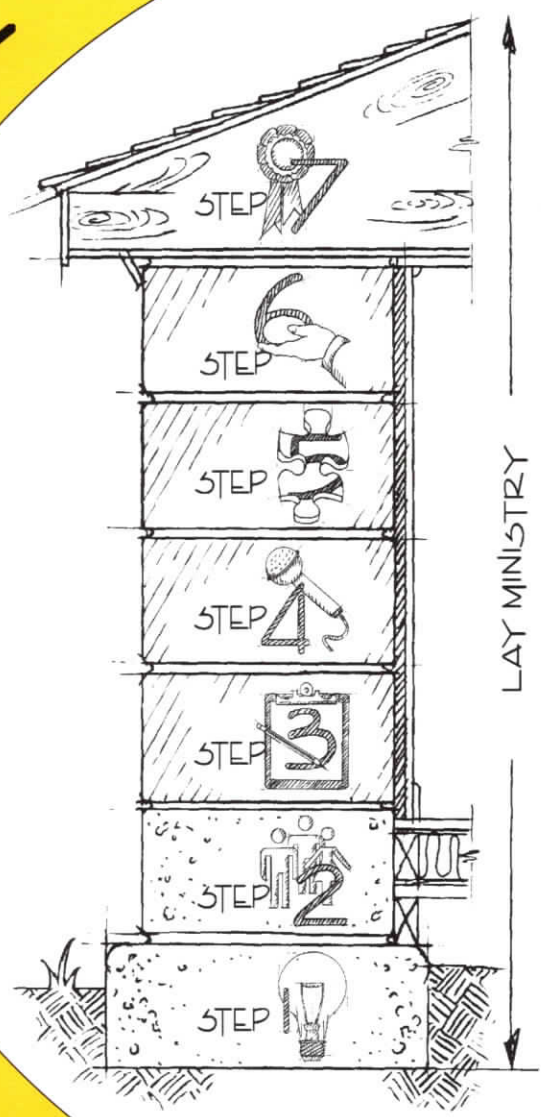


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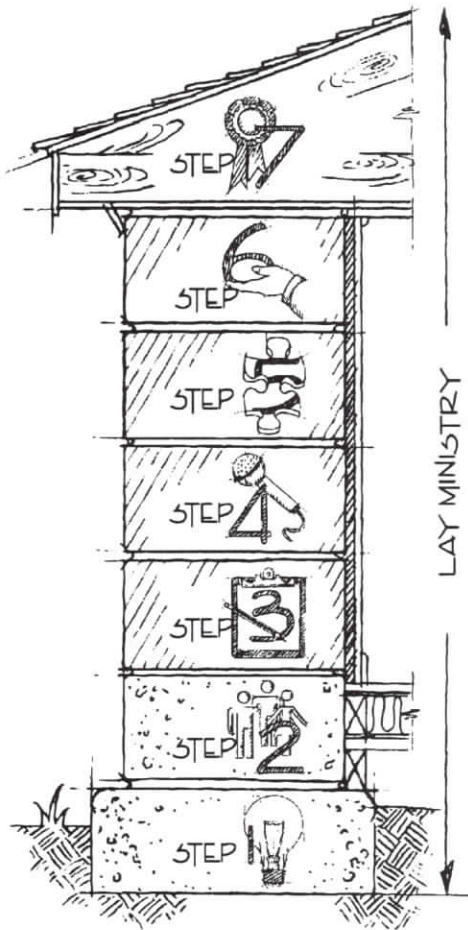
TO THE DIRECTOR OF LAY MINISTRY



CONTENTS:

- THE WORK OF THE DIRECTOR
- VISION AND CONTEXT
- THE LEADERSHIP TEAM
- ADMINISTRATIVE SYSTEMS
- THE INTERVIEW PROCESS
- CONNECTIONS IN MINISTRY
- SUPPORT, AFFIRMATION, FEEDBACK & EVALUATION
- CELEBRATE AND GROW
- AN ADDENDUM: CHANGE IN THE CHURCH

THE WORK OF THE DIRECTOR



You have been selected to undertake an important and challenging new ministry for your church. Whether your title is Director of Lay Ministry, Volunteer Ministries Coordinator, or Human Resources Manager, you have accepted an "architectural/design" position within today's church. As you work with each member to discern a call to service and connect each person to a ministry opportunity that utilizes the individual's gifts, you are helping build the Kingdom of God.

