

First, please tell us how you found out about the Best Christian Workplaces Survey and what your interest was in participating.

Keith: Going back five or six years, I'm part of a network of lead pastors of larger churches and one of the fellows in that group was sharing their use of BCWI and it caught my attention. I could see the relevance of doing an external audit of our staff's well-being. And there was certainly a timeliness in that we could see some stress fractures - that staff morale was not as high we would like it to be. That is what caused our interest in participating in BCWI's Best Christian Workplaces survey.

Al: And tell us about the staff morale five years ago at Beulah Alliance?

Keith: When I came to the church, we probably had at most 10 staff, including part timers, so it was pretty small staff. You could monitor morale because we could all sit in one room and there was a lot of conversation and communication. Over the years, the church grew and the number of

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



staff increased. From 1998 to 2004/2005, we saw a radical increase in the number of staff, which added some complexity to and certainly changed the dynamics of how the staff was led. We could see some indicators that there were problems - a high degree of turnover, including some good staff leave. That was disappointing. And there were other indicators that we needed to address some areas of challenge.

Al: As I recall, about that time you hired a new leader, Rob Chartrand. Tell us a little about how you met Rob and how he became the point-person for this initiative.

Keith: Let me back up to give you a little context as to why we were looking for an additional staff member at that time. Jim Collins has the principle that you have to have the right people in the right seats on the bus. There were indications that we needed to make some staffing changes specifically in leadership because we could see our bus about to slip off the road. We had an external consultant come in and he had said that part of the issues that were dealing with as a church staff was likely at the senior level of staff in terms of caring about change. And one of the things that we identified was that there was a lack of clarity in our overall vision that we needed to sharpen for the sake of the team. There seemed to be some cross messages that caused confusion as

value statements and strategies had been added over time. We had increasing difficulty in defining our mission. We were seeing that some of our team were lacking in supervision skills; they had never been trained in such a capacity and so team leaders varied considerably. We could see a need for improvement in some of our

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systems of leading and managing. So, in looking for an additional key leader, we were looking for someone with intentionality who could join our senior staff. And through that process, a common acquaintance introduced me to Rob.

Al: Rob, what was your background and when did you start to get involved in this role in addressing some of the shortcomings in the church's culture?

Rob: I've been in pastoral ministry

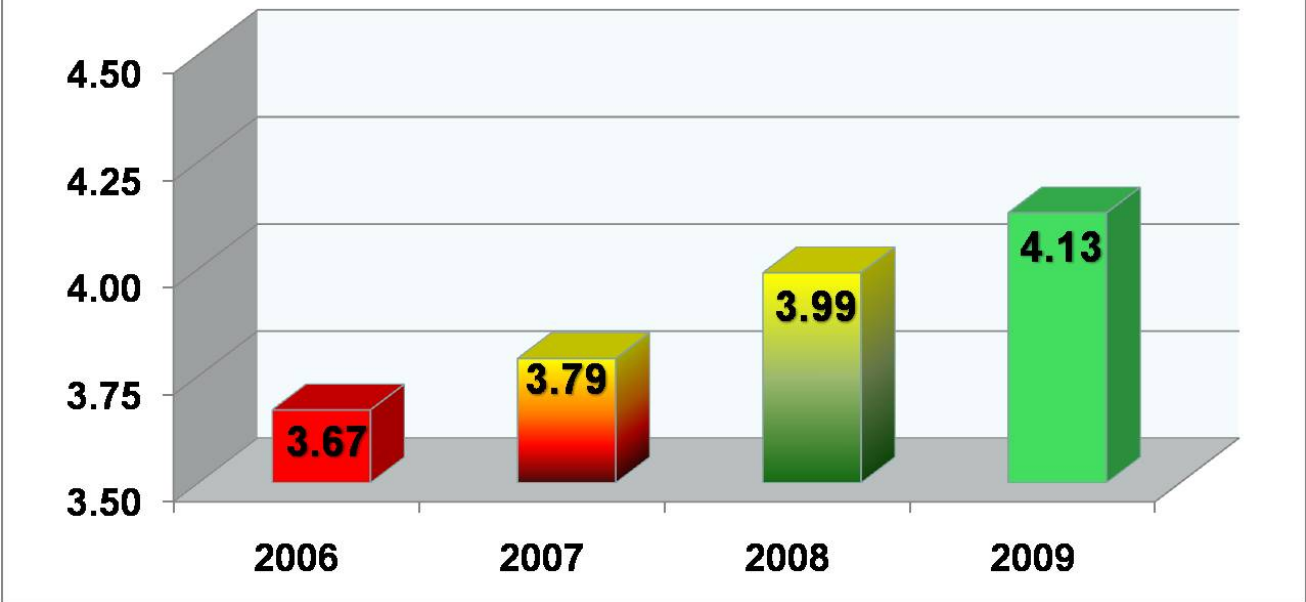
now for about 18 years, which was a bit unique for the executive role. Often times you will find that you will hire someone from the marketplace. I also have training in leadership management at the Master's level, so I've always had a pension for that.

