

A photograph of a desert landscape with a barbed wire fence in the foreground. The ground is sandy and covered with small, dry bushes. The sky is a clear, pale blue.

LOVING GOD  
LOVING PEOPLE  
LOVING LIFE

# EMPLOYEE HANDBOOK

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# MESSAGE FROM BRIAN & BOBBIE

Welcome to what we believe is a wonderful ministry team and staff.

This handbook will help you navigate our requirements for you on staff, always remembering we are about **loving God and loving people**.

Our hope and prayer is that each and every person - regardless of where they are serving on this team - will bring their finest, with a tangible sense of devotion and commitment to what is the culture, heart & soul, and calling of Hillsong.

We pray that you will grow and flourish in this environment, and that together, we can see further reach of the Gospel, whilst also stewarding the vision, effectiveness, and fruitfulness of what is in our hand.

We are thrilled that you are here!

Much love,

**BRIAN & BOBBIE HOUSTON**  
GLOBAL SENIOR PASTORS







## ABOUT HILLSONG

Hillsong is a church that believes in Jesus, a church that loves God and people.

We are a contemporary Christian church. Overwhelmed by the gift of salvation we have found in Jesus, we have a heart for authentic worship, are passionate about the local church, and are on mission to see God's kingdom established across the earth.

Hillsong Church was founded by Brian and Bobbie Houston in 1983 in the western suburbs of Sydney, Australia.

Now Hillsong has churches in city centers in over 30 countries around the world. The church has an average weekly global attendance of 150,000.

## THE MISSION

*To reach and influence the world by building a large Christ-centered, Bible-based church, changing mindsets and empowering people to lead and impact in every sphere of life.*

# THE CHURCH I NOW SEE

The church that I see is a global church. I see a global family; One house with many rooms, outworking a unified vision. I see a church apostolic in calling, and visionary in nature; committed to boldly impacting millions for Christ in significant cities and nations throughout the earth with the greatest of all causes – the Cause of our Lord Jesus Christ.

I see a church that champions the cause of local churches everywhere; encouraging them to be all that God has called them to be. A Church that refuses to be content with the triumphs of the past, but is constantly looking towards the future – filled with a vision that inspires and influences many.

Positioned in the heart of culture, in great diverse urban centers, I see buildings that struggle to contain the increase of all that God is doing; occupying land and places that are miraculous in provision and impossible to ignore.

I see a church that is big enough to dream on a global scale, yet personal enough for every ONE to find their place. I see a church that beckons 'WELCOME HOME' to every man, woman and child that walks through the doors.

The church that I see is a worshipping church whose songs reflect such a passion for Christ that others sense His magnificence and power. A distinct sound that emanates from a healthy church, contagious in spirit – creating music that resounds from villages and tribes to great cities and nations.

I see a church that is constantly innovative: A church that leads the communication of a timeless message through media, film, and technology. A church with a message beamed to people around the globe through their television screens, bringing JESUS into homes, palaces and prisons alike.

I see a church with a world-class college that raises, equips, and empowers generations of young, anointed leaders from across the globe. Graduates who serve God in all walks of life,

released to salt the earth with dynamic ministries and churches throughout the continents of the world.

I see a church graced with layers of 'once-in-a-generation' type leaders – who are naturally gifted, spiritually potent and genuinely humble. Leaders who will pay the price and count the cost of impacting cities and nations with great, God-glorifying churches.

I see a church whose leadership is unified in their commitment to the authenticity, credibility and quality of its heart. Leaders who dare to be themselves, yet live secure in the knowledge that "what they are part of is bigger than the part they play."

I see a church committed to an innovative NETWORK that connects hundreds of thousands of pastors and leaders and equips them to flourish. A network committed to the apostolic anointing of leaders who are desperate to see the Church of Jesus Christ rise up to live the un-lived life within her... His glorious Church.

I see like-spirited churches in cities of influence that exemplify faithfulness manifested in bricks and mortar. Churches with supernatural provision of buildings and properties standing as beacons of light that bring glory to God and hope to humanity. I see a church that loves God, loves people and loves life. Youthful in spirit; generous at heart; faith-filled in confession; loving in nature and inclusive in expression.