As an architect needs to understand the principles of design and construction, there are principles and practices that will greatly facilitate your work as well. In Ephesians (4:12 TEV), Paul calls us to "prepare all God's people for the work of Christian service, to build up the body of Christ." He goes on to say "...by speaking the truth in a spirit of love, we must grow up in every way to Christ, who is the head. Under his control all the different parts of the body fit together, and the whole body is held together by every joint with which it is provided. So when each separate part works as it should, the whole body grows and builds itself up through love" (Ephesians 4:15, 16 TEV). As Director of Lay Ministry, you are about growing the body of Christ, his church, "up through love" as each of us "use(s) for the good of others the special gift he has received from God" (1 Peter 4:10 TEV).

It's hard, for a Christian, to imagine a more exciting opportunity. For centuries the church has talked of the priesthood of all believers, of every member a minister, and yet it has had a difficult time bringing these words to life. Churches that effectively involve the "priesthood" have—

- faithful, visionary leadership,
- a strong commitment to gift-based ministry, and
- member involvement systems based on the principles of volunteer management.

Let's look at the 7 building blocks for a lay ministry program. Your job is to tailor these steps to the specific needs of your church.

There are 7 steps for designing a solid lay ministry program. Each is described in the *Starter Kit*. As the Director of Lay Ministry, your job is to tailor these steps to the specific needs of your church. Equipping the membership through Christian education, Biblical study, and spiritual growth opportunities is foundational to any program. Some congregations engage members in systematic faith development programs prior to ministry placement; others believe that serving and equipping go hand in hand. Your church will need to thoughtfully develop a program which meets its unique doctrinal considerations.



THE 7 STEPS FOR BUILDING A LAY MINISTRY PROGRAM



STEP 1: 2-5 VISION AND CONTEXT

Your system must operate within the larger context of a church deeply committed to the theology of the priesthood of all believers. Your pastor and your lay leaders must support the program and actively work to cast a vision that calls all God's people to "use for the good of others the special gift he has received from God" (1 Peter 4:10 TEV).

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The Pastor and church leaders, the Lay Ministry Committee, and you form the basis of your member involvement leadership team. Working together, you support the vision and bring it to life. Creating and working effectively with your Lay Ministry Committee is an integral part of your success in this position.

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You must plan your work and work your plan. Solid administrative systems require clear, concise goals and objectives, an overall mission to guide your work, and solid management systems. You will need to implement a record keeping system, assess ministry opportunities, and work with ministry leaders defining opportunities through ministry descriptions.

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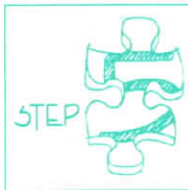


STEP 4: 2-47 THE INTERVIEW PROCESS

The cornerstone of the lay ministry system, the interview enables you to come to know members so that they may serve and be served. It is your job to design the system, train members

to interview, assure that good records are kept, and follow through with appropriate ministry positions. Some churches elect to include gift assessment tools to augment this process.

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Using our gifts in service to others requires systems to invite people to serve and to assure that the ministry experience enables those who give to utilize their gifts to the fullest. We need to support members as they discern their call and help them find opportunities to serve.

Developing the Connection Process 2-74
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STEP 6: 2-89 SUPPORT, AFFIRMATION, FEEDBACK AND EVALUATION (SAFE)

Training that deepens the members' commitment to service becomes one of the single most important factors in retention. Information, assistance, and feedback support effective service. Opportunities for reflection help us to grow in faith and maturity.