When I came on the scene at Beulah, we began to address some of these issues almost immediately and a lot of things had already been done before I came on the scene. The BCW survey had taken place a year before I was hired. So, they had established what are called survey action groups. They had created discussions around the results and they designated specific outcomes and teams of staff to bring them about. So when I came, those were already in place.

What I wanted to do was ensure that something was being done with the results. I think it can be demoralizing if you ask for input, but fail to act on the input. Really, we just got the leadership talking about the results and we said, "What are we going to do about these things and what specific things can we do in this first year to accomplish some of those outcomes and let the staff know that we are acting on what we learned?"

Al: You said that action groups had already been formed. What were some of the issues that they started to tackle?

## Best Christian Workplace Survey Overall Score



Rob: The data was helpful the first year, but it was really the second year that it was the most helpful because then we could do a comparative analysis from year to year. We could track where we were improving from one year to another. And that's when things really started to pick up. We knew some things were going well, so rather than tackling everything, we isolated the areas where we were weakest. **We looked at the areas where we were the strongest** and we said, "Let's do more of what we are good at and then these areas that are just blips of weakness, let's try to improve." One of the most helpful things about the survey was to see which departments or job levels needed the most attention. Thus, we were able to determine

that the administrative level and the custodial level offered some challenges. So we got into those specific departments and asked, "What's happening? What can we do to make things work?" And we also really began working with the department leaders in training them and developing their supervisory skills to better lead their departments.

Al: That's very interesting. As I look back at the data you made tremendous progress between the second and third year, 2007 and 2008, especially regarding communication. What were some of the strategies you implemented to make such significant improvement, particularly **in top-down communication? In this area, the reports indicate Beulah**

**moved from the lower 10<sup>th</sup> percentile to the upper 75<sup>th</sup> percentile in one year. That is very dramatic.** And Keith, how did you help improve the top-down communication so significantly that year?

Rob: First, we looked at a number of different strategies to involve the different levels of staff. And it was important that we got all the levels of staff involved, not just the top levels, or the senior management teams. We knew that we wanted everyone to hear what was going on, but not everybody aligned with our communication systems.

For example, we knew that not everybody read the newsletter, so we couldn't assume we were communicating well just because

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
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we have a newsletter. So, we said we need to do a newsletter plus we need to do announcements. However, we knew not everybody could be there for announcements, so what can do to address those people who don't read the newsletter and weren't there for announcements? It ended up being a bit of overkill sometimes, but we went out of our way to have reminders sent out, so that people would know why we were doing what we were doing; we just went above and beyond what we normally would have done to communicate to people and our staff. And whenever we made an important decision, we always asked the question, "Who will this affect? Who needs to know?" We embraced the value, from the senior level down, that everyone needs to be in the know at every level in the organization. We still drop the ball occasionally, but it really has improved dramatically.

Keith: I'll add to that **I think that issue of transparency, of over-communicating, was really essential in helping the team to increase trust.** I was reaching to try to think of what I contributed as a lead pastor and two things come to mind. One was that lead pastors, in their staff's eyes, carry a certain mantle, just by nature of the role. So, when the lead pastor speaks, there is some octane that comes with that. They feel like the oracle has spoken. Thus, it was really important to me that the messages

that I would be sending be in alignment with what we'd agreed. That could be very quickly misinterpreted by my team, causing them to ask, "Well hang on, what are we doing?" So, I was trying to be very careful about that. Because, in the past, sometimes when I'd be thinking out loud staff would say, "Well is that a new direction? Or a new idea?" That would create some degree of mistrust as they questioned, "Do we really know exactly what we are doing and where we are going?"

