



Volunteers and Volunteer Ministries

Office for Church Life and Leadership

Definitions and Introduction

Ministry All activities motivated by our faith in Christ are ministry. This is the definition used throughout this booklet and in *The Ministry of Volunteers: A Guidebook for Churches*.

Volunteer A person who does a task without financial compensation or without being forced to do it is a volunteer.

Volunteer Ministry The ministry of Christians, the ministry of church members, is primarily the ministry of volunteers.

Volunteer Ministry Program A church's intentional, planned work with its volunteers is its volunteer ministry program.

A church's volunteer ministry program, as described in *The Ministry of Volunteers: A Guidebook for Churches*, consists of the following ingredients or components.

- Developing a mission statement
- Preparing volunteer ministry position descriptions
- Identifying volunteers
- Matching volunteers and ministry positions
- Recruiting volunteers
- Training volunteers
- Supporting volunteers
- Completing volunteer ministries
- Evaluating the volunteer ministry program

These components are explained in a condensed form in "The Church and Its Volunteers." For more extensive information about each component of a volunteer ministry program, order the appropriate booklet as indicated on the inside back cover.

This Booklet

This booklet is one of seven which together compose *The Ministry of Volunteers: A Guidebook for Churches*.

This booklet is written to guide the work of a group of persons in the church who have or are given responsibility for organizing and overseeing the church's efforts to prepare written descriptions for all volunteer ministry positions, to identify potential volunteers based on their gifts and interests, to match persons with volunteer ministry positions, and to recruit persons for those ministries.

This booklet can be used as a self-contained resource by a group in the church even if there is no effort being made to develop an organized volunteer ministry program. If this is the case, it is recommended that the leader of the group working on one of the aspects described here secure and become familiar with some of the other booklets in this series.

Ideally, this booklet will be used by a group in the church that is part of an organized volunteer ministry program. Such a program will be giving attention to all or most of the components identified above.

The booklet in this series entitled "Guiding the Church's Volunteer Ministry Program" provides guidance for organizing a complete volunteer ministry program. If the plan described there is adopted by the church, then this booklet becomes the primary resource for the Task Force on Position Descriptions (Part I) and the Task Force on Identifying, Matching and Recruiting (Part II).

Volunteers and Volunteer Ministries

Volunteerism Resource Center
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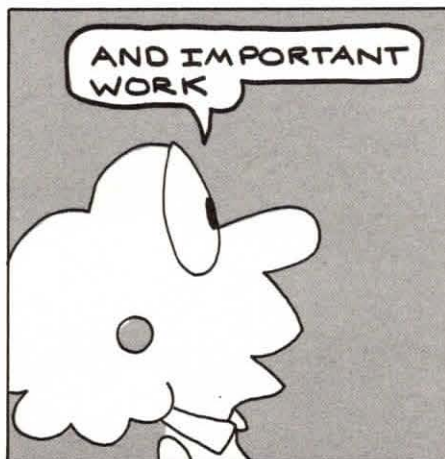


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***Volunteers and Volunteer Ministries, a booklet in the series,
The Ministry of Volunteers: A Guidebook for Churches***

cartoons by Doug Brunner

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This booklet provides guidance for four of the major components in a church's volunteer ministry program:

1. Preparing volunteer ministry position descriptions
2. Identifying persons as potential volunteers
3. Matching persons with volunteer ministry positions

4. Recruiting persons for volunteer ministry positions

These four components are presented together because if adequate attention is not given to all four components, work on any one component will be less than effective.

It is important for those who use this booklet to see how it relates to the other components of the church's volunteer ministry program. A quick overview can be found in the booklet in this series, "The Church and Its Volunteers," which is recommended for study as background information.

It is necessary for a group or individual to be responsible for each of the four components in this booklet. A church's size and the number of persons available to work on these tasks will determine how each church organizes itself.

The material is presented in three parts. Part I gives a biblical and theological perspective on volunteer ministry. Part

II describes the preparation of volunteer ministry position descriptions. Part III concentrates on the work of identifying, matching and recruiting persons for the ministry positions. In smaller churches one group might be responsible for all these components. In larger churches it is recommended that Parts II and III be assigned to different task groups. Churches with a nominating committee should decide how this committee will be involved in the volunteer ministry program.

The booklet "Guiding the Church's Volunteer Ministry Program," provides detailed assistance in organizing work on these components and coordinating those activities with other aspects of the church's volunteer ministry program.

Suggestions for Use

This booklet is divided into three parts:

Part I: A Biblical and Theological Perspective on Volunteer Ministry

Part II: Preparing Volunteer Ministry Position Descriptions

Part III: Identifying, Matching and Recruiting Volunteers

Within Parts II and III are two major sections:

Section One outlines a series of principles which provide a foundation for the procedures.

Section Two provides detailed outlines of procedures for the task group activities.

The procedures outlined in the booklet are *suggested*. While they have been tested and found to be helpful in some churches, they cannot be used in the same way in every church. Each church is encouraged to adapt and alter the procedures so they are comfortable and compatible with the way things are done in your church. However, do not hesitate to attempt some new approaches simply because they have never been tried before in your church.

What This Booklet Contains

Related Resources

Three quite different approaches churches can take in this program are described in Section Four of the booklet in this series, "Guiding the Church's Volunteer Ministry Program." They provide background information and, it is hoped, will spark your own creativity. This booklet is part of *The Ministry of Volunteers: A Guidebook for Churches* and may be ordered separately or in a notebook with other booklets in the series. See the inside back cover for a list of booklets in the series.

Church Planning is a congregational resource for moving from purpose to goals to strategies and actions.

"Good To Be Together," a folder of Faith Exploration resources to be used at church dinners, contains "Building with Essentials," an exploration of the life and mission of the church.

The Ministry of Volunteers in the National Settings of the United Church of Christ contains volunteer ministry position descriptions for all volunteer positions in the national structure of the United Church of Christ.

These resources are published by the Office for Church Life and Leadership of the United Church of Christ and are available from Church Leadership Resources, P.O. Box 179, St. Louis, Missouri 63166.

Part I

A Biblical and Theological Perspective on Volunteer Ministry

The Ministry of Volunteers: A Guidebook for Churches is written by church people for church people. The booklets in this series attempt to articulate in simple terms an interpretation of what

God intends the church to be and do. This section contains a summary of some fundamental affirmations which undergird the principles and procedures outlined in the guidebook.

All people are created and sustained in the mystery and power of God. God has a dream for us and works patiently and persistently to bring that dream to fulfillment. Through the centuries, people have perceived God's working uniquely in their time and have expressed their faith in the presence and power of God in their lives in ways uniquely meaningful to them. And yet, we are drawn together by our conviction that God's intention for a world of peace, justice, freedom and love has not wavered.

Our understanding of God has become clearer in the life, death and resurrection of Jesus Christ. We can say that to know Jesus is to know God. Moreover, God's love which was expressed so

completely in and through Jesus, changes us and leads us, as disciples, to witness and work for the fulfillment of God's dream—the coming of God's reign.

The church is entrusted with Christ's ministry in the world and is empowered by his loving Spirit. Each one of us—every man, woman and child who bears the mark of baptism—shares in this ministry. Ministry is not limited to the ordained clergy, but is given to all of us who call ourselves Christians.

The mission of the church is the mission of Jesus Christ—to witness to the living power and presence of God, to offer healing and hope in the world, to love people and to join God in the movement toward God's reign.

The Mission of the Church

One way we express our conviction that the mission of Christ is now the mission of the church is through the image of the church as the Body of Christ. This image is rich in revealing the meaning of our life together.

Just as a human body, though it is made up of many parts, is a single

unit because all these parts, though many, make one body, so it is with Christ. In this one Spirit we were all baptized, Jews as well as Greeks, slaves as well as citizens, and one Spirit was given to us all to drink.

1 Corinthians 12:12-13
The Jerusalem Bible

The Church as the Body of Christ

**Body of Christ
(continued)**

Each part in the human body contributes to and is sustained by the whole body, and so it is in the church envisioned as the Body of Christ. Christ is the head and we are members of the body. Each person is unique and precious and has a worthy ministry to perform. Christ's Spirit, working in and through us, draws the strengths of our ministries into mutual support and common purpose.

...[Christ] appointed some to be apostles, others to be prophets, others to be evangelists, others to be pastors and teachers. He did this to prepare all God's people for the work of Christian service, to build up the body of Christ.

*Ephesians 4:11-12
Today's English Version*

**The Gifts of
the Spirit
for Mission**

God has not only empowered the church with the Spirit of Christ but has endowed it with the resources it needs to carry out its mission in every time and place. God's graciousness and initiative with us are seen in the gifts given to us—the talents, abilities, skills, knowledge, temperament and attitudes—which enable us to respond with faithfulness to the mission we have been given.

As the church discerns the gifts which have been placed within it and begins to apply them to its mission, it is responding faithfully. Persons need to discern and affirm the gifts they have been given and offer them to the church's mission. Some gifts seem to be simply inherent in a person. Others are developed through study, training, experience and discipline. Every person possesses gifts of ministry.

Each one, as a good manager of God's different gifts, must use for the good of others the special gift he [or she] has received from God.

*1 Peter 4:10
Today's English Version*

The church, also, needs to discern and affirm the gifts of its members and apply them to its mission. Each church discovers the uniqueness of its mission as it discovers the gifts within its members.

Where needed gifts are not apparent, the church will challenge the potential in persons and find ways to inspire and support them in securing the training or experience needed that their gifts might blossom and grow. The most faithful response to Christ's Spirit is when the church becomes a sensitive and creative steward of the gifts of ministry.

The term *ministry* comes from the idea expressed by the Greek word *diakonos* meaning *one who serves*. In this fundamental way, all who serve in the name of Christ—those who are ordained and those who are not—share the Christian ministry together. Distinctions between the ordained and unordained have to do with mutually determined functions, not with more or less important ministries.

Every moment of our lives provides opportunities for ministry. All the many facets of our lives—our work, family life, leisure, public service—need to be seen in relation to ministry. We sustain and support one another in these ministries. Likewise, what we do in the life of the church should be experienced and affirmed as meaningful ministry. We should enable one another to appreciate the varieties of ministries being done in our midst. We are called, nurtured and sometimes remarkably transformed as we join our gifts with others in the Body of Christ to bear Christ's own ministry in the world.

Covenant is a theme which pervades all the Bible and expresses the church's understanding of its relationship with God. Our faithful ancestors in the Old Testament believed God selected them for special responsibility in relation to God's mission. They believed that the presence and will of God had been revealed to them in a special way and that they had a special responsibility and relationship with God. The relationship was one in which God promised sustenance and power in expectation of their faithfulness and obedience. This relationship was a covenant relationship.

The church continues in a renewed covenant relationship with God. This covenant relationship is characterized by the gift of Christ's Spirit to the church and the gift of faith to its members.

But you are a chosen race, a royal priesthood, a holy nation, God's own people, that you may declare the wonderful deeds of him who called

you out of darkness into his marvelous light. Once you were no people but now you are God's people; once you had not received mercy but now you have received mercy.

1 Peter 2:9-10

Revised Standard Version

Covenanting Together in Mission

Through our commitment of membership in the church we not only bind ourselves in covenant with God, but with those who have made the commitment of membership with us. To be a covenant community suggests a group of persons are bound by vows of loyalty to one another; care for, serve and minister to one another; stand beside and support one another through the experiences of life. When we are in covenant we form a visible and concrete expression of the Body of Christ in a specific location and time. It is our covenant with God and one another which keeps us together and provides us with energy for mission.

Christ's ministry is now our ministry, for we are the Body of Christ. As the Body of Christ we are sustained by his Spirit and given the gifts for ministry. As we discern, affirm, offer and apply our gifts to the church's mission we respond faithfully.

All of us who call ourselves Christians are called to bear Christ's own ministry in our homes, jobs, community service and church. Persons like ourselves, with all our strengths and frailties, are chosen to proclaim the wonderful acts of God and to witness to a world of peace, justice, freedom and love which God intends and is bringing into being.

Summary

Part II

Preparing Volunteer Ministry Position Descriptions

Introduction to Part II

One of the major elements in a church's volunteer ministry program is its volunteer ministry positions. What are all the ways a church uses volunteers? What are all the ways church members are

engaged in volunteer ministry beyond the local church? How do members recognize and avail themselves of opportunities for ministering in every setting and relationship in life?

Purpose of Part II

Part II focuses on two tasks: identifying and naming all volunteer ministry positions in the church (and all volunteer ministry positions church members hold beyond the local church), and writing ministry position descriptions for these

volunteer ministries. Position descriptions provide information about the purpose and activities of a volunteer ministry and the expectations the church has of the person who does that ministry.

Section One: Principles Underlying the Preparation of Volunteer Ministry Position Descriptions

Volunteer Ministry Position Descriptions

There are certain volunteer ministries which are generally found in every local church in the United Church of Christ. Additional ministry positions depend on the uniqueness of each church's setting and its understanding of its mission and purpose. The following list is intended to illustrate the broad range of volunteer ministries within a church.

- Moderator
- Member of the official board (church council, consistory, etc.)
- Elder
- Deacon
- Trustee
- Member of a task committee:
 - Altar guild
 - Budget
 - Christian education
 - Evangelism
 - Leadership development
 - Mission
 - Music
 - Nominating
 - Pastoral relations
 - Property
 - Recreation
 - Social action
 - Stewardship
 - Worship
- Chairperson, secretary or other officer of a task committee
- Usher
- Greeter
- Member of the choir
- Organist, pianist, choir director
- Librarian
- Church school teacher
- Church school superintendent
- Historian
- Secretary or other office worker
- Maintenance person or custodian
- Visitor:
 - Every-member canvass
 - Hospital and shut-ins
 - New members
- Officer or leader of organizations:
 - Couples' groups
 - Fellowship groups
 - Groups of persons with handicaps
 - Men's groups
 - Women's groups
 - Senior citizens' groups
 - Singles' groups

Types of Volunteer Ministry Positions

Special Situations

In some churches some of these positions are filled by persons who are paid for their services rather than by volunteers. Some positions are filled by election and some by appointment. In addition, situations often arise which call for "one-time" volunteers who meet a need or carry out a ministry which has not been anticipated or is difficult to

build into the regular volunteer ministry program of the church. The church has to deal with these as best it can, using the volunteer ministry principles when possible. However, a church is a complex organization, and it probably will not be possible to place all volunteer ministries in neat categories.