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STEP 7: 2-105 CELEBRATE AND GROW

Hebrews 10:24 (NIV) admonishes us to "consider how we may spur one another on toward love and good deeds." As we celebrate accomplishments and highlight good works, we encourage fellow Christians to continue in service and encourage others to venture into ministry. Working with your committee, you will create events and develop systems to recognize the ministry of your members.

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AN ADDENDUM: 2-111 CHANGE IN THE CHURCH

Understanding and Working with Change 2-112



What does this job require of you, the Director?

"For as we have many members in one body, but all the members do not have the same function, so we, being many, are one body in Christ, and individually members of one another. Having then gifts differing according to the grace that is given to us, let us use them."

Romans 12:4-6 NKJV

The answer, of course, is many things. Yet we would like you to think about who you are as a person and the characteristics and God-given gifts that will help you succeed in this new position. This job is designed for people...

...with the ability to juggle many tasks simultaneously and the capacity to enjoy the challenge and the inevitable confusion!

...who truly love others.

...who desire to match a person's gifts and strengths with a ministry in need of these special talents.

...with a high energy level combined with flexibility and a healthy sense of humor.

...with a commitment to an exciting new ministry opportunity.

...committed to prayer.

...with tact, diplomacy, and the ability to negotiate conflicting opinions.

...with a desire to serve God, to strengthen his church, and to build the kingdom.

...with the ability to plan, organize, work with and through others, and—most importantly—the ability to follow through.

...who value the time of others as dearly as they value their own time.

...who feel a calling to ministry, especially the ministry of releasing others in service.

...with patience—remember nothing good happens either quickly or easily.

...whose ministry is with and through people struggling to live out their faith in a secular world.

...with a faith in God's steadfast goodness and an openness to his grace and guidance, knowing "that in everything God works for good with those who love him, who are called according to his purpose" (Romans 8:28 RSV).

You are embarking upon a challenging journey, on a fulfilling ministry opportunity. May God bless you as you work to help build his kingdom.

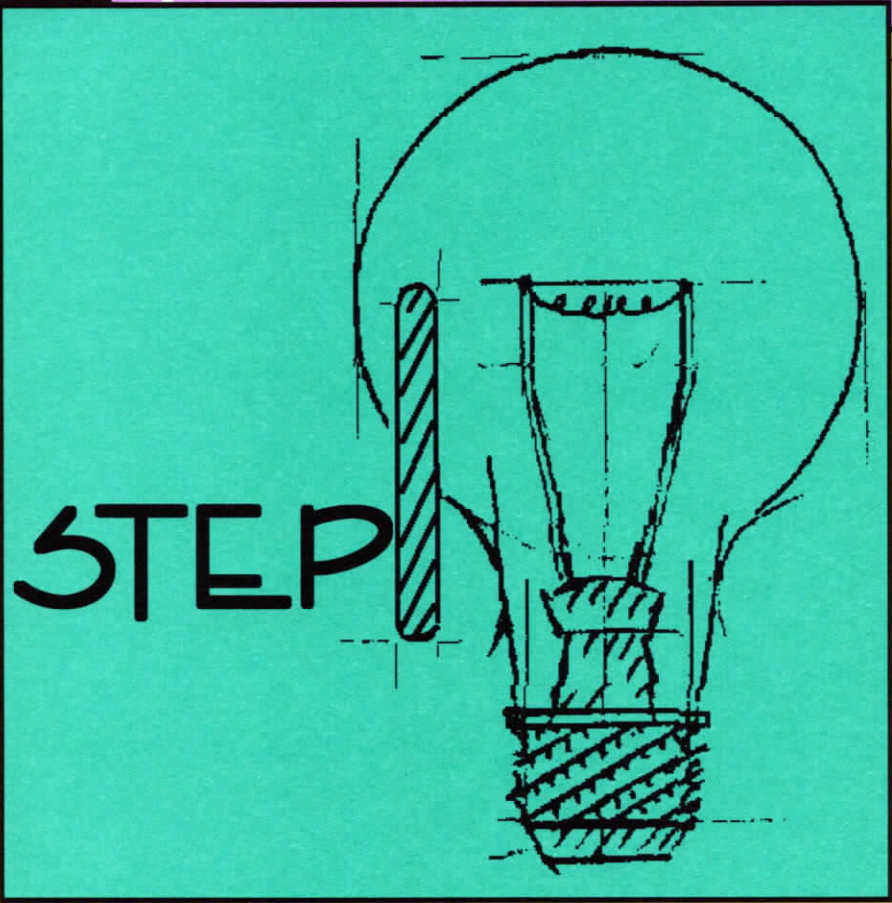
The next 7 sections of the *Starter Kit* will—



Introduce you to the building blocks necessary to create an effective system for lay involvement.