Al: You have established a tremendous track record by building high levels of trust over four years. The question we ask, "Is there a high level of trust between Senior Leadership and employees" is highly correlated to staff engagement. You went from a 2.95, where people were below neutral to negative, to a 4.0, You c o m m e n t e d o n h o w communication, being on message and being consistent were things you worked on.

You're a prime example of an organization that has transformed from a very low trust score to a high score in just a four year period. That's fantastic. Is there anything else, Keith, that you can identify, that helped build the trust levels?

Keith: I can brag about Rob a bit for the skills that he's brought. He's got a good mind for systems.

And I think it's been helpful to have a lot of the areas that we've been speaking about developed, like, a planning system that is consistent so that people know who's going to be working on what issues. What the cycle of planning is going to be. Clarifying and perfecting our employment tracking systems and performance appraisals. These sorts of things have given the team an increasing sense of security in that we've established processes and we are following those processes—they can be repeated year after year. It's not perfected, but I think it's helped the decision-making team say, "This is what's happening. We know each of these areas." Maybe Rob could elaborate on that, but I think it really helped the team lean in together.

Rob: I want to make sure it doesn't seem so thoroughly corporate in the way we do it; we have a lot of fun with it. We roll things out in a way that just makes sense and we enjoy doing it. I can think of the time we implemented a new dress code policy, which can be a volatile issue in the church environment.

Al: How did you do that Rob?

Rob: We had a fashion show. We actually had one of our senior management dress up as a thug. We did that with all the staff at a luncheon learn forum. Everyone was there, so rather than just handing out a piece of paper saying

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



“This is it—accept it, or don’t accept it,” we had a lot of fun with it and people walked away and remembering both the policy and the value of it. And they saw that it doesn’t have to be a thoroughly bureaucratic process.

Al: So, you handed out a new policy on dress code for staff at the church and you made a fashion show out of it. And what did you dress up as Rob? Were you in it?

Rob: I don’t think I was. No, I wasn’t.

Al: You were the MC, I’m sure.

Rob: Uh, yeah.

Al: And how about Keith? Did he participate in this fashion show?

Keith: I was sick that day.

Al: Laughter.

Rob: His son did participate in it. He’s a great sport.

Al: That’s great. So you added fun in the mixture of communication at the same time.

Keith: And emphasizing the relational side of things has also helped with staff morale. We just had a staff winter fun day, which, being as far north as we are, we get a lot of winter, so we try to make it work for us. We took the whole team out snowmobiling for a day

and we’ll just do some things as family so that it’s not just a corporate thing, but rather has a relational side as well.

Al: Now, Rob, Keith was mentioning that you put in planning systems, employment tracking and performance management. What would you say was a key initiative that helped the church run efficiently and has allowed trust to be built over time? Are there a

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couple of the highlights that come to mind?

Rob: I think even our annual reviews, which we’ve been doing consistently now for two years, have helped. We created a new system that differentiated according to roles or job levels and created a system that made sense. And now that we’ve done it two years in a row, they know what to expect. Furthermore, the reviews are tied to

staff values. So it’s a system that reinforces who we are as a staff.

Another example is how we are tracking vacation and sick days and those sorts of benefits. This has been a challenge in the past because if those aren’t tracked accurately, it can be really demoralizing to an employee. If they think they’ve got ten days off and you tell them they’ve only got four days off they will have negative feelings about the organization. So, even creating that consistency with them and telling them the “why” of what we’re doing—this system is not so that we can pull days away from them, but rather because we care for them. We really want to help them do their jobs well. We emphasize the point that if they are sick we want to take care of them. If they need rest and relaxation, which is part of God’s plan, we want them to do that. It’s not just the system, but the rationale behind it and we let them know our heart and our desire is to create a great workplace environment for them.

Al: That’s great. And the second highest improvement is the question “My organization retains highly qualified employees.” Have you noticed a difference in terms of turnover in the past four or five years?