Yes, the church that I see is committed to bringing the love and hope of Christ to impossible situations through the preaching of the gospel and a mandate that drives us to do all we can to bring help and solution to a needy world. Whose head is Jesus, whose help is the Holy Spirit and whose focus is the Great Commission.

– **Brian Houston 2014**

# WHAT WE BELIEVE

- **We believe** that the Bible is God's Word. It is accurate, authoritative and applicable to our everyday lives.
- **We believe** in one eternal God who is the Creator of all things. He exists in three Persons: God the Father, God the Son and God the Holy Spirit. He is totally loving and completely holy.
- **We believe** that sin has separated each of us from God and His purpose for our lives.
- **We believe** that the Lord Jesus Christ as both God and man is the only One who can reconcile us to God. He lived a sinless and exemplary life, died on the cross in our place, and rose again to prove His victory and empower us for life.
- **We believe** that in order to receive forgiveness and the 'new birth' we must repent of our sins, believe in the Lord Jesus Christ, and submit to His will for our lives.
- **We believe** that in order to live the holy and fruitful lives that God intends for us, we need to be baptized in water and be filled with the power of the Holy Spirit. The Holy Spirit enables us to use spiritual gifts, including speaking in tongues.
- **We believe** in the power and significance of the Church and the necessity of believers to meet regularly together for fellowship, prayer and the 'breaking of bread'.
- **We believe** that God has individually equipped us so that we can successfully achieve His purpose for our lives which is to worship God, fulfil our role in the Church and serve the community in which we live.
- **We believe** that God wants to heal and transform us so that we can live healthy and blessed lives in order to help others more effectively.
- **We believe** that our eternal destination of either Heaven or hell is determined by our response to the Lord Jesus Christ.
- **We believe** that the Lord Jesus Christ is coming back again as He promised.

## MINISTRIES

In addition to our weekly church services located around the world, the following ministry areas outline some of the different ways we are committed to fulfilling our mission

### CONFERENCES & EVENTS

Hillsong Conference  
Colour Conference  
Worship & Creative Conference



### MUSIC

Hillsong Worship  
UNITED  
Young & Free  
Hillsong KIDS



### COLLECTED



### Hillsong Leadership Network

### COLOUR SISTERHOOD

The Colour Sisterhood

### REFUGEE RESPONSE

Refugee Response



Hillsong Africa Foundation



# GOVERNANCE & LEADERSHIP

## GLOBAL BOARD

The Global Board is responsible for governance and global initiatives and presides over the ordination of Hillsong Church Pastors.

## LOCAL BOARD

Many of our locations have local boards who are responsible for the governance and local initiatives of that Hillsong location.

## ELDERSHIP

Elders are appointed in order to provide guidance, example, and spiritual oversight of the Church.

## SENIOR LEADERSHIP

The Global Senior Pastor, in the context of Hillsong Church, is the ordained minister of religion that has been commissioned with the ultimate responsibility of the spiritual oversight of the church. The fulfilment of this role includes leadership of the Executive Management and Chairperson of the Board.

## LOCATION LEADERSHIP

In Australia, State Pastors oversee state operations of Church and ministry initiatives. In other parts of the world, our Churches are overseen by Lead Pastors

### Our Governance

While Hillsong Church is one church, there are individual entities established for various reasons, which include legislative requirement, tax status distinction and resource allocation. Each of these legal entities have their own unique purpose and requirements. These requirements include such things as who they are accountable to and how they are governed. To simplify the outworking of the duties for each individual entity, the church has appointed a global board which is responsible for global initiatives and presides over the ordination of Hillsong Church pastors globally.

### Directorship

The primary responsibility of the Board of Directors is governance. The governance structured is outworked within three principle activities, which are: compliance, assurance, and risk management.

### Compliance & Assurance

The Board is responsible for adherence to all compliance requirements of the church. The scope of this compliance goes beyond financial reporting. The breadth of compliance ranges from matters relating to employment, WH&S, commercial contracts, funding covenants, medical, child protection, and building regulations. The responsibility of the Board is to seek assurance from the organization and its management that the organization is complying and managing its risks effectively. An effective assurance tool is audit. This is annually conducted on the financial statements of the church by a top tier and independent audit firm.