Writing Volunteer Ministry Position Descriptions

Once a listing of ministry positions has been completed, the next step is to write position descriptions for all volunteer ministry positions. The position description enables the church to analyze each volunteer ministry so that it knows the kind of person needed for a particular ministry. The position description also becomes a major tool in talking with persons about their volunteer ministries and recruiting them for specific assignments.

The nine components outlined here should be provided in all volunteer ministry position descriptions. The position descriptions should be reviewed and revised annually so they become increasingly more complete and accurate.

This explanation of volunteer ministry positions necessarily focuses on ministries done within the life of the church or those done in behalf of or in the

name of the church. The emphasis is on those ministries the church determines need to be done, for which position descriptions can be written and members recruited.

However, this should not detract from the importance of the volunteer ministries done by members beyond the local church setting. The implementation of the volunteer ministry program provides an excellent opportunity for the church to talk with its members about the nine components of the position description in relation to their volunteer ministries beyond the local church.

Following is a recommended position description outline for use in a local church or church organization. While quite detailed, it provides valuable information both to the church and to potential volunteers. Examples are incorporated in the outline.

A Volunteer Ministry Position Description

A few words or a phrase should be sufficient. For example: Member of the Official Board, Primary Department Church School Teacher, Chairperson of the Mission Committee, Church Treasurer

Name or Title of the Position

This should describe why the position is necessary to the church and list the responsibilities of the person in this position. It should indicate how the position can be an avenue for faith development of the volunteer. If the position is one within a group, the purpose of the group should be stated here. Examples:

Purpose of the Position

Primary Department Church School Teacher. This person is responsible for nurturing a class of first- or second-grade children in the Christian faith. The church school meets on Sunday mornings, uses a curriculum adopted by the Christian Education Committee and is the major educational effort with primary-school-aged children in the church. The teacher regularly studies and reflects on the Bible and Christian faith.

Chairperson of the Mission Committee. The person in this position is responsible for the effective functioning of the committee and assisting members of the committee in carrying out their responsibilities. The Mission Committee is charged with the responsibility of keeping church members informed about the mission work carried out by the conference and by the United Church of Christ nationally and worldwide, and of leading the local church in identifying and carrying out mission projects in the community. The chairperson has many opportunities for learning about the church and its mission and living out his or her own commitment.

This should describe what the person in this position does, the kind of activities involved. Does the person attend committee meetings, prepare lesson plans, etc.? Examples:

Type of Work

Primary Department Church School Teacher. This person will provide a variety of activities for a one-hour class on Sunday morning. This will require preparation, which most teachers find takes at least one hour each week. The classroom activities include story-telling, craft activities, drama, songs, prayers.

Chairperson of the Mission Committee. This person plans the agenda for the committee meetings and presides at all meetings of the committee. This person writes occasional articles for the church newsletter, reads and studies mission materials, maintains liaison with the Official Board, and occasionally makes a brief presentation during the worship service. This person does a considerable amount of telephoning to committee members to support and assist them with their assignments.

Position Description Outline

Term of the Position

This should specify how long the person is expected to serve and when the term begins and ends. It also may describe how persons are selected for the position. Examples:

Primary Department Church School Teacher. The person in this position is expected to teach for one year beginning the second Sunday in September and continuing through August of the following year. Persons are selected by the Christian Education Committee and recruited by the church school superintendent.

Chairperson of the Mission Committee. The person in this position is expected to serve a one-year term, September through August. The person is selected by the Official Board from members of the Mission Committee who have served at least one year.

Expectations the Church Has of the Volunteer

This should describe the volunteer's responsibility to the church. It should not repeat what already has been said in the "Purpose of the Position" or "Type of Work" sections. This is the place to state expectations that are often assumed, but may not be clear to everyone. Examples:

Primary Department Church School Teacher. This person is expected to be prepared and present each Sunday morning. This person is expected to be in the classroom at least fifteen minutes before the class begins and to see that the classroom is left in good order following each class. If the teacher must be absent, he or she is expected to contact the church school superintendent as early as possible so that a substitute can be secured. The teacher is expected to attend quarterly teachers' meetings. The person is expected to attend Sunday morning worship services regularly.

Chairperson of the Mission Committee. This person is expected to make all arrangements for meetings of the committee including securing a meeting room, notifying members of meeting times, securing needed materials and preparing an agenda. This person is expected to attend quarterly meetings of the Official Board and to attend Sunday morning worship services regularly.

Accountability of the Volunteer

Accountability implies that the church is intentional about its volunteer ministry and interested in the person doing the volunteer ministry. The church wants the ministry done well and the person involved in the volunteer ministry to have a satisfying and fulfilling experience.

Accountability implies that there is a covenantal agreement between the church and the volunteer which places obligations on both. The church needs a person who represents its concern for each specific volunteer ministry and for the volunteer involved in that ministry. This person is one to whom the volunteer can turn for advice or assistance in fulfilling the responsibilities of the volunteer ministry. The primary responsibility of this person is to personify the support of the church for the volunteer. If the volunteer is a member of a group, the group should have someone to whom it can turn for instruction and guidance.

Because each volunteer ministry is important to the church, each volunteer needs to feel he or she is depended on to carry out the responsibilities of the ministry to the best of his or her ability. The volunteer is entitled to receive feedback which will enable him or her to be more effective in a particular ministry and find greater satisfaction.

This component should identify to whom the volunteer is accountable. Procedures to maintain accountability (reporting, feedback, conferences, communication) should be described in detail. Examples:

Primary Department Church School Teacher. This person is accountable to the church school superintendent. The church school superintendent may be consulted during the week about any question or problem the teacher is having and is available on Sunday mornings.

Chairperson of the Mission Committee. This person is accountable to the chairperson of the Official Board, who will periodically request reports of the work of the Mission Committee.

The Mission Committee is accountable to the Official Board.

Most churches do not have many employed staff members. In most cases, the pastor is the only staff member. In others, there may be a paid secretary, custodian, director of Christian education, organist, choir director, business manager or associate pastor.

Relationship of the Volunteer to Staff Members

Although infrequent, problems sometimes arise when a volunteer and a staff member work together in the same area of concern. Problems can usually be avoided if the responsibilities of each are clearly worked out. For example, there need to be clear guidelines about services the church secretary can provide groups and individuals in the church and procedures to be followed in securing these services. Examples:

Primary Department Church School Teacher. The pastor is a resource person to the teacher and should be consulted about questions the teacher may have regarding biblical or theological matters. All requests to have materials produced by the church office should be channeled through the church school superintendent.

Chairperson of the Mission Committee. The pastor is a resource person to the chairperson. The chairperson is responsible for the effective functioning of the Mission Committee as specified above. The chairperson and pastor are expected to negotiate any responsibilities for specific tasks the pastor is expected to do in relation to the committee.

This should describe the kind of person the church wants in the position. Specify the experience, background, personal qualities, amount of time available and abilities. In deciding this, the church will ask itself, "What does the person in this position need to know and be able to do to be effective?" Examples are on the next page.

Qualifications of the Volunteer

Position Description Outline

Primary Department Church School Teacher. The major quality sought in a person for this position is one who enjoys six- and seven-year-old children and who is able to love and accept them. This person should be perceived as a person of faith and commitment, with some background in the Bible and the basic beliefs of our church. The person in this position should have adequate time and energy to prepare regularly for the class sessions and be regular and punctual in attendance.

Chairperson of the Mission Committee. This person should have an interest in and commitment to the mission of the church locally, nationally and worldwide. This person should be able to relate well to adults, be respected as a person of faith and commitment and have the ability to plan and lead meetings.

Support of the Volunteer and Resources Available

This should describe how support is provided and what the person can expect from the church as he or she goes about the ministry. Support can include the following:

- Orientation to the position
- Training for the position, either prior to beginning the ministry or while doing the ministry
- Resources available to the person to aid in doing the ministry—including budget, materials, facilities, equipment, persons
- Opportunities to talk with others about the ministry
- Opportunities to be with others who share similar commitments and values

If the person is part of a group or committee, support for the committee and resources available to it should be specified.

Primary Department Church School Teacher. The person preparing for this position is given the opportunity to observe for several weeks in a primary class. In some cases, a person may become a teaching assistant with an experienced teacher for a period of time before assuming full responsibility. Each fall and spring the conference offers a one-day training program for church school teachers. Quarterly teachers' meetings provide an opportunity for all primary department teachers to study the curriculum and make plans for cooperative work. Teachers' guides and student books are provided. The church library contains most of the reference materials referred to in the curriculum. The church school has a good supply of craft materials and a small collection of filmstrips. The teacher will have a classroom adequately equipped for primary children.

Chairperson of the Mission Committee. The person selected for this position has served on the Mission Committee at least one year to be familiar with the tasks and procedures of the committee. The conference offers a one-day orientation in September for representatives from local churches interested in national and world missions. The church subscribes to three mission-related journals for the chairperson. The committee has an operating budget of \$1,500 to cover costs of meetings and to develop programs in the community.

Implications

There are many volunteer ministry positions beyond the local church. Some are in conference, denominational and ecumenical settings. Many more are in the community and beyond. There are several implications for the church.

One implication is that the church should regularly be interpreting the many ways ministry can be done in all places where its members live, work, play and relate to others and to the structures of society. An important affirmation is that ministry is done in ways that are not formally defined as volunteer ministry positions.

A second implication is that the church can relate to and influence the volunteer work done in the community. The church should become familiar with the groups and agencies in the community

which use volunteers. Contact can be made with these groups and agencies to secure their descriptions of volunteer ministry positions. These can then become part of the overall file of volunteer ministry position descriptions available to church members.

A third implication is that the church can have an active, vital and contributing role to play in conference, denominational and ecumenical settings. All these dimensions of the church depend on volunteers from local churches. The church can maintain volunteer ministry position descriptions for these ministries in its files. The United Church of Christ has a resource entitled *The Ministry of Volunteers in the National Settings of the United Church of Christ*,¹ which lists all national volunteer opportunities available to members of local churches.

¹Order from Church Leadership Resources, P.O. Box 179, St. Louis, Missouri 63166. \$2.00.

Section Two: Procedures for Preparing Volunteer Ministry Position Descriptions

This section of procedures is a guide to the group responsible for preparing volunteer ministry position descriptions for the church. This group will be referred to as a task group. Careful thought should go into the decision about who should be in the task group and how they should be recruited to serve.

The booklet in this series "Guiding the Church's Volunteer Ministry Program" describes a complete system for the total volunteer ministry program which is led by a team and four task forces, including a Task Force on Position Descriptions. This section of procedures does not assume the team and task force plan is being used. However, the church which uses that plan or an adaptation of it will find this section may be easily used by the Task Force on Position Descriptions. The sample ministry position description for a task force member contained in that booklet may be particularly helpful as you begin this section.

The materials contained in this section are designed primarily for a church beginning the volunteer ministry program and provide a procedure for writing volunteer ministry position descriptions for the first time. Once the volunteer ministry program is operational, the materials in this section can be used to review and maintain updated position descriptions.

A person needs to be designated as a leader or chairperson of the task group. This person should become familiar with all the materials in this booklet and have a broad understanding of all the components in the volunteer ministry program. This person should consult with the pastor or another resource person (e.g., conference staff person) if questions arise which cannot be resolved. This person should have a clear understanding of the meaning of *volunteer ministry* as used in this booklet.

At several points the task group members need copies of a portion of this booklet. You may choose to provide a copy of the booklet for each member rather than to make copies of portions of it.

This section contains detailed instructions for the following activities to be carried out by the task group:

Activities Outlined in This Section

Activity	Time	Purpose
First Meeting of the Task Group*	1½ hours	Orient the task group to its work
Second Meeting of the Task Group	3 hours	Study principles for writing position descriptions Practice writing position descriptions Assign task group members follow-up work with association, conference, ecumenical and community agencies
Meeting with Leaders and Representatives of Committees and Groups within the Church	2¼ to 2½ hours	Identify positions within each committee, organization or group which need written position descriptions Teach the representatives to write position descriptions for their position, group, committee or organization
Third Meeting of the Task Group	30 to 40 minutes	Plan follow-up on meeting with leaders and representatives Review individual work assignments
Individual work by task group members		Secure information from conference, association and ecumenical groups about volunteer ministry opportunities and prepare position descriptions Interview community agencies to secure volunteer position descriptions or necessary information to write position descriptions for these agencies
Fourth Meeting of the Task Group	3 hours or 2 sessions, depending on size of church	Review and revise all position descriptions developed or gathered by the task group Set up filing system Share position descriptions and learnings with any other groups working on the volunteer ministry program Determine next steps for the task group

*This meeting will be omitted if an orientation for task force members has been held as outlined in "Guiding the Church's Volunteer Ministry Program," a booklet in this series.

Planning and Leading Meetings

Suggestions for planning and leading task group meetings:

1. Study the list of materials needed for each meeting and make provision for all supplies and resources.
2. Begin and end the meetings promptly at the announced time.
3. Provide brief group building activities at the beginning of the meetings and a time for reflection and sharing about the meeting at the end.
4. Continually look for ways to relate the work of the task group to ministry using the principles of the volunteer ministry program.
5. Provide a break for each hour or hour and a half of the meeting.
6. At the beginning of each meeting always share the objectives for the meeting and preview the agenda. (It is good practice to outline these on newsprint.)
7. At the end of each meeting, summarize accomplishments, review assignments to be done between meetings and preview the next meeting.
8. Each meeting plan has suggested times stated for each step. It is important to maintain the pace of the meeting to complete the agenda in the agreed-upon time. The task group chairperson should keep in mind that the meeting plans are flexible and feel free to make the needed changes. However, it should be noted that the meetings build on one another, and tasks not undertaken or completed may affect later plans and the work of task groups dealing with other aspects of the church's volunteer ministry program.
9. The size of the task group affects how the group works together. If the task group is only 4-6, then all group work can be done together. If there are more than four members, some group assignments could be done in sub-groups. For example, the personal sharing in each meeting plan could be done in small groups of 2-3 persons.