Keith: Yeah, no question. We still have some turnover, but it’s a different kind of turnover. There’s

# Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



## Improvement 2009 vs. 2006



one kind did involve staff, who upon careful evaluation, weren't able to turn a corner in their work. So we did have some people that we said, "It is time to get off the bus." And that was painful, but I think the way that was done the rest of the team respected because they could see that change needed to happen. And I think that sometimes in Christian organizations you want to be compassionate, but at the same time 'men need to be worthy of their hire.' On the other hand we have had some great staff who have left the team because of great opportunities or because they've been developed and they want to step up to a greater capacity in another role—allowing them to build on the strengths that they have developed here. So, if we are really about building workers for

the kingdom, we are ok with that. There is a different tone now, overall we have had very little turnover in the last three years.

Al: That brings benefits just in itself, doesn't it? One of the other areas that you really improved is what we call the climate for action. Again, from the second to the third year, you made significant gains from being in the lower 10<sup>th</sup> percentile in the category of churches to being at the 75<sup>th</sup> percentile in terms of the climate for action. You are seeking employee suggestions. You are acting on those suggestions. You are involving employees in decisions that impact them. You are encouraging innovation and experimentation. That's a mindset change with leadership. How did you do that?

Rob: One example we used was called concentric circles of dialog. This is the model of how we would implement major changes, so if we had an idea that came at one of our more senior teams, before we ever implemented anything, we would roll that out to other teams and other staff. Depending on the level of complexity of the decision, we would even roll it out all the way to every single employee and even out to volunteers. This was harder work. More dialog sometimes meant more meetings and when you are in a fast-paced environment it takes a lot of discipline to say, "Stop. Wait. Who needs to hear about this before we make a decision?" But we did that. We forced decisions out to the fringes of staff because we thought it was really important to get that

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand

feedback and we knew that people would own the ideas as they had a stake in the creation of that idea. We even set up our annual employee calendar so the decisions could get rolled out—we would put large executive planning meetings before pastoral forums. So when we got to the pastoral forum, we had already talked about these huge decisions with the staff and we could hear them at the pastoral forum. Then we would set another meeting after that, a lunch and learn, so that the rest of the staff could hear about it. So that intentionality even in how we set up our meeting structure on a month to month basis was significant.

We also realized that the issue wasn't just top-down communication, it was also "How do we get communication from the grass-roots up?" We wanted to let everyone know that we valued that, so we emphasized that our door is always open. If a staff member has an idea we want them to send it to us. At first that was hard because trust levels were low, so whenever an idea came in, we made a point to celebrate those ideas and we wanted to make sure that we acted on those ideas. Whether they were good or bad, we at least had a response and if we did implement it, we give credit to where it came from.

One of the things we did to live this out was with our custodians.

Borrowing from Jack Welch's idea that a GE could get his work during out sessions, we realize that our custodians don't often get a chance to talk into the organization. So I took the custodians out for lunch and I said, "It's on me. All I want is for you to tell me what's working in the organization. And if you had a chance to say anything, anything without jeopardy, without pointing a finger at a person, that would improve us, what would you do?"

It was amazing, the number of great ideas that came from that level. We would never have known if we didn't ask the ask. And after that I told them I was committed to following up on their suggestions. Everyone of those items we followed up on, and then I e-mailed them all a response back and I said, "This is how we have followed up on it." And those suggestions made some significant changes that actually facilitated great efficiency between the custodians and the administrative staff that we would never have known about if we hadn't asked. So, that's an example of some of the things that we did to create a climate for action.

Al: Those are great examples. Keith, how about from a congregational standpoint? Have you seen an improvement in the health of the congregation or in the health of the church at large because of the improvement in staff engagement?

Keith: Oh, I think so. If you look back to when staff morale was at its lowest, the congregation was reading the body language and behaviors of staff and there were certainly comments bubbling up to our leadership board, to the executive staff and to myself. They said, "Hey, what's going on? There are obviously problems here." One thing that we did, that I look back on now as a good call was that at a congregational meeting, I decided to expose the secret. I said, "We have some challenges with staff morale. We are being active in addressing it." Without getting into the nuances of what was said, I think it was important for the membership to be aware that we were working on those challenges. There had been turnover and people could see that and that we were addressing it. Our Elder Board, for whom I am indeed grateful, were aware of the BCWI scores and chose to work towards a solution. They wanted to see what strategies we could put into place, whether it be making some changes in the executive staff, or others to demonstrate we were taking action to improve our situation. So, we had the support of the congregation and the Elder Board to make an effort to turning a corner.