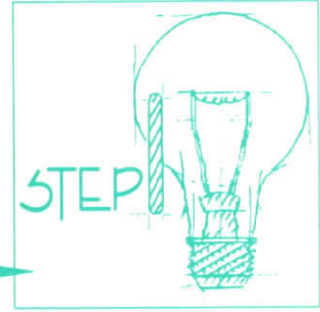
Provide you with sample forms and other tools to help you launch your program.



VISION AND CONTEXT

STEP 1:

VISION AND CONTEXT



As Director of Lay Ministry, you are one of Christ's servants, a servant devoted to all the members of the body serving as one in Christ. For most churches, your position is a new one—it is a dream come true, an opportunity to enable and support members in ministry. But a new position also represents change. It is important that you...

"This is how one should regard us, as servants of Christ and stewards of the mysteries of God. Moreover it is required of stewards that they be found trustworthy."

1 Corinthians 4:1,2 RSV

- lay a solid foundation for your program;
- understand your congregation; and
- honor and work effectively with the other leaders, both salaried and volunteer, in your church.

Step 1 of the *Starter Kit* outlines questions to ask and areas to explore as you create the foundation for your program. Remember, when Jesus was baptized, the heavens opened and the spirit descended upon him "like a dove" (Mark 1:10), and not like a lion. As you embark upon your position, explore your church body with a loving attitude of acceptance and support, and a desire to be of assistance. Seek gently to find ways to incorporate all God's children, with their different gifts, in service and in unity to the same Lord.

In this section of the *Starter Kit* you will—



Explore the evolution of your job.



Seek an in-depth understanding of your church.



Examine the use of needs assessments in the planning process.



Begin to cast the vision for lay ministry.



Encourage personal and community spiritual growth through service.



EXPLORING YOUR CHURCH HOME

Expectations are a peculiar thing. We all have them, and yet we rarely stop to identify them, discern their origins, or examine their accuracy. Just as you have expectations and dreams for your job, others have expectations for your position as well. Even though you have a job description, spend time talking with people. Explore how your job evolved, and try to surface and clarify the expectations and reservations others have for your work. This process will facilitate your ability to establish reasonable and appropriate goals, and to channel your energy most effectively.

1. Review all the questions in the following sections. Because churches are dynamic, "living" organizations, you will need the input of many persons as you develop an understanding of your congregation and your position within the church.

Some Directors of Lay Ministry may have served on staff in other capacities before assuming this new position. Even though you may know the congregation, take time to meet with key leaders and explore the dynamics of this new position.

2. The purpose of this exploration is to develop an appreciation of your congregation, its traditions, its hopes, and its dreams. As a new staff member, other church leaders may feel threatened by your position and fearful that you will attempt to change or alter their work patterns. Identify these boundaries and honor their concerns. You will surely find major pieces of work that require your attention without infringing on another's territory. As your program evolves and you demonstrate your personal trustworthiness, doors will open to new opportunities.

3. Starting with the person or committee that hired you, identify key leaders in the church with whom you should talk. Remember to meet with the staff of your church, committee chairs and trustees.

4. Model a service orientation. In addition to gathering data and learning about your church, ask how your program can be of service to the persons with whom you are speaking.

5. Keep track of the information you gather. Make notes, identify additional questions, summarize findings. Without betraying confidence, share thoughts and concerns with your supervisor.





Understanding Your Church

- Read your church's mission statement.
 - What is your congregation trying to do?
 - Who is the audience?
 - When was this mission statement last revised?