First Meeting of the Task Group Working on Position Descriptions

Background and Preparation

This is the first meeting of the group selected to work on position descriptions. If the church is using the plan described in the booklet in this series "Guiding the Church's Volunteer Ministry Program" and has held the orientation meeting for task force members,

then this meeting should be omitted and the task group should continue with the second meeting plan which follows.

One member of the group (chairperson) should be selected to plan and lead this meeting. This person will need to be familiar with the introduction to "The

Church and Its Volunteers” a booklet in this series. This person also needs to be familiar with Part I of this booklet, “A Biblical and Theological Perspective on Volunteer Ministry.”

If other groups in the church are working on other parts of the volunteer ministry program (e.g., training, support) the chairperson should be familiar with their plans and be prepared to share them with the task group.

The members of the task group working on position descriptions will understand the concept of *volunteer ministry* and what it means for their church.

The task group members will understand their responsibility and become familiar with the materials in this booklet.

The task group will develop a list of volunteer ministry positions within the local church and those ministry positions filled by members beyond the local church.

Objectives of the Meeting

- A copy of “The Church and Its Volunteers” for the chairperson. It would be helpful if each task group member had a copy.
- A copy of this booklet for each person (optional)
- A copy of the components of a volunteer ministry program found on the inside front cover of this booklet for each task group member or the components displayed on newsprint.

- A copy of the outline of a volunteer ministry position description from “The Church and Its Volunteers” or from Section One of this booklet (pages 13-16) for each member or the information displayed on newsprint
- Newsprint, markers and masking tape

Materials Needed

1½ hours

Time Required

- Welcome, objectives, agenda
- Personal sharing and theological reflection
- Introduction to the components of the volunteer ministry program and to the work of the task group

- Development of a list of volunteer ministry positions
- Worship and closure

Overview of the Meeting

1

The chairperson welcomes members of the task group to the meeting,

expresses appreciation for their attendance, shares the objectives of the meeting and previews the agenda. (5 minutes)

Detailed Outline of the Meeting

2

Each person is asked to reflect on the following question:

What gives you the most satisfaction in your present leadership or volunteer work in the church?

If the group is less than 4-6 persons, each person shares a response to the question. If the group is more than 4-6 persons, divide into small groups for this sharing. (10 minutes)

3

The chairperson leads the group in a discussion of volunteer work as ministry, inviting the members to share how they feel their own volunteer work is ministry and then sharing the definitions of *ministry* and *volunteer ministry* found in the introduction to the booklet in this

series "The Church and Its Volunteers" and on the inside front cover of this booklet. The chairperson may also incorporate materials from Part I of this booklet, "A Biblical and Theological Perspective on Volunteer Ministry." The focus is on ministry within the local church, the wider church and the community. (15 minutes)

4

The chairperson introduces the volunteer ministry program as a way to enable a church to be more caring and supportive of all members engaged in ministry.

The chairperson introduces the components in the volunteer ministry program,

referring to the outline on the inside front cover of this booklet. If the material is not otherwise available, this should be displayed on newsprint.

The chairperson shares work that any other groups may be doing or planning related to any of these components. (10 minutes)

5

The chairperson leads a discussion on volunteer ministry positions using examples from the section on principles in

this booklet. Attention should be given to the volunteer ministry positions in the wider church and community as well as those in the local church. (10 minutes)

6

The chairperson introduces a volunteer ministry position description by referring to the outline from "The Church and Its Volunteers" or the more detailed description from Section One of this booklet (pages 13-16). The outline

should be reproduced or displayed on newsprint. The task group will study this outline in more detail at a later meeting. It is introduced here so the members know what a volunteer ministry position description is when it is mentioned. (10 minutes)

7

The chairperson indicates it is essential to have a complete list of volunteer ministry positions for the task group to use.

Three sheets of newsprint are placed before the group with the following headings:

- In the Local Church
- In the Wider Church
- In the Community

The wider church includes association, conference or denominational volunteer positions and those involvements in ecumenical organizations such as Church Women United, a state council of churches or a community religious organization.

The group identifies ministry positions within the local church, the wider

church and the community in which they are involved. These are recorded on newsprint. The group then identifies additional ministry positions held by other church members in any of the three categories. These also are recorded on the newsprint.

The chairperson indicates these three lists will be used in the next meeting of the task group and all are encouraged to think about additional ministry positions to add to the list at that time. The date, time and place for the next meeting are set. (20 minutes)

8

The chairperson or pastor leads a worship experience recognizing the group's activities in the church as ministry, providing an opportunity for

members to renew their commitment to that ministry and to express their support for one another.

The chairperson thanks the task group members for their attendance and participation in the meeting. (10 minutes)

Second Meeting of the Task Group Working on Position Descriptions

Orientation for task group members has occurred, which introduced the concepts of *ministry* and *volunteer ministry*, and in which group members became familiar with volunteer ministry positions.

A list of volunteer ministry positions has been prepared which identified ministry positions in three categories: in the local church, in the wider church and in the community.

If other groups in the church are working on other parts of the volunteer ministry program (e.g., training, support), the chairperson should be familiar with their plans and the work should be coordinated.

If the church has a mission statement (statement of purpose or covenant), it is used in Step 3. For more information about developing a mission statement see "Developing a Mission Statement," a booklet in this series, *The Ministry of Volunteers: A Guidebook for Churches*. If a group within your church has been working on a mission statement as part of the volunteer ministry program, the new statement should be used.

The task group chairperson or another designated leader plans and leads this meeting.

Background and Preparation

Second Meeting

Objectives of the Meeting

The task group members' understanding of ministry will be deepened.

The task group members will learn to write volunteer ministry position descriptions and become familiar with the principles undergirding the position descriptions.

The task group will develop plans for a meeting with persons doing volunteer

ministry within the local church in order to secure ministry position descriptions for all volunteer ministries within the church.

The task group will develop plans to secure ministry position descriptions for volunteer ministries in the wider church and in community agencies.

Materials Needed

- The church's mission statement, if available, on newsprint
- The three lists of ministry positions previously developed, on newsprint
- A copy of *The Ministry of Volunteers in the National Settings of the United Church of Christ*¹ (optional)
- A copy of Part II, Section One (pages 11-17) for the leader
- A copy of "Interview with Community Agencies" (pages 30-31) for each task group member or the information displayed on newsprint
- Bible for the leader
- Newsprint, markers and masking tape
- Light refreshments (optional)

Time Required

3 hours, 10 minutes

Overview of the Meeting

- Welcome, objectives, agenda
- Personal sharing and theological reflection
- Review of principles
- Practice in writing position descriptions
- Plans for meeting with leaders and representatives of committees and groups
- Plans for securing information about volunteer ministries in the wider church and in the community
- Plans for next two task group meetings
- Reflection and closure

Detailed Outline of the Meeting

1

The task group chairperson welcomes members, shares the objectives for the meeting, and previews the agenda. (5 minutes)

2

The task group chairperson asks the members to think about all the volunteer experiences they have had during

their lives. Persons are invited to share with the group the volunteer experience which provided the greatest personal satisfaction and state why. (10 minutes)

¹Available from Church Leadership Resources, P.O. Box 179, St. Louis, Missouri 63166 for \$2.00.

3

The task group chairperson reviews the meanings of *ministry* and *volunteer ministry* which were studied in the first meeting of the task group.

If the church has a mission statement, it is posted before the group and persons are invited to share personal reactions to it. If the statement was developed or revised in a recent congregational meeting, the group is invited to reflect on that meeting. (10 minutes)

4

The chairperson leads the group in a review of the principles underlying posi-

tion descriptions, using Part II, Section One of this booklet (pages 11-17). (10 minutes)

5

The chairperson posts the list of ministry positions within the local church developed at the last meeting.

Members select one ministry position and practice writing a position descrip-

tion individually or in pairs using the format outlined in the section on principles in this booklet. These are written on newsprint and will be used at a later meeting with church leaders. (20 minutes)

6

The task group reconvenes and each individual or pair presents the written position description. The task group critiques the work and identifies difficulties or problems in writing a position description.

The task group may discover it does not have all the necessary information for a volunteer ministry position description. It also may discover that for some

of the components of the position description nothing is currently being done. For example, there may not be any training or support provided for certain positions.

The task group should work with the position descriptions until each member feels comfortable with his or her understanding of the position description and his or her ability to write one. (30 minutes)

7

Break. (10 minutes)

8

The task group reviews the list of ministry positions within the local church, adds any which are missing and identifies persons or groups who have

the information needed to prepare a position description for each position. For example, past and present moderators could provide the necessary information for the position description for the position of moderator. (10 minutes)

9

The task group develops plans for a meeting of leaders and representatives

from organizations and committees. The purpose of the meeting is for these persons to learn to write ministry

position descriptions in order to provide the task group with completed position descriptions for their positions and the positions in their group. A detailed meeting plan for that meeting follows this plan. The task group reviews the plan for that meeting and makes leadership assignments for it.

The task group sets a date, time and place for the meeting. It decides whom

to invite and makes assignments for contacting and recruiting these persons.

If there are groups working on other components of the volunteer ministry program, the task group should consider inviting representatives from those task groups to the meeting for leaders. This could provide an opportunity for other task groups to secure information needed for their work. (20 minutes)

10

The task group reviews the list of wider church ministry positions previously developed. These are positions within the association, conference and denomination and in ecumenical settings.

The task group decides how to secure additional information about volunteer ministry opportunities in the wider church and how to secure written position descriptions for these positions. Possible ways to secure the information include:

- a. Secure the book *The Ministry of Volunteers in the National Settings of the United Church of Christ*, which provides ministry position descriptions for all national volunteer positions.

- b. Inform the association or conference office of the task group's work and secure any position descriptions which may be available to members of a local church. Secure information about how persons are nominated or appointed for volunteer ministry positions in the association or conference.

- c. Contact ecumenical church agencies (e.g., state council of churches, Church Women United) to see if they provide volunteer ministry position descriptions or information from which descriptions may be written.

Assignments are made to task group members to secure this information. (20 minutes)

11

The task group reviews the list of community ministry positions previously developed. These are positions within community agencies or organizations where ministry can be carried out by church members. The task group may add more positions.

The task group makes plans to secure written position descriptions from as

many of these agencies and organizations as is feasible. The suggested method is to arrange individual interviews with leaders of community agencies and organizations.

The task group reviews "Interview with Community Agencies" (pages 30-31). It decides which agencies to contact and assigns task group members to make the appointments and conduct the interviews according to the interview outline. (20 minutes)

12

The chairperson reviews the actions taken at this meeting and assignments to be done between meetings.

The task group sets the dates and times for the next two meetings. It would be a good idea for the task group to plan to meet for an hour following the meeting

of the church leaders. The task group's next meeting should be three or four weeks after the meeting with leaders. This will give persons time to complete their work on position descriptions. Also

during this period, task group members will be collecting position descriptions from the wider church and from community agencies. (10 minutes)

13

The task group chairperson provides members with an opportunity to reflect on the meeting and share any feelings, learnings or insights.

The task group is reminded of its role in the total volunteer ministry program of the church and that each member's work in the task group is ministry. The chairperson closes the meeting with a Scripture reading and prayer. (15 minutes)

Meeting with Leaders and Representatives of Committees and Organizations to Write Volunteer Ministry Position Descriptions

This meeting is planned and led by the task group working on position descriptions. During this meeting persons will learn to write a position description, write a first draft for the positions they represent and make plans to complete the position descriptions by the date set by the task group. These persons will be encouraged to check out their drafts for completeness and accuracy with others in their organization or others who have held the position.

It is important that the task group give careful consideration to those who are to be invited to participate in this meeting. Everyone currently involved in a volunteer ministry position within the church should be invited to attend the meeting. Committees, organizations or groups in the church may send a representative to the meeting. Several representatives could be invited from organizations with several volunteer ministry positions (such as the church school). It will be helpful to the task group to have as many volunteer ministry positions represented at this

meeting as possible, since the task group is responsible for follow-up contacts with persons and groups not represented at the meeting.

Representatives from other task groups working on components in the volunteer ministry program could be present at this meeting. This would provide them with the opportunity to identify needs related to their tasks and to indicate their availability to assist organizations with those tasks.

There are alternative possibilities for completing volunteer ministry position descriptions. The task group could plan several smaller meetings in which it would give more personalized instruction in writing position descriptions. The task group members could meet individually with persons, groups or organizations to assist them in writing their ministry position descriptions. A meeting may be held just for persons involved in the Christian education program.

The task group will plan to meet for an hour immediately following this meeting. Guidance for that meeting follows as the "Third Meeting of the Task Group on Position Descriptions."

Background and Preparation

Meetings with Leaders

Objectives of the Meeting

Participants will deepen their understanding that the volunteer work they do is ministry and their ministries will be affirmed.

Participants will learn to write volunteer ministry position descriptions and will complete a first draft for their positions.

Participants will make plans to complete position descriptions and return them to the task group by a specified date.

Materials Needed

- Samples of completed ministry position descriptions developed by the task group at its first meeting, displayed on newsprint
- “Part I: A Biblical and Theological Perspective on Volunteer Ministry” (pages 7-9) for the leader
- Bible for the leader
- Hymnals or song sheets
- Newsprint, markers and masking tape
- Light refreshments (optional)

Time Required

2¼ to 2½ hours

Overview of the Meeting

- Welcome, introductions, objectives, agenda
- Theological reflection and personal sharing
- Introduction of volunteer ministry position description format
- Practice in writing volunteer ministry position descriptions
- Critique of volunteer ministry position descriptions
- Plans for completing volunteer ministry position descriptions and offer of assistance
- Worship and closure

Detailed Outline of the Meeting

1
The task group chairperson welcomes everyone, introduces the task group members and members of other task groups if they are present. The chairperson shares the objectives of the meeting and previews the agenda. (5 minutes)

2
The chairperson makes a brief presentation on the meaning of ministry and the Church as the Body of Christ using materials from Part I of this booklet. Several Scripture selections are read, prayers offered and hymns sung. (10 minutes)

3
In small groups of 4-6 persons everyone is asked to share the most exciting experience of their volunteer work in the past month. They reflect and share how they perceive their volunteer work as ministry. (15 minutes)

4

A leader introduces the volunteer ministry position description.