Turning the clock forward to today, I've had people in the congregation comment that they can observe a much more positive atmosphere

## Improvement 2009 vs. 2006



and attitude. It's very evident. So it does help to have the leaders go to the congregation and openly admit issues. Now people see the smile on the face and the lift in the step of a staff member moving around during the service or the lobby and they know how to read that. You see someone with a down countenance and dragging their feet and slouched shoulders, that's not a winning posture for the congregation. They begin to intuit that and say, "What's going on?" Certainly, overall, this has been a very positive thing for our church family.

Al: I know trying to hide poor morale is impossible. Have you seen a link between your improved levels of staff engagement and your church outcomes? In the number of people attending on the

weekends, contributions or other performance outcomes?

Keith: Probably five years ago we were scoring our lowest overall. We had fourteen years of graphs that were mostly showing growth up and to the right, so it was a real shock to see things were beginning to decline. Weekend attendance had somewhat of a dip and that certainly concerned us. We have since stabilized that downtrend and turned and begun to see more of an uptrend.

I should note, however, that also during these last four years we've undertaken a major building improvement and expansion project. So, there's been a lot happening alongside of my staff in terms of ministry. We started a multi-site a year ago, in addition to

our first campus. We've turned the corner and I think we've begun to see some growth again. Our income is much healthier, even being able to pay for that building project.

Al: And all of this during a financial recession.

Keith: And for which we are indeed grateful. The timing was right.

Another thing that we didn't mention, we identified when we were doing our assessments with BCWI that compensation was an issue. We live in an area that experienced radical inflation because of a significant uptake in the economy here since it is tied to the oil industry. Housing prices doubled in the span of a couple of

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



years and the cost of living here took off. Unemployment was zero. The economic pressure led us to an extensive compensation review with our staff. We recognized that in the previous ten years we had compared ourselves to other churches, but had really gotten out of step with our own community. And from comments we've heard it really helped staff to do a compensation review.

Al: Tell me about the process. How did you improve your compensation program? What was the basis from which you set it up?

Rob: In our denomination we had a number of churches that were our size come together with another church that wasn't in our denomination and we participated in a study with a well known compensation consulting firm. That allowed us to have metrics that were beyond just our locality and beyond just churches, to look at similar types of organizations in Canada and compare ourselves to them. So, it gave us a broader perspective because if everyone is paying their staff poorly in your group, then that's probably not a good metric—it gave us a broader metric. From there we said, "Whoa! Where do we belong on that scale? What can we do to improve that?" We did look at some of the areas where the most critical need was for some of our staffing levels and we focused on those first. Rather than doing it in

one year, we've said, "how can we do this over a three year period?" We are in the final stages of that three year adjustment to creating a fair and equitable compensation system for our staff. This also necessitated that we look at what was required of our staff at different job levels. We were very clear on who was being

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compensated for what, again to create a fair and equitable wage for our staff.

Al: Were there any examples where you found yourself surprisingly out of kilter and how did you approach those areas?

Rob: I think they call it the belly effect. The middle levels weren't so bad, but the higher levels and the lower levels were where we were the most out of step. At the higher levels we decided we were ok and we decided to focus on the lower levels with our administrative and custodial staff. We tried to get alignment there first and put all of our energy into that because that is what matters most. Keeping in mind the environment that we live in here and the cost of living, we wanted to retain good staff and we wanted to attract staff—we realized compensation is a part of that.

Al: This is oftentimes a taboo subject at churches – compensation – but how do you communicate your compensation philosophy to your staff? Often, understanding the compensation program is not just how much you pay, but why you pay it. How do you communicate this?