### Sub-Committees

The Constitution provides the Board with the power to establish one or more sub-committees. To ensure governance effectiveness, the Board has determined standing subcommittees will be formed in the key areas of audit, risk, compliance, and remuneration.

### Board Remuneration

The Board serves in a voluntary capacity. Executive Directors may be remunerated for their executive duties.

### Material Personal Interests

When conflict arises, each Director acknowledges their duty to notify other Board members of a material personal interest, which relates to the church. Furthermore, the Board Member who has a material personal interest in a manner that is being considered at a Board Meeting must not be present while the matter is being considered at the meeting or vote on the matter.

### Ethical Standards and Values

Hillsong Church is a Christ-centered ministry and therefore the Directors, Management and Employees are expected to conduct themselves with the highest of ethical and biblical standards. The expectations of Directors are best outlined in each respective constitution, the ACNC governance standards and any applicable jurisdictional requirements. Employees are bound by the code of conduct and the terms and conditions within their employment contract. Pastoral Staff are accountable to the Hillsong Pastors Code of Conduct.

### Safety & Child Protection

It is the responsibility of everyone to assist in implementing safety measures within the Church and comply with any applicable mandated reporting statutes, for the safety of all those who participate, particularly those who are vulnerable.

# OUR PEOPLE

Church is all about God and People. Our people: employees or volunteers, are extremely valuable to us. The term “Human Resources” suggests that people are like other resources such as money, buildings, or systems in that they are useful in achieving objectives, a means to an end. Whilst we understand that the effort provided by our people largely defines the quality and quantity of our ministry outcomes, we never confuse a person’s productivity with a person’s innate value. Every individual is precious in the eyes of God and worthy of respect, dignity, and kindness. The authenticity of our core as a Church will, among other things, be established by our treatment of people, all people including our employees and volunteers. The dignity and value we bestow upon each other, evidenced by the way we treat each other, declares to God and the world looking on, our true commitment to being his Church. Jesus commanded us in John 15:12 and again in 15:17 to “love each other”. He further declared “By this everyone will know that you are my disciples, if you love one another” (John 13:35).

In achieving our objectives, we must promote and encourage the well-being of our employees and volunteers. Our testimony as a Church is affected by our reputation as an employer, therefore we commit to being a good employer, an exemplary employer. We commit to equity, inclusion, and diversity and to increasing our knowledge and understanding to eliminate enemies to these. These commitments compel us to consider wide ranging issues such as organizational design, leadership and management development, reasonable workloads, grievance procedures and much more. We are a workplace and there is much to be accomplished, but more importantly we are the Church.