Several samples of position descriptions developed at the task group meeting are

displayed on newsprint. Each component in the position description is reviewed and explained. Members of the group are encouraged to ask questions for clarification. (20 minutes)

5

Persons are asked to develop a ministry position description for themselves and members of their committees or organizations.

Some individuals will work alone on this task. Persons from the same organiza-

tion may work together. Task group members circulate in order to be available to clarify questions and offer assistance when needed.

Persons are asked to place their completed position descriptions on newsprint. (25-30 minutes)

6

Break. (10 minutes)

7

The manner in which this step is facilitated depends on the size of the group and the amount of time available. If the group is small, all persons can share their ministry position descriptions

with the total group for comment, critique and clarification. If the group is too large for this, persons share in small groups of 4-6 persons. Each small group should have a member of the task group present, if possible. (30-35 minutes)

8

The task group chairperson reminds participants of the date by which the task group needs completed position descriptions. Persons are encouraged to check the ministry position descriptions with members of their organization. This will provide the organization an opportunity to develop new procedures for doing some activities which presently are not being done (e.g., training or support) as well as to verify the accuracy of perceptions.

The task group indicates how it will assist individuals and groups in completing the task. In some cases where a large number of ministry position descriptions are to be written (e.g., church school teachers and workers), special arrangements for assistance may be made.

If representatives from other task groups are present, they can share their plans and offer their assistance in helping groups develop their programs. (15 minutes)

9

The task group chairperson or pastor expresses appreciation for the ministry

everyone does for the church. The meeting is closed with a Scripture reading, hymn and prayer. (5-10 minutes).

Third Meeting of the Task Group Working on Position Descriptions

The task group working on position descriptions meets immediately following the meeting with leaders of church organizations and committees. It reviews the meeting, and members share their feelings and perceptions about the meeting. They check plans for any needed follow-up. This includes plans for securing ministry position descriptions for all positions not represented at the meeting. This will be done

most effectively by task group members conducting individual interviews to secure the information for the position descriptions, then writing the position descriptions and testing them for accuracy with the individuals or groups currently in the positions.

The task group also reviews its plan for securing volunteer ministry position descriptions from the wider church and the community.

Interview with Community Agencies

Background and Preparation

The task group working on position descriptions makes personal contact with community agencies to explore mutual interests and needs and to secure position descriptions for volunteer ministries within those agencies. Assignments for these interviews were made at the second meeting of the task group.

Similar interviews may be held with ecumenical agencies and the conference or association.

Prior to the interview, the task force member contacts the community organization and arranges an interview with

the executive director or another staff person. He or she explains mutual interests and needs and the reason for the desired meeting. This should take about ten minutes.

If the agency does not provide written position descriptions, the purpose of the interview will be to gather information so that the task group member can write the position descriptions. It is advisable to arrange to have the position descriptions checked by the agency's staff member when completed.

The interviews and position descriptions are to be completed prior to the fourth task group meeting.

Objectives of the Interview

The representatives of the church and of the agency will explore mutual interests and needs and establish a relationship.

The representative of the church will secure information needed to prepare volunteer ministry position descriptions for the volunteer ministries within the agency or a copy of such descriptions if available.

Materials Needed

- Sample ministry position description form (pages 13-16)
- Notebook and pencil for taking notes

30 minutes for each interview

Time Required

- Introductions
- Explanation of church's purpose
- Receipt of list of volunteer ministry positions
- Sharing of information about volunteer ministry position descriptions

- Arrangements for review of the volunteer ministry position descriptions, if necessary
- Expression of appreciation

Overview of the Interview

1

The task group member introduces himself or herself and explains the

church's purpose in seeking position descriptions of volunteer ministries and how this can be mutually beneficial. (5 minutes)

Detailed Outline

2

The task group member secures a list of all volunteer positions available in the

agency and explores a procedure for church members to be suggested for these positions. (5 minutes)

3

The task group member secures information for position descriptions for volunteer ministry positions in the agency or a copy of written position

descriptions, if available. He or she makes arrangements for having the position descriptions reviewed if they are to be prepared by the interviewer. (15 minutes)

4

On behalf of the church, the task group member expresses appreciation to the

agency representative for his or her time and assistance. (5 minutes)

The information received about available volunteer ministry positions is used to revise the list of community volunteer ministry opportunities.

If the agency provided written position descriptions, these are put into the position description format of the church. If the agency did not provide written position descriptions, the information secured in the interview is used to write a position description for each volunteer ministry opportunity of the

agency. Have the agency contact person review the position description for accuracy according to the arrangements made during the interview.

Follow-Up

Fourth Meeting of the Task Group Working on Position Descriptions

Background and Preparation

The major work on developing volunteer ministry position descriptions has been done prior to this meeting. The meeting with leaders and representatives of committees and organizations has been held. The task group members have followed up on assignments from that meeting as well as on assignments to secure position descriptions from conference, association, ecumenical and community agencies.

The task group chairperson will need to determine whether one meeting will be sufficient to deal with the number of

position descriptions. Depending on the size of the church, two meetings may need to be scheduled.

If other groups in the church are working on other parts of the volunteer ministry program (e.g., training, support), the chairperson should be familiar with their plans and the work should be coordinated. He or she also should be familiar with the Volunteer Ministry Information System as described on pages 62-64. Information from the position descriptions should be shared with the appropriate task groups.

Objectives of the Meeting

The task group members will review and edit the final drafts of all volunteer ministry position descriptions developed and collected to date.

The task group will establish a notebook file system for the ministry position descriptions.

The task group will make plans to share a copy of the volunteer ministry position descriptions with other task groups working on the church's volunteer ministry program.

The task group will determine its next steps.

Materials Needed

- Copies of the volunteer ministry position descriptions being developed, including those from the local church, wider church and community agencies
- Bible for the leader

- Pencils and paper for task group members
- Newsprint, markers and masking tape
- Light refreshments (optional)

Time Required

3 hours. The time needed depends on the amount of work to be done. A large

number of position descriptions may necessitate two meetings.

Overview of the Meeting

- Welcome, objectives, agenda
- Personal sharing
- Review and revision of volunteer ministry position descriptions

- Plans for communication with other task groups, if appropriate
- Plans for next steps
- Reflection on the meeting and worship

**Detailed
 Outline of
 the Meeting**

1

The task group chairperson welcomes the members, shares the objectives of the meeting and previews the agenda. (5 minutes)

2

Each member of the task group is given an opportunity to share what he or she has done since the last meeting of the

task group, what was learned, how he or she felt about the assignment and something to be celebrated about the volunteer ministry program. (15 minutes)

3

Task group members divide the volunteer ministry position descriptions which have come in from the local church. Each member silently reads several

position descriptions and makes notes about accuracy, clarity and completeness. It may be necessary to make some editorial changes or even to rewrite a section of the description. (20 minutes)

4

The task group reconvenes and each member shares the notes and changes made. The task group either agrees to final wording for each volunteer ministry

position description or makes arrangements for more work to be done. If major changes are suggested, these should be shown to the person or group serving in the position. (50 minutes)

5

Break. (10 minutes)

6

The procedures used in Steps 3 and 4 are repeated as the task group exam-

ines and revises volunteer ministry position descriptions from the wider church and from community agencies. (40 minutes)

7

The task group plans to set up a record-keeping system for the volunteer ministry position descriptions. For more information about the whole Volunteer Ministry Information System, see pages 62-66 in Part III of this booklet. Duplicate notebooks are set up: one to be kept in the church office and the other for the task group working on identifying, matching and recruiting. Each notebook is divided into three categories:

- Local Church
- Wider Church
- Community Agencies

The volunteer ministry position descriptions are to be filed in the appropriate category. Arrangements are made for someone to be responsible for filing the descriptions as they are completed.

The task group discusses its learnings about training and support needs in the church and plans how to share this

Fourth Meeting

information with appropriate groups who are working on these components of the volunteer ministry program. (20 minutes)

8

The task group determines its next steps. It needs to consider the following tasks:

- a. Complete volunteer ministry position descriptions for any positions within the local church not already written.
 - b. Be available to write volunteer ministry position descriptions for new ministry positions created within the local church.
 - c. Review the volunteer ministry position description with a person or group who completes a ministry to insure that it is still current and accurate. If a group in the church is responsible for working with persons as they complete ministries, responsibilities need to be negotiated. See the booklet in this series, "Completing Volunteer Ministries" for more information about ways to do this.
 - d. Continue to work at securing additional volunteer ministry position descriptions from association, conference, ecumenical and community agencies. (10 minutes)
-

9

The task group evaluates its experience. Individual members reflect on their learnings and affirm how their work has been ministry.

The task group chairperson concludes the meeting with a Scripture reading and prayer. (10 minutes)

Part III: Identifying, Matching and Recruiting Volunteers

Identifying, matching and recruiting volunteers are three components in a volunteer ministry program which are interrelated and must be viewed and worked on together.

Volunteer ministry position descriptions are key elements in this work. It is assumed that written position descriptions have been prepared by another task group or that the task group working on identifying, matching and recruiting will secure them in some way.

Introduction to Part III

Part III focuses on three tasks. First, attention is focused on members of the church to determine what gifts, abilities, qualities and resources they have to offer to volunteer ministries (identifying). The second task is the sensitive work of helping persons find volunteer ministries that are fitted to them and which will give them a sense of fulfillment and of securing the most capable persons to

carry out the ministry of the church (matching). The third task is to secure the commitment of persons to undertake and carry out specific volunteer ministries (recruiting).

Section One provides the principles underlying these tasks. Section Two outlines specific procedures to guide the task group.

Purpose of Part III

Section One: Principles Underlying the Identification, Matching and Recruiting of Volunteers

How Potential Volunteers Are Identified

In this step the church moves from writing and securing volunteer ministry position descriptions to surveying its members to determine who could best do these ministries. The focus in this step is on persons. The material in Part I of this booklet, "A Biblical and Theological Perspective on Volunteer Ministry," (pages 7-9) should be studied. Several perspectives presented there are particularly important for this step and are summarized below.

1. Each member of the church needs opportunities to engage in ministry. A responsibility of baptism and membership in the church is to be an active, contributing member of the Body of Christ. Not only do members feel this as a responsibility, but their faith creates within them the desire to offer themselves in some form of service or ministry. The church is a primary source for ministry opportunities for its members.
2. Each member of the church has been given gifts of the spirit to use in building the church and in enabling the church to carry out its mission. A large part of understanding one's functional responsibility as

part of the church is to discern what gifts one has to offer.

3. The church needs to discern and affirm the gifts of its members. The church should develop a sensitivity to its members' gifts and work intentionally at enabling its members to discover, claim and offer their gifts for service in the mission of the church.
4. There are times when a person's gifts of the spirit are not easily or immediately recognized by that person or the church. There must be confidence that each person has been given a gift or gifts to be used in strengthening the ministry of the church. A large part of the church's task is to enable persons to recognize the gifts they have been given; to claim them; to undertake a program to develop, refine, and perfect them; and to put them into service.

One of the most crucial steps in an effective volunteer ministry program in a local church is that of matching persons with volunteer ministries, that is, finding the right person for the right ministry. This requires great judgment and sensi-

tivity. In this step the church seeks to be faithful and effective in carrying out its mission while providing its members with opportunities to use the gifts they have been given by God and to find fulfillment and satisfaction through their volunteer ministries.

The initial step in this task is collecting basic information about each church member. It is recommended that the church maintain a file containing the following kinds of information about each member:

1. Volunteer ministries done in the past
2. Present volunteer ministries in the local church, wider church and community
3. Basic interests and concerns
4. Abilities, skills, talents and gifts
5. Factors in life situations which affect availability for volunteer ministry (amount of time available, when available, distance and transportation factors)

It is important to know what church members think they do well. However, what they do well and what they like to do may not always be the same. Do they prefer to work alone or be part of a group? Do they prefer to lead or to follow? Do they like routine, or would they prefer to tackle a challenging new project? It is good to know a person's professional or occupational training and experience. However, it is important not to label a person based on this informa-

tion. A banker may not want to be on the stewardship committee and a public school teacher may not want to teach church school. Some people like to use their primary skills or talents in their volunteer work. Others prefer to be involved in a totally different kind of experience from their daily activities.

There are a variety of ways in which this information can be secured and kept current. To begin a filing system where none has existed is a big job and can be done only over a period of time. Once it has been done for every church member, then it is important to maintain it and keep it up to date. Some churches use a standardized form which members are asked to complete, giving basic biographical information and some of the information suggested above. That is a good way to begin this project. However, the most effective and useful information is secured through a personal interview. While this is a time-consuming procedure, its value cannot be overstated. Persons should be trained to conduct the interviews and record the pertinent information.

There are some opportune times for taking the "identifying" step with certain persons. For example, when new members join the church, information should be collected about them, and they should be considered for volunteer ministry positions. When persons have completed a term of volunteer ministry, their needs and interests should be reviewed and updated and new opportunities offered.

How Potential Volunteers Are Matched with Ministry Positions

When a church has written volunteer ministry position descriptions and basic information has been secured about all or most of the church members, it is

ready to match persons and ministries. A major purpose of this booklet is to enable churches to move beyond the worn-out matching technique of "Who

Matching Volunteers (continued)

is available that we might talk into taking the job?"

The persons within the church who are responsible for matching persons with

ministries need to know something about what motivates people. The following section should be studied and discussed by the persons charged with this responsibility.