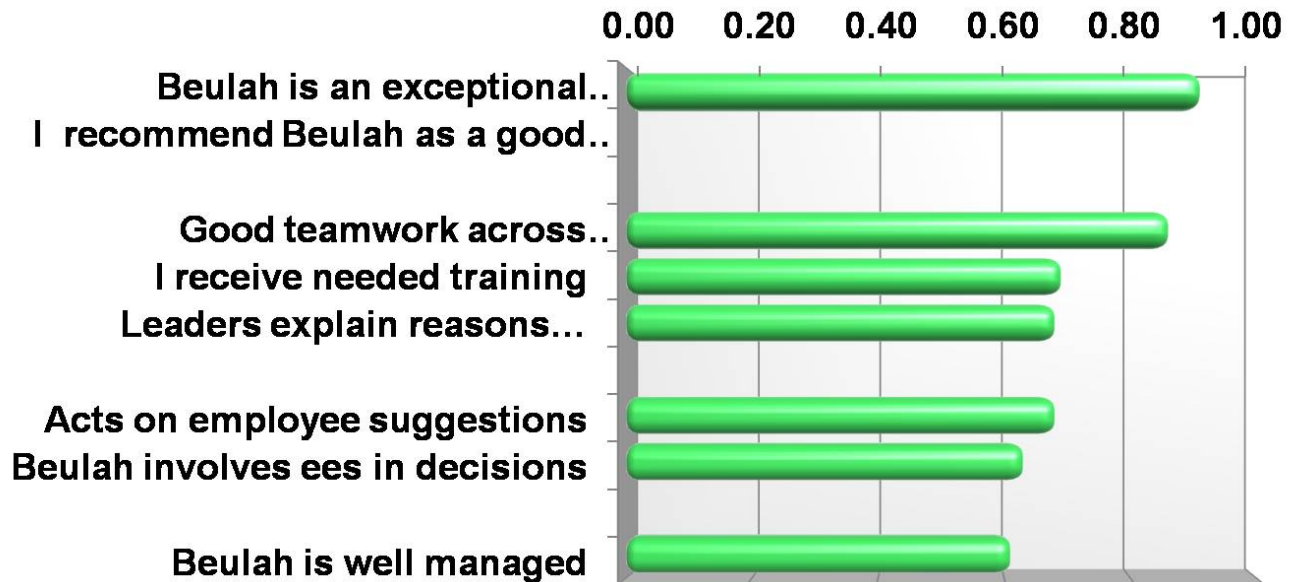
Rob: We don't disclose specific salaries. We don't, at this point, even disclose the bandwidth. The reason is because we haven't yet brought everything up to our goal bandwidth because we are still in the final stages of our three-year adjustment. We will need to determine if we will go to a fully transparent system where we will show them, "This is the bandwidth and this is exactly where you fit within it."

# Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



## Improvement 2009 vs. 2006



But what we have done is clarified what we are doing and why we are doing it with supervisors, and saying that we want to create a fair and equitable system. And I think that because we have such good trust with our staff, that they are ok with that. They don't need to know where they fit within a bandwidth. Right now we don't have full transparency and we know that some organizations do, but it's going to take some time for us to make sure that we've aligned everything with our targets.

Al: You have made it clear that there is a process and that you are looking at it, is that right?

Rob: Absolutely. We declared that.

Keith: That's been a great encouragement to the staff when they hear that we have a process and that we are working at it and their perception is that this is fair and equitable. I don't think I've heard any complaints from staff feeling like they have been treated improperly when it comes to compensation. This is a fair process.

Rob: The increases have been significant for some and so there have been no complaints; there is actually surprise and joy at this time.

Al: Those are all good news situations, aren't they?!

Rob: Part of the compensation issue was that as well as attracting

quality staff, there were people who told us they couldn't come to our city, because they couldn't afford to live here on the salary we would pay and that certainly got our attention because in essence that was true. I'm sure it's true in any major city and we need to address that if we are going to attract senior staff and quality staff.

Al: When you look back over the changes in the past four years, what other programs, events or modifications would you attribute to some of these significant improvements that you've made? Are there any others?

Keith: Rob mentioned earlier, training to address the specific areas that were coming out of the BCWI where you see we celebrate

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand



the high scorers and we do an intentional training of the lower scorers and I think that has definitely helped.

For myself, I did a bit of soul-searching. As a lead pastor there is a high level of trust needed to delegate to others. I saw Rob's competency as he moved into this role, and I consciously gave him the freedom to move, make these decisions and implement them. I didn't want to over-control. I've been here for 19 years, so there's some letting go in doing things differently. Sometimes it's been difficult for me to say, "Let's do this," in regards to a new initiative.