# LEARNING & DEVELOPMENT

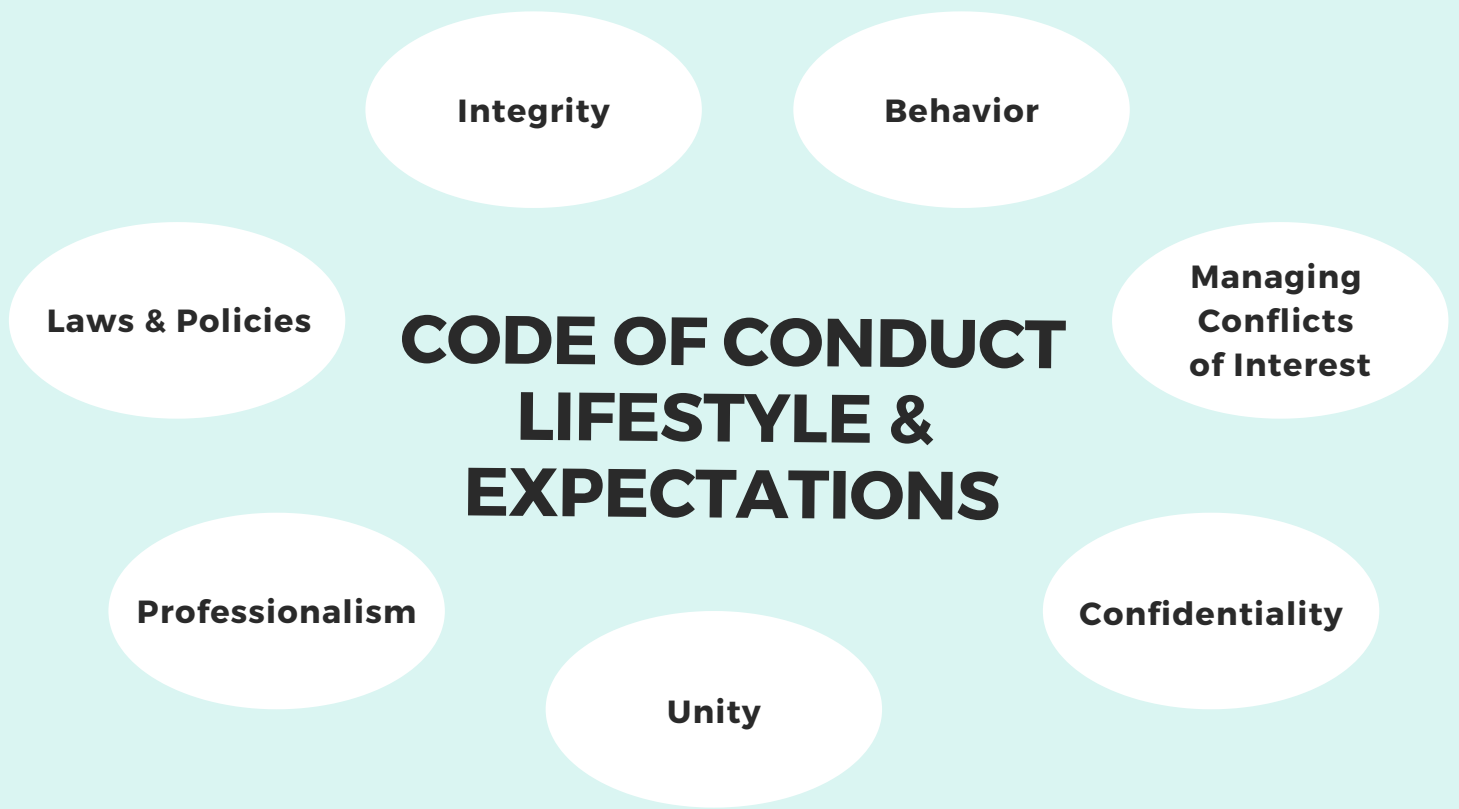
*We are committed to the continual development of all our workers*

We recognize that, although we aim to recruit the kind of people that have necessary skills and embrace our culture and values, we must all continue to grow and develop. Our development framework aims to build capacity throughout the layers of leadership to ensure our workers can meet the challenge of increasing change and complexity whilst we continue to passionately proclaim the gospel message of Jesus Christ and build the Church. This development includes creating understanding of our policies and cultivating behaviors which are in keeping with them.

# THIS HANDBOOK

This employee handbook is premised on the foregoing and provides broad expression concerning significant people (human resource) practices at Hillsong Church. It expresses both our commitment to, and our expectations of, our employees and volunteers on a range of matters. It provides the foundations, framework and tone for the people practices and / or detailed policies which will be generated at each Hillsong location as well as training and development manuals. The policies represent our shared values and commitments, principles to be embraced by everyone from the newest recruit to the most seasoned executive leader.





As Christians we desire to live according to God's word in ways pleasing to Him. The purpose of this Code is not to legislate righteousness however as employees and therefore leaders, we also have a responsibility to our community who rightfully expect high standards of behavior. Employees are observed as representatives of Hillsong and the example we set should never be underestimated.

Whilst an employee of Hillsong you are expected to abide by the following:

#### **Laws & Policies**

- Comply with laws, policies and procedures and comply with any lawful and reasonable direction from Hillsong and its appointed leaders.
- Treat people in an appropriate manner with proper regard for their rights and dignity. Unlawful discrimination, victimization and harassment will not be tolerated.
- Observe health and safety policies and obligations.

#### **Integrity**

- Be honest and fair in dealings with others.
- Only use funds, property or information belonging to Hillsong for ministry purposes, not personal benefit.
- Immediately report dishonest behavior by co-workers.
- Do not offer or give bribes, facilitate payments or other benefits to influence others, nor accept bribes or other benefits.

#### **Behavior**

- Be a genuine disciple of Jesus Christ.
- Treat all with whom you work, fairly and with respect. Do not show favoritism in leadership.