- Read your church's constitution.
 - What other committees, boards or commissions have responsibilities similar to yours?

- Identify denominational or theological statements, guidelines or policies that affect lay involvement.
 - How does your church differ from others of its denomination?

- Assess your congregation. What are some of its characteristics? *
 - Size of membership
 - Number and age grouping of adults
 - Number and age grouping of children and youth
 - Ethnic and racial diversity
 - Economic characteristics
 - Family makeup
 - Educational levels
 - Age of your church
 - Location of your church
 - Urban
 - Suburban
 - Rural
 - How far do people travel to worship with you?
 - Size of staff
 - Number of pastors
 - Number of professional staff
 - Number of support staff
 - What percentage of members attend worship regularly?
 - What percentage of members are considered active?
 - Other facts of interest include: _____

- What are the important traditions or customs in your church?

- How does someone currently become a member of your church?

- Learn about the assimilation/incorporation process.
 - Who is involved?
 - How effective is this system? Identify strengths and weaknesses.
 - What is your role in developing and managing this process?

* Some churches have mission studies, congregational profiles or other documents which capture much of this information.



Understanding Your Job

- Learn how your position evolved:
 - Who was involved in creating this position?
 - How was your job description developed?
 - Identify reporting relationships and expectations.

- Examine the scope of your position. Identify all that it includes.
 - Vision casting
 - New member assimilation
 - Teaching/disciplining responsibilities
 - Worship responsibilities
 - Record-keeping systems
 - Interviewing
 - Gifts assessment
 - Small group ministry
 - Connecting members to ministry opportunities
 - Staffing the nominations committee
 - Other: _____
 - _____

- How has the vision been cast for this new ministry?
 - Identify the scriptural basis: _____
 - Worship
 - Education
 - Marketing approaches:

 - Other: _____
 - _____

- What is your role in continuing to cast the vision?

- How broadly has the vision been adopted?
 - Key leaders support the vision
 - Staff and key leaders support the vision
 - Members understand and support the vision

- What immediate expectations exist for your job?
 - New member assimilation
 - Interviewing systems
 - Gifts assessment
 - Other: _____
 - _____





Understanding Your Working Relationships

- Where does lay ministry fit within the organizational chart of your church?
- Identify the roles and responsibilities of other staff and key leadership.
 - What do their jobs entail?
 - How can you collaborate and support each other?
 - Clarify boundaries and identify expectations for each other.
 - Does the staff work together effectively as a team?
- What is your role in helping other staff and key leaders understand and work more effectively with members serving in their departments?
- Understand how things get done in your church.
 - Where are key decisions made?
 - Who is involved?
 - How are opinions influenced?
 - Who locks and unlocks the church?
 - Who controls the duplicating machine?!
- Identify the key leaders in your church.
 - Who are the formal leaders with titles and positions?
 - Who are the informal leaders people often look to for direction or information?
 - How do these people make things happen?
- Learn about your boss.
 - Does he/she prefer reports to be verbal or written?
 - When is your boss most approachable and receptive to your concerns?
 - What are his/her areas of passion?
 - Conversely, what issues, subjects, or even words are best avoided?
 - How does your boss respond to conflict? What is the best way to respond to this style?
 - What kinds of results does your boss most appreciate?
 - What can other people tell you about “managing” your boss?
- Identify your own strengths and weaknesses.
 - Are you a good team player? How do you know?
 - Is being a team player an important part of your job?
 - How do you manage confusion or ambiguity?
 - Do you delegate well?
 - How do you respond to conflict?
 - What do you hope to accomplish in this ministry?
 - As Director, what are your plans for professional development?



NEEDS ASSESSMENTS

As you have spent time talking with key leaders, staff, and members of your congregation, you have been engaged in an informal needs assessment process. Through talking, listening and observing what's happening in your church, you have had the opportunity to gather information, formulate opinions, and consider immediate and long term goals and objectives for your program.