Part of navigating all of this change is maintaining a clarity of vision for the staff. I just can't emphasize enough how important it was for the staff to sense that we've got a common goal in sight. Having that clarity of vision and leading together has helped us to break down some silos that would normally have developed within various ministry departments as they focus on their particular role. Now, because everyone can see how their department contributes towards getting that greater objective done, we don't have this problem. I think that's been very helpful for us.

Al: Great Keith. Thanks for sharing that with us. How about you Rob?

Rob: I think some of the specific types of training that we've been working on with our supervisors and the teams pertaining to situation leadership have been especially helpful. We've been working on some Blanchard material on team leadership addressing how to you lead a team well and what that looks like. We've even created systems and tools that they could use to help them better supervise and lead their teams.

We've also tried to create an environment of empowerment. So, we've formed a number of sub-task forces and teams for different projects and they are really great because they involve participants from different departments and different job levels coming together to accomplish a task together and then at the end celebrating that task. The creation of our web page, a major lobby renovation this last fall—these types of things are opportunities for cross-pollination from department to department, which helps us overall because staff are hearing different perspectives from different places and they are working together on things. It's little things like that which have helped to reinforce a healthy staff environment overall.

Al: It has. So, you have really focused on training your mid-level managers and supervisors around situational leadership, team leadership and empowerment.

That's remarkable.

Rob: One of the other things, I'd like to share with you, is how much we value training staff. Not just in terms of internal training, but externally as well. For our management and pastoral staff, they all have their own budgets for that which they can use to attend trained programs. They also establish goals with supervisors at the beginning of the year as to what they want to be trained in and how that is going to affect their job performance.

Also, the last two years we've created the global staff development fund. Sometimes a staff member has a desire to go to a conference, but their own budget level won't cover it, so they can ask us for more and we'll help them get there. But the global staff development is also there for non-pastoral and non-management staff, so if an admin wants to go and study Excel, they can put in a bid through their supervisor and if we think it's good, we'll send them.

The first year we did the global staff development, it didn't really take off. We spent about 1/3 of the budget. This year, in the first month, the entire budget was spent. People put in their bids and it is gone. This allocation of our budget reflect the high value we place on training our staff and wanting to see them improve.

## Beulah Alliance Church's Transformation

Interview with Lead Pastor, Keith Taylor  
and Senior Associate Pastor, Rob Chartrand

Al: Thanks, they are great examples. The commitment to learning is another important factor. Beulah has gone from below the 25<sup>th</sup> percentile to right at the top 25<sup>th</sup> percentile in the sense that you really care about the development of your staff.

For the sake of organizations who have not participated in an employee engagement survey, why would you recommend that they conduct one for their staff?

Keith: From my perspective, there is great value in the anonymity of an independent assessment and benchmarking against other churches. I think we've certainly benefited from that comparison. I think that the larger the staff, the greater the impact this could have. I also think that being able to do it year after year allows you to see trends and watch for what's happening. It's one thing to do one assessment one year, but to be able to do it year after year and to see, are if the trend is positive or negative in various areas is very helpful. It provides us with an external voice and one more view of how we are doing.

Al: Thanks. Rob, any comments?

Rob: From a different standpoint, that of a board member, it's important to know that our staff is doing well. In what we call our strategic ends Keith and I are accountable to the Board to ensure

that our staff morale is healthy. Well, how do we know that? How do we measure that? We can do it anecdotally, but it sure helps to have a score and to have a summary, even a dashboard summary that we can get to them that says, "This is how we are doing." And this is how we can demonstrate that. And the areas where we are not doing well, this is how we can improve on that." So, I think it creates tremendous accountability for senior staff, such as us, and that's a good thing. We are ultimately stewards of the staff that are around us. One day I'm going to stand before God and He's going to ask, "Did you lead these people well?" I'm certainly not going to show him a score, but it helps me keep track along the way.

Al: Rob, I'm interested if you share the scorecard that is included in the BCWI report with your elders?

Rob: We do. We don't show all of the metrics, because that is too much information for them. We have a type of governance model that is a policy governance model, so some of the elders don't want to get into that much detail, but we will give them the dashboard summary and answer any questions that they may have.

Al: Well, thank you very much. Keith and Rob, this has been very helpful. I pray that you continue to experience high levels of health

and vitality among your staff culture. I appreciate the intentionality you have put into making Beulah Alliance a healthier workplace. I also look forward to walking with you on this journey. Thank you very much gentlemen.