- Be accountable and follow reasonable instructions from those in leadership.
- You will not be spiritually, psychologically, emotionally, physically or sexually abusive in any way toward others. Domestic and family violence is never acceptable.
- Act with sexual purity. Sexuality is a gift from God and must be exercised according to Biblical principles.
- Avoid the use of offensive language (e.g., vulgar language, sexual connotations, and racial or religious slurs).
- Exercise caution with all potentially addictive behaviors and/or harmful substances.
- Refrain from using any illicit substances, including narcotics.
- Use caution when initiating or receiving physical contact, including gestures of comfort. Such gestures can be unwanted, illegal or misinterpreted.
- Communicate with integrity. This includes the use of electronic communication which will be used wisely and never inappropriately. Particular sensitivity will be observed with all political content.
- Maintain a conversation that avoids gossip and promotes a culture of honor.
- Acknowledge when you do not possess the required skill set in a situation and seek help from a supervisor or church leader. This particularly applies to helping those who are victims of abuse or require professional counselling.
- Do not take property belonging to others, including intellectual property (including copyright).

# CODE OF CONDUCT

## LIFESTYLE & EXPECTATIONS

### CONTINUED

#### ***Managing Conflicts of Interest***

- Conflicts of interest (COI) may be perceived or actual. Employees must avoid COI and ensure that any COI that cannot be avoided are disclosed to their supervisor.
- Employees must not use their position for private purposes or solicit or accept any gift or benefit in connection with their employment which might compromise or be seen to compromise their integrity or Hillsong's reputation.
- Do not solicit, accept, or offer money, gifts, favors or entertainment which might influence or be seen to influence your ministry or business judgment. See 'Gift' section in this policy.
- Do not process your own transactions or those of your friends, relatives, or business associates.
- Employees must review and comply with the gift policy stated in this handbook when a gift is offered from a person within the Hillsong community, supplier, or contractor.
- Disclose any material interest you have in a customer's or supplier's business to your supervisor.

#### ***Confidentiality***

- During your employment with Hillsong you may come into contact with confidential material or information. Maintaining confidentiality is an integral part of employment with Hillsong. During your employment with Hillsong, and after termination of your employment, the confidentiality of any confidential material or information acquired during your employment with Hillsong is ongoing.

#### ***Unity***

- Have a strong commitment to Hillsong and its leadership.
- At all times conduct yourself in a manner that is befitting your position as a representative of Hillsong.
- Be an example of a true believer, maintaining holy attitudes and behaviors both on and off the job.
- Agree with and be submissive to church leadership plans and decisions (this does not mean that leaders cannot be challenged).
- Be willing to change and grow.
- Maintain a consistent and active prayer life.
- Keep your personal finances and business dealings in order.
- Do not undermine co-workers.
- Collaborate proactively.
- Exercise emotional intelligence and situational sensitivity.
- Promote a team spirit.
- Avoid bias in decision making.
- Always treat others with respect and dignity.

# GRIEVANCES, COMPLAINTS AND WHISTLE BLOWING

Grievances should be raised to the appropriate People Leader to help determine a pathway forward. In these circumstances, any information will be treated with sensitivity and with a restorative approach when and where appropriate. Hillsong will endeavor to provide training to its People Leaders to help work through and resolve disputes on a case-by-case basis, and in line with relevant procedures according to your local context.

General complaints should follow the [Formal Concerns Policy](#) at your location. This can be found online and is available to all volunteers and church community as a formalized way of receiving feedback.

If conduct is illegal or violates policies adopted by Hillsong, the [Whistle Blower Policy](#) should be utilized. This is available to staff where staff policies are located in your location.

Complaints of sexual harassment should be lodged in accordance with the [Unlawful Discrimination, harassment, and sexual misconduct Policy](#).

## WORK EXPECTATIONS

Below is a guide of general principles.

**Attendance:** Normal hours of operation depend on the policy of your workplace. Your work hours may be changed from time to time. If you are required to work on Sunday's, you will receive a day off in lieu. Time away from your normal work location for work related activities will be considered as time worked as necessary to comply with applicable law.