Motivation

"How can we motivate people?" is a question often asked by leaders. They want to know why some people volunteer or accept a volunteer position and others do not.

Human motivation is very complex. Many studies have been done to attempt to bring understanding and insight to the questions of motivation. Familiarity with some of the assumptions being made about motivation will enable leaders to better understand the behavior of persons and to be sensitive to ways the leaders of the church can motivate people positively and make volunteer service more fulfilling for them.

Most simply stated, we are motivated by our needs. Hungry people are motivated to seek food. When cold and wet, people seek shelter and dry clothes. If persons feel lonely, they seek out friends. These needs are within the

individual—the need for food, warmth, companionship. These needs within the individual are factors of motivation.

There are also situational factors in motivation. When a group goes out together to eat lunch, one person may not be hungry, but eats because he or she wants to be included in the group activity. An observer would not be able to tell whether the person was motivated by hunger or by a need to belong.

This is a problem in trying to understand motivation. Observing behavior does not always show accurately what is motivating the behavior. Most often there are a variety of factors involved.

With all its complexity, there have been attempts to study motivation and develop general principles or theories. Several of these theories are described here with implications drawn for working with volunteers in the church.

Maslow's Theory of Motivation

Abraham Maslow, a noted psychologist, maintains that there are five basic needs motivating all persons.¹ These are often

illustrated in what is called the *hierarchy of needs*.



¹For more information about this theory see Abraham H. Maslow, *Motivation and Personality*, 2nd ed. (New York: Harper & Row, 1970).

Maslow's five basic needs of the individual may be defined as follows:

1. *Physiological* needs include those things which are necessary for life, such as food, water, air, sleep
2. *Safety* needs include protection from physical harm, assurance of income, continuing employment, security
3. *Social* needs include a sense of belonging to a group, being accepted by other people, having an opportunity to be with others in a friendly atmosphere, being liked
4. *Esteem* needs include having a sense of self-respect, being recognized as a person of worth, feeling worthwhile and productive and being rewarded
5. *Self-actualization* refers to a need to achieve, to develop and use one's potential capabilities and to become a person fully as one was created to be

While all these needs are present and operating in each person all the time, some are more dominant than others in given situations. The basic principle is that the needs at the bottom of the triangle, or hierarchy, must be met to a certain degree of satisfaction before the next higher needs become strong motivators. For example, a person whose physiological needs are not being met (the person without enough food to survive) will not be interested in joining a social group.

Further, a person whose social needs are not being met (the person who is lonely, has no friends or opportunities to be with others) might be motivated to join a task group, but probably will get more out of being with the others in the group than out of the task itself.

It is important to note that a need which has been adequately met is no longer a motivator. Thus, once a person's social needs are being adequately met, that person will not be strongly motivated by an activity promising only social rewards.

What application does Maslow's understanding of motivation have for those working with volunteers? We must be cautious not to oversimplify the use of these principles. Persons are complex beings with a variety of motivational factors affecting them all the time. However, the principles do lead to some general observations and conclusions.

Most of our church members have their physiological and safety needs already met fairly adequately. For many members, the church is a primary place where social needs are met, although in many places it is not the great community social center it once was. As a leader of the church, when talking with people, visiting with them in their homes, listening to what they are saying about themselves, you may detect feelings of loneliness or feelings that they

do not really belong. Here is a clue to respond by exploring ways for those persons to become involved in a group where friendly relationships and a sense of belonging are evident.

On the other hand, some persons are with other people all week, are active in a variety of social groups, have a close circle of friends with whom they are engaged in a variety of activities. To attempt to involve these persons in another group at church which is primarily for socializing will probably be unsuccessful. However, these persons might welcome volunteer positions which challenge their sense of achievement, increase self-confidence and gain the recognition and respect of others.

These are simple illustrations, but they show how leaders in the church can use

Implications of Maslow's Theory

Implications of Maslow's Theory (continued)

a few basic principles to guide their plans. Motivation comes from within and is related to one's own needs. The clearer we can become about the needs a member is seeking to fulfill, the better job we can do, both in helping the member grow through getting human needs met, and in helping the church fulfill its purpose and mission through the volunteer efforts of its members.

A volunteer's motivation will be increased if the volunteer ministry provides a variety of rewards which satisfy a person's social, esteem or self-

actualization needs. The church can make provision for these as much as possible in all its volunteer ministry positions.

Non-monetary incentives, such as participation in decisions affecting one's work are often effective in meeting the higher needs on Maslow's hierarchy. When people have adequately met their basic physiological and security needs, participation offers one of the more effective means of satisfying all three higher levels of the hierarchy.

McClelland and Atkinson's Theory of Motivation

David McClelland and John Atkinson have identified three motives affecting a person's behavior related to work settings: the need for *achievement*; the need for *power*; and the need for *affiliation*.²

Persons who have a basic need for achievement are concerned with doing their personal best; they like to take personal responsibility; they will work on a task alone in order to make a unique accomplishment; they are concerned about performance and want it to be excellent or, at least, always improving.

Persons who have a basic need for power have a concern to impact or

influence others. These persons are concerned about their reputation or position; they like to direct the activities of others and, therefore, usually function well as chairpersons or as officers of committees or groups.

Persons who have a basic need for affiliation enjoy being with mutual friends and others. These persons are concerned with being liked and accepted; they need warm and friendly relationships and interaction with others. Their first concern about a job is whether it will offer an opportunity to be with others in a friendly or social setting.

Implications of McClelland and Atkinson's Theory

There are several ways in which this understanding of motivation can be applied to the church's task of matching persons and ministries.

It is possible to use these concepts to analyze a ministry position and to determine whether a person motivated by achievement, power or affiliation would be most likely attracted to it. For example, the position of moderator or chairperson of the official board would probably be of more interest to a power-motivated person. On the other hand, an affiliation-motivated person

might be more interested in being a greeter than in being a librarian who would spend many hours alone cataloging books.

Another implication is that persons with different basic motivation drives will function quite differently in the same specific volunteer ministry. For example, a person motivated by affiliation and serving as a church school superintendent will most likely spend a lot of time visiting classrooms, talking with teachers, planning meetings which have time for nurturing friendships. An

²For more information about this theory see chapter two of *Motivation and Organizational Climate*, eds. George H. Litwin and Robert A. Stringer, Jr. (Boston: Harvard University Press, 1968).

achievement-motivated person serving as church school superintendent will probably spend time studying new curriculum materials, planning teacher training sessions and being concerned about enrollment and attendance statistics. A power-motivated person serving as church school superintendent will probably spend time leading training sessions for teachers, advocating a particular curriculum and offering new ideas about

how to improve the church school and secure more teachers.

This theory emphasizes the need to be sensitive to matching persons with ministries. Judgment must be used about what kind of persons the church needs in a particular ministry and about where a particular person can make the greatest contribution and derive the greatest personal satisfaction.

Frederick Herzberg identified five factors which motivate persons in a work setting—either paid or volunteer.³ The strength of a motivator may vary from person to person or from time to time for the same person. One or more are present when a person feels motivated.

1. *A sense of achievement* motivates. Persons want to see results. They like to know what is expected and what the goals of the job are. They set high standards for personal performance.
2. *Recognition of a person's accomplishments* motivates. Persons want to know that their efforts make a difference to the organization and that they are appreciated.

3. *Challenging work* motivates. People want to know that what they do is significant. Dull, repetitive or "busy" work is not motivating.
4. *Increased responsibility* motivates. Often an increase in responsibility is met by an increase in motivation. Persons who do their tasks well may no longer continue to be motivated by the same task.
5. *Growth and development* motivate. Persons often are motivated by jobs that offer opportunities for personal growth and development of knowledge and skill.

Herzberg's Theory of Motivation

Let volunteers know what the goals of their ministries are and provide support for them so the goals can be achieved. When goals are met and ministries are performed well, express appreciation, both publicly and privately. When persons sense that they are being taken for granted, they are likely to become discouraged and lose interest in the ministry. Volunteers need to know that their ministries will make a difference to the church and to the lives of people around them.

As volunteers have experience in a position, move them from a position of

committee member to chairperson or church school teacher to department coordinator or teacher trainer. This will be viewed as recognition and a reward. Otherwise there is the possibility that volunteers will feel ignored, overlooked and unappreciated. Training which provides volunteers an opportunity to learn new skills, gain a new sense of self or enhance their understanding of spirituality will enable the church to be seen as a place where personal fulfillment takes place.

Implications of Herzberg's Theory

³For more information about this theory see Frederick Herzberg, *Work and the Nature of Man* (New York: New American Library, 1973).

The Motivation of Christian Commitment

In addition to the motivational theories of social scientists and psychologists, for Christians the most important motivation is their personal faith commitment. Belief and values affect motivation. The gratitude felt for the way God works in our lives and the sense of calling we have to proclaim the gospel and engage

in acts of love, mercy and compassion energize us for our volunteer ministries.

A recent study of church volunteers showed that the two most important motivational factors were concern for the larger community and its welfare and the opportunity volunteering gave for expressing and acting out personal faith.

Goodwill Study of Volunteers

There are a variety of motivational factors at work in the lives of persons. A recent study by Goodwill Industries reported the following are frequently stated as reasons for volunteering.⁴

1. The desire to use special knowledge and skills
2. The need for a sense of security that results from feeling one's life has purpose, meaning and significance
3. The need to be part of activities that have neighborhood, community, regional or national importance
4. The desire to help others
5. The desire for recognition and status
6. An interest in learning new skills and participating in enjoyable and rewarding activities
7. The desire to gain visibility and skills that will help advancement in employment and social arenas
8. The need to use leisure time actively to reduce loneliness, isolation and pressure

Further Implications

In addition, those responsible for the church's volunteer ministry program need to recognize that every person is unique, has distinctive needs and must be treated as an individual with a personal faith commitment and sense of call.

Needs, and thus motivations, change from time to time. It is important to clarify needs at the beginning of a volunteer's ministry.

It is equally important to make periodic checks during the ministry because situations change. Persons may be satisfied with routine, unchallenging ministries for a time due to limitations of time, family responsibilities, lack of self-confidence or a sense of duty. But their desires for ministry may change as more time becomes available, the minis-

try becomes dull, or self-confidence improves. Persons should not be pigeon-holed or stereotyped once and for all.

The matching of persons with ministries cannot be done with great precision. Matching persons with ministries deals with impressions and intangibles. Except in rare cases, a person should not be designated for only one ministry. Every person in the church can probably be matched with a variety of ministries, both within the church's overall ministry and in ministries beyond the local church. It is a good idea to choose several potential ministries for each person and then engage that person in a conversation about which ministry would be most attractive and challeng-

⁴Stanley Levin, *Volunteers in Rehabilitation* (Goodwill Industries of America, 1973), p. 13.

ing, and at the same time meet a need of the church or community.

In analyzing some of the ministries or positions in the church, it may be discovered that a ministry is not needed nor worth doing. Maslow has said,

“What’s not worth doing, isn’t worth doing well.” Consider each ministry to see whether it needs to be modified in order for it to be worthwhile to the volunteer and to the church. Some ministries may need to be eliminated.

There will be occasions when there is not a suitable ministry to meet the interest, talent or commitment of a particular person. Four alternatives in this situation are:

1. Use this as an opportunity to explore the initiation of a ministry. This is the most creative, and often the most productive, solution. Encourage and assist the person in developing a ministry within the church or community which currently does not exist. For example, a conversation with a new member might reveal that he or she had been a leader of a senior citizens’ center in a community where he or she previously lived. This person has a real interest and enthusiasm for this type of ministry. The church or community does not have a senior citizen program and the person is challenged to consider leading in the determination of the need for such a program, and,

if the need is discovered, to plan and organize the program.

2. Refer the person to a community volunteer coordinating agency which may be able to find an appropriate volunteer ministry.
3. Attempt to match the person to a ministry for which he or she may not be totally suited or interested. This may require special training and a generous amount of support and assistance.
4. Decide there is no appropriate place at present for the person and do not offer a volunteer ministry position. This should not be done until all options have been explored.

When There Seems to Be No Match

Whether or not a position is found, assist the person to see the many opportunities in all of life’s settings to do Christian ministry, even though it might not be a formal volunteer ministry position.

How Volunteers Are Recruited

If the work on volunteer ministry position descriptions and identifying and matching has been done effectively and thoroughly, the church is ready for the actual recruitment of persons for ministry positions. The most effective procedures are:

1. A member of the task group talks with the potential volunteer and shares two kinds of information:

the volunteer ministry position descriptions which the task group has tentatively matched with the person and the reasons the task group selected this person for these ministries.

2. The person, after reviewing the volunteer ministry position descriptions and hearing the reasons he or she has been selected, indicates

How Volunteers Are Recruited (continued)

willingness to accept one of the offered ministries or declines the invitation.

3. If the person accepts the ministry position, then the next steps are worked out.

The recruitment conversation or interview is crucial to this step. This conversation should be done face-to-face by a person knowledgeable about the ministry positions being offered. The conversation should be very specific and realistic about the ministries. The thoroughness of the previously prepared volunteer ministry position descriptions is crucial for this to be done effectively.

It may not be possible to have recruitment interviews with everyone being considered for every ministry position in the church. Some positions are relatively more demanding and complex than others. The task group needs to decide its capacity for conducting interviews and then decide those positions for which it can conduct interviews and which have priority.

Persons are often recruited individually for ministries. However, it is also possible to work with groups in the recruitment process. The principles remain the

same, with the individual interview becoming a group interview. For example, ten or twelve persons might be invited to a gathering at which time a number of volunteer ministry position descriptions are shared. The persons could then be engaged in a reflection process in which they identify their own interests and skills in relation to the ministries and receive feedback from others about how they are seen in relation to the ministries. Thorough negotiations and decisions could result in some or all the persons present selecting ministries they would be willing to accept.

Recruiting is often a complicated step in the volunteer ministry program of the church because it, along with the identifying and matching, is going on at various times during the year. The more this is seen as a unified task and is coordinated by a central task group or committee, the stronger the volunteer program will be.

