

course!). Some want the church services held to one hour in length, with a twenty-minute sermon; others want them to be seventy-five or ninety minutes long; still others want them to be flexible in length. Some want a more formal service of worship, with more liturgy; others want a more informal service, with less preaching and more singing and testimonies. Some want the church to give more than it presently does to a particular missionary, college, or seminary; others want the church to pay the pastor a higher salary; still others want the church to add a gymnasium or a new wing to the educational building. Some want the church to hire a part-time church secretary; others feel that the pastor's wife should do the secretarial work. Whenever there is an actual or potential conflict between the concerns or interests or preferences of individuals or groups in the church, the second function of government comes into play.

In order to implement the second function of government in the church, a set of mechanisms must be developed to permit, promote, and encourage cooperative resolution of conflict and peaceful restoration of harmony. Forums for expression of viewpoint and opinion should be provided; a spirit of compromise and concession on matters not wrong in themselves should be fostered; and a clearly-understood, equitable decision-making process should be established, including agreement on the part of the members of the church or group to abide by the outcomes of that process. This process should be agreed to by the members, and written into bylaws.

In connection with decision-making, it should be noted that some churches proceed on the basis of high percentage majorities; others proceed on the basis of the wise decision of the officers (after opportunity has been provided for all viewpoints to be aired and all aspects to be carefully weighed); still others proceed on the basis of the leader's decision. Whichever procedure is employed, it should be defined, established, and observed.

c. The third function -- DIRECTION -- as applied to the church

Whenever the church directs people to do certain things and tells them how and when to do them, the third function comes into play. For example, the officers of the church direct the treasurer how to spend the church's money, which obligations to pay and when, and how often they want him to make reports to them and to the congregation. The officers have authority to require the sexton to open the church buildings for all services and special gatherings and to lock them between times, to clean the buildings, to take out the trash, to make certain that the buildings are heated or cooled at the appropriate times, and to maintain the facilities in good working order. Other people in the church may miss some of the meetings or gatherings, but he may not miss any of them, so far as his responsibilities are concerned. The officers also have authority to direct those who