**Supervision:** You will be accountable to the supervisor as set-out in your Position Description.

**Absence:** If you are unable to report to work, contact your supervisor as far in advance of your starting time as possible. Excessive unexcused absences are not permissible. Unless leave has been granted, such time off will not be paid and may result in disciplinary action up to and including termination. Unexcused absence of three or more consecutive days is considered a voluntary termination of employment by the employee.

**Details:** You must notify your supervisor as early as practicable of any change in your address, telephone number, emergency contact, tax information, insurance information pertinent to anything provided by Hillsong (including marital status and number of dependents), and any immigration or visa information to prove your ability to work in the location.

## DIVERSITY & INCLUSION

Hillsong seeks to ensure that our workers feel valued and respected, have equal access to opportunities and resources, and are supported to contribute to the life of our church. Globally, Hillsong is represented and made up of hundreds of nations. It is our commitment to work towards building and embedding systems and strategies that embrace diversity and inclusion. Our attitude towards difference is one of celebration and with this, a desire to learn from each other. Jesus commanded us to 'go and make disciples of all nations...'(Matthew 28:19) therefore we seek to honor all and ensure that we do not foster or create an exclusive culture that might diminish any person's value, contribution, or opportunity. It is a requirement that our staff understand our position on diversity and inclusion, based upon biblical foundations, and ensure that our work life and workplace practices reflect such.

## GIFTS

Gift guidelines are to be followed both for the receiving of gifts and for the giving of gifts. You must notify your immediate Manager if you receive any gift or benefit of any kind from a member of the Church congregation, customer, supplier, or any other entity with which Hillsong deals. Where the value of any benefit or gift in cash or kind is \$1,000 or greater you must notify the General Manager prior to acceptance.



## SEXUAL HARASSMENT

Hillsong does not tolerate sexual harassment in any form. Our workplaces are to be safe places where both males and females are treated with dignity and respect and where interactions are pure (Ephesians 5:1-4).

Local Sexual Harassment Policies will more broadly define sexual harassment and provide clear guidelines in relation to complaints, investigative procedures, and outcomes. It is essential that all workers and people leaders acquaint themselves with these policies and become gatekeepers, ensuring our workplaces are free of such behavior.

Any complaints or allegations received will be treated seriously, investigated thoroughly and objectively, affording all involved procedural fairness and confidentiality to the extent reasonably possible.

## ANTI-DISCRIMINATION

Hillsong is committed to unity and to maintaining a workplace free from unlawful discrimination, all forms of harassment, bullying and victimization. Mark 12:31 exhorts us to *“love our neighbor as ourselves”* thereby challenging the heart of discrimination and other loveless behaviors. It further challenges us all to consider our motives, biases (conscious and unconscious) and actions toward others.

Hillsong aims to create a working environment where all workers, or prospective workers, are treated with dignity, courtesy, and respect. Decisions about any individual are to be merit based without regard to irrelevant factors such as gender, race, or age. All Hillsong workers are required to comply with this, and other policies generated at their location, ensuring that they do not engage in unlawful discriminatory behavior or turn a blind eye to it when observing it in others.

Hillsong encourages the reporting of behavior which contravenes this, or other Anti-discrimination policies and directs workers to follow the complaints procedure in their location.

## PERFORMANCE & MISCONDUCT

Issues around performance and misconduct are confidential and correctional pathways, where and if appropriate, will vary from person to person depending on the circumstances and needs of Hillsong and /or the worker.

Disciplinary action may form part of the correctional pathway but Hillsong, in its absolute discretion, may elect to adopt a restorative approach. Where behavior involves breach of law, Hillsong will comply with any legal obligations it has to report such behavior to relevant authorities. Workers will be afforded procedural fairness by Hillsong when conducting investigations or dispensing disciplinary action.

## SPIRIT & UNITY

Whatever your responsibility may be across the breadth of Hillsong, we ask that you become familiar and take personal responsibility for upholding the principles within these employment documents that serve to guide us and support right practice throughout our ministry. As your calling leads you to serve and work representing Hillsong, we ask that you conduct yourself, in how you outwork your tasks, how you interact with other workers within Hillsong and outside of Hillsong, in a manner that would reflect Christ-like attitudes and attributes.

We are ONE local church championing the cause of local churches globally and we are doing that through a unified leadership. That unity falls on every individual and employee at Hillsong.