For ministries beyond the local church, the church's primary responsibility is to refer the names of potential volunteers to the group or agency administering the volunteer program which then recruits its own volunteers.

Section Two: Procedures for Identifying, Matching and Recruiting

This section of procedures is a guide to the group responsible for identifying, matching and recruiting volunteers for the church. This group will be referred to as a task group. Careful thought should be given to deciding who should be a member of the task group and how they should be recruited.

Depending on the number of persons in the church and the positions to be filled, other people may need to be recruited to help the task group during some steps.

“Guiding the Church’s Volunteer Ministry Program,” a booklet in this series, describes a comprehensive system for the total volunteer ministry program. It is led by a team and four task forces, including a Task Force on Identifying, Matching and Recruiting. This section of procedures does not assume the team and task force plan is being used. However, the church which uses that plan or an adaptation of it will find that this section of procedures may be used easily by the Task Force on Identifying, Matching and Recruiting. The sample volunteer ministry position description for a task force member contained in that booklet may be particularly helpful as you begin this section.

The materials contained in this section are designed primarily for a church beginning a volunteer ministry program and provide procedures to establish an

information gathering, storing and retrieval system. Once the volunteer ministry program is in operation, the materials in this section can be used to review and to maintain current and updated information.

A person needs to be designated as leader or chairperson of the task group. This person should be familiar with all the materials in this booklet and have a broad understanding of all components of the volunteer ministry program. This person should consult with the pastor or another resource person (e.g., conference staff person) if questions arise which cannot be resolved. This person should have a clear understanding of the meaning of *volunteer ministry* as used in this booklet.

At several points, the task group members need copies of a portion of this booklet. You may choose to provide a copy of the booklet for each task group member rather than to make copies of portions of it.

This section calls for several data gathering instruments to be used by the task group. Most office supply stores carry 5" x 8" index cards and inexpensive boxes in which they can be filed. The forms and cards can be mimeographed. Commercial printers can provide better quality. If typed material of good quality is provided, fast copy services are relatively inexpensive and of good quality.

This section contains detailed instructions for the following activities to be carried out by the task group working on identifying, matching and recruiting.

Activities Outlined in This Section

Activity	Time	Purpose
First Meeting of the Task Group*	1½ hours (less if task group is same as the position description task group)	Orient the task group to its work
Second Meeting of the Task Group**	2½ to 3 hours	Study theories of motivation Develop a Volunteer Ministry Questionnaire Assign follow-up work to members
Third Meeting of the Task Group	2½ hours	Develop plans for administering the Volunteer Ministry Questionnaire to church members Evaluate a ministry information system and decide on a filing system
Fourth Meeting of the Task Group*** (This meeting follows the completion of the ministry position descriptions.)	3¼ to 3½ hours	Study completed Volunteer Ministry Questionnaires and completed ministry position descriptions Learn to match persons with ministry positions Study principles of recruitment and practice recruitment interview Make plans for completing work on matching and recruiting, and develop a recruitment schedule
Recruitment as necessary through the year		Fill ministry positions that become vacant
Occasional task group meetings		Coordinate task group activities and plans
Task group meeting near the end of the first year of the program		Establish permanent procedures for keeping information accurate and updated

*This meeting will be omitted if an orientation for task force members has been held as outlined in "Guiding the Church's Volunteer Ministry Program." It will be considerably shortened if the task group is composed of the same people as the task group on position descriptions.

**The task group could consider combining its second and third meetings into one longer meeting with a meal. The meeting plans could be easily adjusted to accommodate this modification.

***The length of the task group's fourth meeting will vary depending on the size of the church and the number of volunteer ministry position descriptions and volunteer ministry questionnaires completed.

First Meeting of the Task Group Working on Identifying, Matching and Recruiting

This is the first meeting of the task group selected to work on identifying, matching and recruiting volunteers for the church. If the church is using the plan described in the booklet in this series, "Guiding the Church's Volunteer Ministry Program" and has held the orientation for task force members, this meeting should be omitted and the task force should continue with the second meeting plan which follows.

One member of the task group (chairperson) should be selected to plan and lead this meeting. This person should have a clear understanding of the church's volunteer ministry program and what will be expected of this task group. The chairperson is expected to

present the principles from Part III, Section One (pages 36-44), except for motivation, to the group during this meeting.

If other task groups are working on components of the volunteer ministry program (e.g., position descriptions or training), the chairperson should be familiar with their plans and be prepared to share them with the task group.

If the same persons who compose the task group on position descriptions make up this task group, this orientation session can be shortened because it duplicates steps 1-5 used in the orientation of the task group on position descriptions.

Background and Preparation

Members of the task group will understand the concept of *volunteer ministry* and what it means for the church and for their work.

Members of the task group will understand their responsibility and become

familiar with the materials in this booklet.

Members of the task group will understand the components of the church's volunteer ministry program and what will be expected of them.

Objectives of the Meeting

- A copy of "The Church and Its Volunteers," a booklet in this series, for the chairperson
- A copy of the components of a volunteer ministry program for each member of the task group, or the material displayed on newsprint. The list of components is found on the inside front cover of this booklet.

- A copy of the Sample Volunteer Ministry Questionnaire (pages 50-54) for each member of the task group
- A copy of the activities of the group (page 46) on newsprint
- Newsprint, markers and masking tape
- A copy of this booklet for everyone (optional)

Materials Needed

1½ hours or less

Time Required

First Meeting

Overview of the Meeting

- Welcome, objectives, agenda
- Personal sharing and theological reflection
- Introduction to the components of the volunteer ministry program and to the work of the task group
- Distribution of Sample Volunteer Ministry Questionnaire to be completed by the next meeting
- Worship and closure

Detailed Outline of the Meeting

-
- 1**
- The chairperson welcomes members of the task group to the meeting,
- expresses appreciation for their attendance, shares the objectives of the meeting and previews the agenda. (5 minutes)
-
- 2**
- Each person is asked to reflect on the following question:
- What gives you the most satisfaction in your present leadership or volunteer tasks in the church?
- If the group is less than 4-6 persons, each person is asked to share a response to the questions. If more than 4-6, the group breaks into smaller groups for this sharing. (10 minutes)
-
- 3**
- The chairperson leads the group in a discussion of volunteer work as ministry, first inviting the members to share how they feel their own volunteer work is ministry and then sharing the definitions of *ministry* and *volunteer ministry* found in the introduction to the booklet in this series, "The Church and Its
- Volunteers" and on the inside front cover of this booklet.
- The chairperson may also incorporate materials from "A Biblical and Theological Perspective on Volunteer Ministry" (pages 7-9). The discussion should refer to ministry within the local church, the wider church and the community. (15 minutes)
-
- 4**
- The chairperson introduces the volunteer ministry program as a way to enable a church to be more caring and supportive to all members engaged in ministry.
- The chairperson introduces the components in a volunteer ministry program referring to the outline found on the
- inside front cover of this booklet or displaying them on newsprint.
- The chairperson shares work that any other task group is doing or planning related to any of the components.
- The chairperson outlines the task of the group dealing with identifying, matching recruiting. (10 minutes)
-
- 5**
- The chairperson places the outline of activities of the task group on newsprint and reviews the steps involved.
- The chairperson reviews all the principles in Part III, Section One of this
- booklet except the material dealing with motivation which will be introduced at the next meeting of the task group.
- Under the guidance of the chairperson, the group should schedule its meetings and activities and record them on

newsprint. Each member is given a copy of the Sample Volunteer Ministry Questionnaire and is asked to complete it before the next meeting. (40 minutes)

6

The chairperson or pastor leads a worship experience which provides a way for members of the group to affirm their activities in the church as ministry,

to renew their commitment to that ministry and to express their support for one another.

The chairperson thanks the participants for their attendance and participation in the meeting. (10 minutes)

Note to the Reader

The Sample Volunteer Ministry Questionnaire which begins on the next page may be photocopied for members of the total group. It will need to be adapted later if a questionnaire is to be used with other volunteers.

You are given a choice in the personal preference portion of the questionnaire. Either page 52 or page 53 should be used.

Sample Volunteer Ministry Questionnaire

A. General Information

Name _____ Telephone _____

Address _____

Age Range: ___ Under 20 ___ 20-30 ___ 31-45 ___ 46-55 ___ 56-65 ___ Over 65
zip

Work Experience/Special Training/Hobbies _____

B. Volunteer Experience

	Our Church	Other Churches, Conference Denomination, Ecumenical	Community
Past Approximate Dates			
Present Length of Commitment			

My volunteer experiences have been most satisfying because _____

My volunteer experiences have been least satisfying because _____

C. Skills, Abilities, Talents which I feel I have or which others have indicated they see in me. Underline those you have yet to use in a volunteer ministry.

D. Issues about Which I Am Concerned

In our church

In our community

In our denomination

In our world

E. Interests Place a check beside those volunteer opportunities you would like to know more about.

Our Church

Administration

- Official board
- Moderator
- Elder
- Deacon
- Trustee
- Choir
- Organist/pianist
- Choir director
- Assist in church office

Christian Education Program

- Teaching children
- Teaching youth
- Teaching adults
- Teacher training
- Christian education committee
- Vacation church school
- Administration
- Bible study group
- Adult discussion group

Committees/Task Forces

- Stewardship
- Evangelism
- Budget
- Mission
- Music
- Social concerns
- Nominating
- Worship
- Pastoral relations
- Leadership development
- Property

Volunteer Ministry Program

- Ministry of volunteers team
- Task force on position descriptions
- Task force on identifying, matching & recruiting
- Task force on training
- Task force on support and completion

Fellowship Groups

- Women's group
- Men's group
- Senior citizens' group
- Youth group
- Couples' group
- Singles' group
- Every-Member canvass
- Hospital/Shut-ins
- New members
- Inactive members

Conference, Association, Denomination, Ecumenical

Conference/Association

- Board of directors
- Education committee
- Mission committee
- Social concerns committee
- Youth committee
- Leadership training committee
- Evangelism committee
- Stewardship committee
- Delegate to conference/association annual meeting

United Church of Christ National Opportunities

- General Synod delegate
- Member of national agency board of directors. Preference: _____
- A.D. Magazine representative
- Summer Voluntary Service Program
- One Year Voluntary Service Program
- Overseas Voluntary Service Program

Ecumenical

- Represent our church in local ecumenical groups or activities
- Council of churches

Community

- United Fund
- Scouts
- Red Cross
- Hospital
- Child welfare
- Drug, alcohol abuse program

Other _____

F. Personal Preferences

Check all statements which you believe apply to you. This information will help the church decide what kind of volunteer ministry might be of interest to you.

1. I prefer to work alone
2. I prefer to be a leader
3. I prefer simple, routine tasks
4. I prefer informal fellowship
5. I prefer to do whatever is needed
6. I prefer to work with people I know well
7. I prefer a lot of responsibility
8. I prefer to be known as skillful and intelligent
9. I prefer to be liked by others
10. I prefer a job that does not require much preparation
11. I prefer to see concrete results from my work
12. I prefer to work on a small task or problem
13. I prefer a job where I can witness to my faith
14. I prefer a job which will strengthen the church
15. I prefer to know what is expected of me
16. I prefer to be part of a group
17. I prefer to be a follower
18. I prefer challenging new projects
19. I prefer a task group with a clear assignment
20. I prefer to do a job that is important and respected
21. I prefer an opportunity to meet and get to know new people
22. I prefer only a little responsibility
23. I prefer to be known as friendly and caring
24. I prefer to achieve something significant
25. I prefer a job I can prepare for by reading and doing homework
26. I prefer to maintain smooth and harmonious relationships
27. I prefer to tackle large problems facing the community and world
28. I prefer a job which will be appreciated by my closest friends
29. I prefer a job which will make my community a better place for the powerless and disadvantaged
30. I prefer to try new things and redesign the job to fit me

F. Personal Preferences

The following chart asks you to express your preferences in relation to two choices. You are asked to mark on the line (a continuum) to indicate which of the two choices is your preference and how strong that preference is. This information will help the church decide what kind of volunteer ministry you might prefer.

Example: When asked to become a volunteer in the church or community I prefer:

to be a leader _____ | _____ X _____ to be a follower

This person has a relatively strong preference for being a follower and therefore probably would prefer being a member of a committee rather than the chairperson of the committee.

If you are attracted to both choices equally, then mark the line in the middle. Please note that not all choices are opposites. You are asked to place only one mark on each line.

When asked to become a volunteer in the church or community I prefer:

to work alone _____	_____ to be part of a group
to be a leader _____	_____ to be a follower
simple, routine tasks _____	_____ challenging new projects
an informal fellowship _____	_____ a task group with a clear assignment
to do whatever is needed _____	_____ to do a job that is important and respected
to work with people I know well _____	_____ an opportunity to meet and get to know new people
much responsibility _____	_____ little responsibility
to be known as skillful and intelligent _____	_____ to be known as friendly and caring
to be liked by others _____	_____ to achieve something significant
a job that doesn't require much preparation _____	_____ a job I can prepare for by reading and doing homework
to see concrete results _____	_____ to maintain smooth and harmonious relationships
to work on a small task or problem _____	_____ to tackle large problems facing the community and world
a job where I can witness to my faith _____	_____ a job which will be appreciated by my closest friends
a job which will strengthen the church _____	_____ a job which will make my community a better place for the poor and disadvantaged
to know what is expected of me _____	_____ to try new things and redesign the job to fit me

G. Availability

Times I am most available for
volunteer ministry

- Morning
- Afternoon
- Evening
- Saturday
- Sunday

Transportation needs? (describe)

Child care needs? (describe)

Other factors that need to be con-
sidered which affect the time I have
available:

**H. Interest I Have in Volunteer
Ministry**

- Very much
- Some
- Not sure
- None

I. Other Comments

Second Meeting of the Task Group Working on Identifying, Matching and Recruiting

Orientation for task group members has occurred which has introduced the concepts of *ministry* and *volunteer ministry*, and has familiarized group members with some of the principles of identifying, matching and recruiting.

If other groups in the church are working on other parts of the church's volunteer ministry program (e.g., position descriptions) the chairperson should be familiar with their plans and be prepared to share them with the task group.

The task group chairperson or another designated leader plans and leads this meeting. The leader will be responsible for presenting ideas on gifts of the Spirit from "Part I: A Biblical and Theological Perspective on Volunteer Ministry" (pages 7-9) and the theories and implications of motivation (pages 38-43).

Each task group member has been provided a copy of the Sample Volunteer Ministry Questionnaire in advance and brings the completed questionnaire to this task group meeting.

Background and Preparation

The task group members will deepen their understanding of ministry and the biblical foundations undergirding their work.

The task group members will develop a working knowledge of the theories of motivation and their application to the task group's work.

The task group will decide on a questionnaire for collecting information needed by the task group, or an alternative way to secure and record information about members that can be used in matching.

The task group will make assignments and complete plans for the next task group meeting.

Objectives of the Meeting

- Sample Volunteer Ministry Questionnaires completed by the task group members
- A copy of Part III, Section One, "Principles Underlying the Identification, Matching and Recruiting of Volunteers" (pages 36-44) for each member

- Bible for the leader
- Newsprint, markers and masking tape
- Light refreshments (optional)

Materials Needed

Second Meeting

Overview of the Meeting

- Welcome, review, objectives, agenda
 - Theological reflection, personal sharing and worship
 - Study of motivation theories
 - Practice in interpreting motivation
 - Decision on Sample Volunteer Ministry Questionnaire
 - Plans for next meetings and assignments
 - Reflection on meeting and closure
-

Detailed Outline of the Meeting

1

The task group chairperson welcomes the task group members and expresses appreciation for their work on this important ministry task.

The chairperson reviews what the task group accomplished when it met previously, shares the objectives for this meeting and previews the agenda. (5-10 minutes)

2

The task group chairperson reads Romans 12:1-8 and shares some thoughts about gifts of the Spirit from Part I of this booklet, "A Biblical and Theological Perspective on Volunteer Ministry."

Each person is invited to read the summary found on pages 36-37. The group discusses how it will use those principles in its work with the church. Prayer is offered for the ministry of the task group, the ministry of the church and the ministry of all members. (10-15 minutes)

3

The task group chairperson leads a discussion of motivation. (Background information is found in Part III, Section One, pages 38-43, of this booklet.)

The task group's work on matching and recruiting depends on a basic understanding of what motivates people for their volunteer ministries. There are several ways this material can be studied. One process to use is:

- a. Each person reads the introduction to motivation and the theory and implications of Abraham Maslow (pages 38-40).

The group shares insights and perceptions gained from the reading, raises questions with one another and tries to think of personal experiences which illustrate the theory.

- b. The task group repeats the process for the motivation theory of McClelland and Atkinson (pages 40-41).

The task group compares and contrasts the two motivation theories. For example, the need for affiliation probably points to the same thing that Maslow identifies as social needs.

- c. The task group repeats the process for Herzberg (page 41) and compares and contrasts this theory with the previous two motivation theories. For example, Herzberg and McClelland and Atkinson emphasize achievement as a motivator.

- d. The group repeats the process for Christian commitment as motivation and for further implications (pages 42-43). (35-40 minutes)

4

Each person has completed the Sample Volunteer Ministry Questionnaire prior to this meeting. Each person silently

reviews his or her responses on the questionnaire, thinking about what the responses indicate about his or her motivation. Notes can be jotted down. (10 minutes)

5

Break. (10 minutes)

6

The group exchanges questionnaires so everyone is reading another person's questionnaire. If time permits, all questionnaires are shared with everyone.

Keeping in mind the motivation theories, the reader attempts to reach some conclusions about what motivates the person described in the questionnaire. (10-15 minutes)

7

Readers share insights and perceptions with the group about what motivates each person whose questionnaire they have read, making reference to the motivation theories.

Persons respond to the readers and share perceptions of their own motivation.

The task group discusses whether or not the questionnaire helps them to know what ministries would be appropriate for a person. (25-30 minutes)

8

The task group chairperson leads a discussion about using the questionnaire or a similar form to collect information that will help the task group match and recruit persons for ministries.

Using questionnaires is a sensitive issue in some churches, as some persons feel it is inappropriate or even an invasion of privacy. The task group should consider these feelings in deciding whether or not to develop and use a questionnaire.

If the task group decides not to develop a questionnaire, time should be devoted to determining how to secure information about members which will be useful to the task group when matching persons with volunteer ministry positions.

If the task group decides to develop and use a questionnaire, it may begin with the sample questionnaire in this booklet and revise it for its own situation. The sample questionnaire is probably too long for most churches. The task group should go through the questionnaire section by section, noting what kinds of information each section provides and how that information may be valuable to the matching task. The task group should eliminate, modify or add information as necessary. It is important for the task group to create its own questionnaire rather than using the one in the booklet without altering it.

When the task group has reached general consensus about the questionnaire, it is given to one or two members to refine, complete and bring to the next task group meeting. (25-30 minutes)

9

The task group chairperson reviews the remaining work of the task group. The group schedules its next meetings and makes assignments as follows:

a. Task group meetings

The third task group meeting will focus on how to use the questionnaire and will make plans to administer it (or whatever information gathering system has been decided upon).

The fourth task group meeting will focus on matching persons with ministry positions, beginning actual matching, learning how to conduct recruitment interviews and making recruitment plans.

b. Task group assignments prior to the next meeting

One or two persons will finish work on the volunteer ministry questionnaire and make arrangements to have enough copies produced for the entire church. If another plan was decided upon, they will do further work on refining that information gathering system.

The task group chairperson will contact the task group working on position descriptions to determine when the volunteer ministry position descriptions will be complete and ready for use. (10 minutes)

10

The task group chairperson provides an opportunity for reflection on the meeting, asking the following questions and noting responses on newsprint:

- a. What did we accomplish in this meeting?
- b. What contributed to our having a good meeting?
- c. What would make our meetings more effective?

The chairperson asks but does not record responses:

- a. How do you feel about our meeting?
- b. Does it seem that what we are doing is ministry?

The chairperson reads Romans 8:37-39 and closes with prayer. (10 minutes)

Third Meeting of the Task Group Working on Identifying, Matching and Recruiting

At the last task group meeting one or two persons were assigned the responsibility of completing a volunteer ministry questionnaire and making arrangements to have copies made. Those persons should report to the task group at this meeting. If an alternate plan was decided upon, an update on it should be reported at this meeting.

The task group chairperson should be very familiar with the volunteer ministry information system proposed in this meeting plan and be prepared to explain its purpose, how it would be used, and what would be required of the task group if it decided to use it.

The chairperson should be prepared to talk about the mission of the church using Part I of this booklet as the basis.

If the church has a mission statement (statement of purpose or covenant), it is used in Step 2. For more information about developing a mission statement see "Developing a Mission Statement," a booklet in this series, *The Ministry of Volunteers: A Guidebook for Churches*. If a group within your church has been working on a mission statement as part of the volunteer ministry program, the new statement should be used.

Background and Preparation

The task group members will deepen their understanding of ministry.

The task group will adopt the final draft of a questionnaire and make plans to administer it to all church members or to implement an alternate plan.

The task group will examine a proposed volunteer ministry information system, decide how information will be filed for easy access and make plans for setting up a filing system.

Objectives of the Meeting

- The church's mission statement, if available, displayed on newsprint
- Bible for the leader
- Newsprint, markers and masking tape
- Light refreshments

A copy of the following for each task group member, or the information displayed on newsprint:

- Volunteer Ministry Information System Sheet (pages 62-64)
- Sample Ministry Position Card (page 64)
- Sample Personal Information Card (pages 65-66)

Materials Needed

Third Meeting

Overview of the Meeting

- Welcome, objectives, agenda
 - Theological reflection and personal sharing
 - Decision about a questionnaire
 - Exploration of options for administering the questionnaire
 - Exploration of options for setting up a volunteer ministry information system
 - Planning strategies for administering the questionnaire
 - Planning strategies for setting up a filing system
 - Review, reflection on the meeting, worship
-

Detailed Outline of the Meeting

1

The task group chairperson welcomes the group, shares the objectives for the meeting and previews the agenda. (5 minutes)

2

The chairperson has placed the church's mission or purpose statement, if one is available, on newsprint and the task group reads it together.

The chairperson shares material from the brief section "The Mission of the Church" in Part I of this booklet, "A

Biblical and Theological Perspective on Volunteer Ministry,"(page 7).

The task group reflects and shares similarities between the mission statement and "The Mission of the Church."

The chairperson reads Ephesians 4:11-16 and leads a prayer for the Body of Christ and all who are members of it. (10 minutes)

3

Those persons responsible for completing the work on a volunteer ministry questionnaire share copies of the completed form with the task group. It is discussed and any final modifications are made. Plans are discussed for

having copies made and information about when the forms will be available for distribution is shared.

If an alternate plan to the volunteer ministry questionnaire was developed, it is reviewed at this time. (15 minutes)

4

The task group must decide how to use the questionnaire to secure the information from as many church members as possible. The group should list possible ways to do this. The following is a beginning list:

- a. The task group makes appointments and conducts personal interviews with church members. While

this is time-consuming, it is the most effective way of securing the information. It expresses interest in the person. It permits questions about the questionnaire (or other form) to be answered and gives the task group member a better understanding of the persons, which will be valuable during the matching step.

If the task group chooses this method, it might consider recruiting additional persons to assist with the interviews, particularly in a large church. A group of persons could be invited to a meeting at which they are interviewed with the understanding they will be responsible for interviewing a certain number of persons themselves.

- b. The questionnaire could be mailed to every church member with the request it be completed and returned to the church office.

If this method is selected, the task group will have to plan follow-up with persons who do not return the questionnaire.

- c. Members of the church could be requested to remain for a few minutes following Sunday morning worship to complete the questionnaire.

Follow-up for those members not present will have to be planned.

- d. The task group could ask all groups and committees in the church to allow time during one of their regular meetings to complete the questionnaire and turn it in. Follow-up would have to be planned for persons not serving on committees or as members of groups, as well as for persons not present at the meetings.

- e. Several of the above methods could be combined. The first step could be a combination of Steps c and d. Then the questionnaire could be mailed to those who did not complete it either after church or in a meeting. Finally, all who had not completed the questionnaire could be personally visited.

The task group decides which option it will choose. The specific details for implementing the procedure will be worked out later in this meeting. (20 minutes)

5

The task group is introduced to the volunteer ministry information system (pages 62-66). Each person reads the introduction to the system and studies the two cards: personal information card and ministry position card.

The task group chairperson explains the purpose of the volunteer ministry information system, describes how it could

be used and what will be required of the task group.

The task group discusses the strengths and weaknesses of instituting the system. It explores alternatives for filing information and having it accessible when needed. The task group decides which alternative it wants to develop. The specific details for implementing the system will be worked out later in this meeting. (25 minutes)

6

Break. (10 minutes)

7

The task group divides into two sub-groups to work on the two assignments. One develops a strategy to administer

the volunteer ministry questionnaire or the alternate plan. The second plans a strategy for setting up the volunteer ministry information system.

The first sub-group is asked to develop plans which answer the following questions:

- a. What steps will be taken to get questionnaires (or the alternate system) completed?
- b. By what date must each step be complete?
- c. Who will be responsible for each step?
- d. What resources will be needed?
- e. Who will coordinate the plans?

The second sub-group is asked to develop plans which answer the following questions:

- a. What steps will be taken to get the volunteer ministry information system (or an alternate system) set up?
- b. By what date must each step be complete?
- c. Who will be responsible for each step?
- d. What resources will be needed?
- e. Who will coordinate the plans? (40 minutes)

8

The task group reconvenes and each sub-group shares its plans. The task group discusses the plans, modifies

them if necessary and makes the decision to proceed. Assignments are made according to the plans. (15 minutes)

9

The task group chairperson reviews the accomplishments of the meeting, reminds individuals of their assignments and previews the next task group meeting.

Task group members are given an opportunity to express their feelings

about the meeting and to tell how their activities relate to their understanding of ministry.

The chairperson reads I Corinthians 1:4-9 and closes the meeting with prayer. (10 minutes)

Volunteer Ministry Information System

Introduction

The volunteer ministry information system consists of four separate files which facilitate the gathering, storage and retrieval of information about positions and persons in the volunteer ministry program. The purpose of the system is to have the information necessary for identifying, matching and recruiting easily accessible to persons responsible for these tasks. This information can also

be used when volunteers ask for recommendations based on their volunteer activities.

Two files deal with volunteer ministry positions:

The first file contains all the **volunteer ministry position descriptions** developed by the task group working on position descriptions. A sample volunteer ministry position description is found on pages 13-16. This form contains detailed information about each volunteer ministry position and the requirements needed to fill it. It is recommended that these be recorded on 8½" x 11" paper and filed in a three-ring notebook. They should be filed under three categories: local church, wider church, community agencies. They may be filed alphabetically by the title of the position. Duplicate notebooks should be prepared, one for the church office and one for the task group working on identifying, matching and recruiting.

The second file contains the **ministry position cards** completed by the task group working on identifying, matching and recruiting. A sample of this card is illustrated on page 64. The file box should be kept in the church office. These cards identify the positions and the persons who have served in them. Names of potential volunteers identified for each position are also recorded. The information should be filed as the information becomes available. It is recommended that this information use 5" x 8" index cards filed in a file box alphabetically by the title of the position under each of the three categories—local church, wider church and community.

Files on Positions

Two files deal with individuals:

The third file contains the **volunteer ministry questionnaires** developed by the task group working on identifying, matching and recruiting and completed by church members. A sample of this questionnaire is illustrated on pages 50-54. This form contains detailed information about church members useful in matching and recruiting persons for potential ministries. It is recommended that these be recorded on 8½" x 11" paper and filed in a three-ring notebook. These should be filed alphabetically by the individuals' names. The notebook will be kept by the chairperson of the task group working on identifying, matching and recruiting.

The fourth file contains the **personal information cards** completed by the task group working on identifying, matching and recruiting. A sample of this card is illustrated on pages 65-66. These cards summarize the information on the volunteer ministry questionnaire. It is recommended that these be recorded on 5" x 8" index cards and filed in a file box alphabetically by the individuals' names. The file box should be kept in the church office.

Files on Individuals

Ministry Position Card

Comments on the System

This filing system may appear to be more complex than it is. The major task is getting the volunteer ministry position descriptions and volunteer ministry questionnaires completed. Information is then transferred to the card files.

The 5" x 8" card files provide brief, but essential, information to be used primarily by the task group working on identifying, matching and recruiting. These files can be kept in the church

office and will be accessible to persons responsible for identifying, matching and recruiting volunteers.

Once the record system is established, one person from the task group can keep it updated. Churches familiar with this system report it is time-consuming to organize and set up, but is well worth the effort. Arrangements must be made to have it updated regularly.

Sample Ministry Position Card

Title of Ministry Position _____

This information should be available from records or volunteer ministry questionnaires:

Person(s) currently serving in this position:

Persons who have served in this position in the last three years (include dates):

This information is transferred from the personal information cards:

Persons asked to serve this position:	Date	By Whom	Response
---------------------------------------	------	---------	----------

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Names of potential candidates recommended by task group on identifying, matching and recruiting:

These cards should be prepared on an annual basis with information moved from one category to another as appropriate

Sample Personal Information Card (Front)

Name _____ Telephone _____

Address _____

Age Range: ___ Under 20 ___ 20-30 ___ 31-45 ___ 46-55 ___ 56-65 ___ Over 65

Current volunteer ministry positions recommended for this person:
(Enter information here and transfer to ministry position cards.)

Local Church	Wider Church	Community
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

When the task group working on identifying, matching and recruiting determines whom to match with which positions, this section is filled in:

Positions for which this person has been actively recruited:	Date	Response
_____	_____	_____
_____	_____	_____

Information for this card is collected from the questionnaire or other information collecting system used by the church and is placed on the card by members of the task group working on

identifying, matching and recruiting or persons they recruit to help in this activity. Those persons should be familiar with the information on the questionnaire.

**Sample Personal
Information Card
(Back)**

Name _____

Important recruitment information about this person:
(*motivation, skills, interest, experience, time available, limiting factors, etc.*)

The following should be stressed in the recruitment interview or contact:

Date this card prepared: _____ Prepared by _____

Fourth Meeting of the Task Group Working on Identifying, Matching and Recruiting

This task group meeting plan depends on the completion of the assignments made in the two previous meetings. It assumes that the task group has decided to use the ministry position cards and the personal information cards. If the task group selected another filing system, the meeting plan will have to be modified.

The task group working on position descriptions has provided the task group with the completed volunteer ministry position descriptions. This meeting cannot be held until these descriptions are complete.

Ministry position cards and personal information cards have been produced in quantity.

The task group chairperson has secured the volunteer ministry position descriptions and has used these to prepare the ministry position cards. The cards should contain as much of the requested information as possible. The chairperson may have to consult with the pastor and others in the church to secure some of the information for the ministry position cards. The chairperson may need help from others in filling out the cards if there are many cards.

It is assumed that volunteer ministry questionnaires have been administered and most have been completed.

This is a lengthy meeting. Additional work on matching and recruiting will follow the meeting. An option would be to schedule an all-day meeting using this meeting plan but expanding Step 8 to provide enough time to handle all or most of the matching.

The task group chairperson should be prepared to lead a discussion of the principles of recruiting (Step 9) based on information in Part III, Section One if a copy of this information is not available for each task group member. The chairperson also should be prepared to involve the task group in a role play (Steps 10-11).

The task group chairperson should consult the pastor and other leaders in the church prior to the meeting to determine a schedule for filling elected and appointed offices of the church to enable the task group to plan its recruitment schedule.

Background and Preparation

Task group members will deepen their understanding of ministry.

Task group members will learn how to interpret completed volunteer ministry position descriptions and to use that information in selecting persons for ministry positions.

Task group members will learn how to interpret a completed volunteer ministry questionnaire and transfer the information to a personal information card.

Task group members will study the principles of recruitment and learn to conduct a recruitment interview.

The task group will make plans to complete the matching of persons and ministry positions.

The task group will plan to recruit persons for ministries and develop a recruitment schedule.

Objectives of the Meeting

Fourth Meeting

Materials Needed

- Completed volunteer ministry position descriptions
- Completed volunteer ministry questionnaires
- Ministry position cards (in quantity)
- Personal information cards (in quantity)
- Bible for the leader
- Newsprint, markers and masking tape
- Light refreshments; meal (optional)

For each task group member:

- A copy of the principles of recruiting from Part III, Section One of this booklet (pages 43-44) (optional)
- "Matching Guidelines" (page 72)
- Pencil and paper

Time Required

3¼ to 3½ hours. An all-day meeting is an option.

Overview of the Meeting

- Welcome, objectives, agenda
- Theological reflection and personal sharing
- Study of completed volunteer ministry position descriptions
- Study of completed volunteer ministry questionnaires
- Practice in interpreting a volunteer ministry questionnaire and completing a personal information card
- Study of recruitment principles
- Practice of recruitment interview
- Plans for next steps in matching and recruiting
- Review, reflection on the meeting, worship

Detailed Outline of the Meeting

1

The task group chairperson welcomes the group, shares the objectives for the meeting and previews the agenda. (5 minutes)

2

The chairperson reads Luke 5:1-11 and invites members of the task group to share insights about how Jesus calls people into ministry. Following a brief discussion of the passage, the task group relates the discussion to the work of the task group.

The chairperson emphasizes that calling others into ministry is an important ministry. Prayers are offered for the ministry of calling others and the role the task group plays in this activity. (10 minutes)

3

The chairperson distributes the ministry position cards prepared for this meeting and explains their use. (5 minutes)

4

The chairperson distributes copies of the completed volunteer ministry position descriptions.

The chairperson reviews the components of the position descriptions,

emphasizing type of work, qualifications of the volunteer and expectations the church has of the volunteer. These are the primary components the task group will review in understanding a position in order to recommend a person for it. (10 minutes)

5

The chairperson introduces the personal information cards. Members are given time to study them and ask questions for clarification.

The task group is responsible for transferring information from the volunteer ministry questionnaire to the personal information cards. Therefore, it is important that task group members understand each part completely. (10 minutes)

6

Each task group member receives two completed volunteer ministry questionnaires, two blank personal information

cards and a copy of "Matching Guidelines."

Everyone practices filling out the personal information cards. (20 minutes)

7

Break. (10 minutes)

8

The task group reconvenes and each member reports on the experience of completing the personal information cards (Step 6).

Any problems or questions are identified and additional clarification and practice are provided if necessary. 20-25 minutes)

9

The chairperson focuses the discussion on recruitment and invites the task group to read pages 43-44 in the section on principles or shares the content of those pages with the task group. The chairperson emphasizes several important principles in recruitment including:

- a. Persons need to know exactly what they are being recruited for and what will be expected of them. The volunteer ministry position description is a crucial tool in the recruitment process.

- b. Persons need to be told why they have been selected for a particular position. The volunteer ministry questionnaire and the personal information card are primary sources for this information.
- c. Persons need an opportunity to clarify any questions they may have and time to make a decision.

- d. Recruitment is done most effectively in a personal, face-to-face meeting.

The task group discusses recruitment to gain greater understanding of the principles involved. (10 minutes)

10

Two task group members are selected to do a role play on recruitment.

The "recruiter" is given a ministry position description, the personal information card and volunteer ministry questionnaire from one person who might be a candidate for that ministry position. The recruiter studies the information and prepares to make a recruitment call. Two other task group

members assist the recruiter in this preparation.

The person selected to play the role of the person recruited studies the volunteer ministry questionnaire of the person he or she is to play.

The role play participants have about ten minutes to prepare for the role play. The other task group members discuss what kinds of things they will look for in the role play. (10 minutes)

11

The two persons role play the recruitment interview with the remainder of the task group observing and taking notes. (10 minutes)

12

The role players are thanked for their involvement and the task group discusses what happened and what was learned.

The recruiter is given the first opportunity to share feelings, learnings and insights. The person recruited then shares feelings, learnings and insights. The task group members add their observations. (10-15 minutes)

13

Break. (10 minutes)

14

The chairperson reviews the work the task group now must undertake:

- a. Matching. This involves careful study of the volunteer ministry questionnaire as a basis for filling

out the personal information card for each person who has completed a questionnaire.

Once a personal information card is complete, it is necessary to recommend several ministry posi-

tions which might be of interest to the person and for which he or she is qualified. This will require familiarity with the volunteer ministry position descriptions. These recommendations are entered on the ministry position cards.

The task group may want to consider enlisting and training some additional persons to assist with the matching.

- b. Recruitment. Recruitment begins when the personal information cards are completed. Recruitment

occurs only when there is a need—a vacancy or an anticipated vacancy. The task group may have many positions or only a few positions ready for recruitment, depending on the time of year and the church's schedule. The task group should begin with those which need to be filled immediately and establish a schedule for a year-round recruitment effort.

The task group chairperson divides the group into two sub-groups to develop plans for getting matching and recruiting underway. (10 minutes)

15

Each sub-group meets and develops its plan according to the following outline:

- a. What steps will be taken to accomplish the task (either matching or recruiting)?
- b. By what date must each step be complete?
- c. Who will be responsible for each step?
- d. What resources will be needed?
- e. Who will coordinate the plans? (25-30 minutes)

16

The task group reconvenes and each sub-group shares its plans. The task

group discusses the plans, makes necessary modifications and decides how to proceed. (15 minutes)

17

The task group chairperson reviews what has been accomplished at this meeting and reminds task group members of their individual assignments.

Task group members are given an opportunity to express their feelings about the meeting and to relate what they are doing to their understanding of ministry.

The meeting is closed with a Scripture reading and prayer. (5 minutes)

Additional Meetings

Periodic recruitment meetings will be called by the task group chairperson as needed. The schedule will depend on plans made in Steps 15 and 16 of the fourth meeting.

The chairperson calls a meeting later in the year to establish procedures for maintaining the system of identifying, matching and recruiting which must go on year-round. At this meeting the

Matching Guidelines

Additional Meetings (continued)

group considers how to maintain updated ministry position and personal information cards, how to administer the questionnaire to new church members and when a new volunteer

ministry questionnaire should be developed and used with all church members. It is suggested that this be done every three or four years.

Matching Guidelines

The Key to Recruitment

Matching persons with ministry positions is a key step prior to recruitment.

A review of the ministry position descriptions gives sensitivity to a number of issues: time needed; type of work and related skills, talents and abilities needed in that work; whether or not it is oriented to individual or group tasks.

A review of the volunteer ministry questionnaire will give similar informa-

tion about the person. The personal preference section will give clues about what motivates the person. It suggests what needs to be kept in mind when recruiting.

The purpose of matching is to put together the needs of persons with the needs of the ministry position.

Steps in Matching Persons with Ministry Positions

The matching effort has four steps: review, interpret, recommend, decide.

1. **Review.** Become familiar with the information recorded on the ministry position descriptions and the volunteer ministry questionnaires.
2. **Interpret.** Determine what ministries this person might be interested in and have potential success in achieving. Note what needs to be kept in mind when they are recruited.
3. **Recommend.** Decide from among the ministries this person might be interested in and could be suited for (identified in Step 2), which two or three will be recorded on the personal information card and, in turn, on the ministry position card. Be sure to include ministries within

and beyond the local church. Also, record on the personal information card any information that needs to be kept in mind when this person is recruited.

4. **Decide.** Review the ministry position cards (those both within and beyond the local church) and decide which persons will be recruited based on a number of factors: the number of persons needed; balance of age, sex and other factors seen as important, such as persons who add to the richness of the mix of persons already serving in that ministry, persons new to the church balanced by persons with longer experience. You may discover that other factors are as important or even more important to you and your church than those identified here.
-

Our Recommendation

The matching process is hard work. It may be helpful to work in pairs while matching. This quickens the pace and avoids the

pitfalls of only one person's perception, but does not require the entire task force to consider each name.

The Ministry of Volunteers: A Guidebook for Churches

This resource developed by the Office for Church Life and Leadership of the United Church of Christ is designed for use by local churches. Its purpose is to assist local churches in relating to all members who are engaged in volunteer work motivated

by their Christian faith. This includes volunteer ministries within the life of their church, in the wider church, in the community and in all settings of their lives where they can bring a Christian perspective and influence.

The Church and Its Volunteers

This booklet provides a basic overview of a volunteer ministry program, describes all its components, contains a questionnaire to help churches assess

how they are doing in their work with volunteers and gives a number of "how-to" suggestions.

The following booklets each include a biblical and theological perspective on volunteer ministry. They explain further one or more of the components of a volunteer ministry program.

Guiding the Church's Volunteer Ministry Program

(includes the evaluation component)

This booklet provides a detailed plan for organizing, leading and evaluating the volunteer ministry program in a local church. It contains detailed examples of how three very different churches might have set up their volunteer ministry program. It is the basic resource for leadership of the church's volunteer ministry program.

Developing a Mission Statement

This booklet outlines principles and procedures for insuring that the volunteer ministry program is guided by an overall purpose.

Training Volunteers

This booklet outlines principles and procedures for equipping and enabling volunteers to do their ministries effectively.

Volunteers and Volunteer Ministries

(includes the components of preparing volunteer ministry position descriptions and identifying, matching and recruiting volunteers)

This booklet outlines principles and procedures for identifying and describing each volunteer ministry and for getting the right person in the volunteer ministries that seem right for them and for the church.

Supporting Volunteers

This booklet outlines principles and procedures for undergirding volunteers in their work.

Completing Volunteer Ministries

This booklet outlines principles and procedures for recognizing volunteers when a specific ministry is concluded and assisting them in finding new volunteer ministries.

These booklets may be ordered separately or together in a binder. Order from Church Leadership Resources, P.O. Box 179, St. Louis, Missouri 63166.