The goal of a needs assessment is simply to determine—

- *what's working,*
- *what's not, and*
- *what's needed.*

An informal needs assessment provides you with various personal "snapshots" of your church: some of the pictures are clear and precise while others are blurred, requiring greater focus. The process itself is cost-effective, discrete, and, while it suggests directions, it rarely obligates you to a particular action. On the other hand, an informal assessment can be difficult to capture in written reports to church leadership because conclusions are often subject to debate, especially by those who disagree with you!

A formal needs assessment occurs when you decide what information you need to know and then seek to acquire that information in a consistent, reliable manner. Working with your Lay Ministry Committee (see *Step 2*), you may decide to interview each member of your board of trustees and all committee chairs. As a team, you determine what information you seek to gain from each person and develop questions designed to gather the information. You may prepare a questionnaire, distributing a copy to each person, or you may conduct face-to-face interviews (or both). Since your questions are consistent, it is possible to organize the responses and prepare a report reflecting the opinions and judgments of the participants. Always pilot test an assessment form. You need to assure that the questions you construct are clear, understood by the responder, and will elicit useful information.

An assessment identifies important areas of need to the church. Focusing your energy on a significant concern demonstrates your commitment to doing a quality job. In addition, you gather information forming a baseline for future evaluation. If you take the time to conduct a needs assessment, honor the responders with a report of the information acquired and act on that knowledge in your planning process.

A Few Pointers to Remember



- Don't overdo needs assessments—people want results, not forms and reports.
- Develop your questions carefully—be clear, concise and courteous.
- Know how you will use the information *before* you seek it.
- Be user friendly—ask the smallest number of questions necessary to secure the needed information.





Be sensitive to age—if developing a questionnaire be sure the print is large enough to be read by seniors and clear enough to be understood by juniors! If you print your form on colored paper, check with your oldest possible responder for readability.



Pilot test—pilot test—pilot test.



Report your results and clearly show how this information is reflected in your planning.

And a Word of Warning



Look for unrealistic expectations. Research shows that in a church of 800 or more, the Director of Lay Ministry should be a full-time position. It is unlikely that you can accomplish the job well if it is combined with a multitude of other duties.



Look for opposition from other staff. Often staff who are responsible for recruiting large numbers of volunteers (such as Children's Ministries) may see the addition of a Director of Lay Ministry as a competitor or a bottleneck to volunteers rather than a means to free up their time to better train their teachers. Take it slowly and work through a plan with other staff so that they know you have considered and understood their needs and concerns.



Look for signs that people see this as just another program rather than a comprehensive new way of doing and being church. A church which has truly mobilized the laity in ministry is a completely different church from inside out. Staff become "equippers" of others to do the ministry rather than doing the ministry themselves. Lay people begin to reach out in new ways to the whole community, bringing in new faces and new ideas. Members take greater ownership in programs. Be patient. It will take time and some gradual successes before people understand and desire these changes to take place.



BEGIN TO CAST THE VISION

If you are fortunate, you have been hired as a result of a top leader casting a vision for greater lay involvement in your church. The ground swell of support for this vision created your position. This, however, is rare. In most cases, a few key people in the church believe in your position. Part of your job is to increase the number of people who see the value in a Director of Lay Ministry for orchestrating lay mobilization in your church. In a new program, especially one of this scope, it is vital that you share and discuss the vision over and over again at every occasion for at least the first two years.

WHY IS VISION CASTING SO IMPORTANT?

— Most churches have been preaching lay mobilization for years: yet, without a person to implement the vision, few have successfully seen the phenomenal energy of laity released in powerful ways. Many underestimate the scope of the task. Vision casting should not be directed to promoting your position. Rather, you are advocating the necessity of a purposeful, well-managed approach to mobilizing lay resources in the church and community.

TWO CRITICAL COMPONENTS TO VISION CASTING

1. Help people feel the need:

- use quotes from the needs assessment so people can hear what others are saying about being burned out by serving in the wrong place, or having a great deal to offer but not seeing a place to serve.
- help people understand what happens in specific ministries when they are understaffed.
- show the needs of the community in a way that brings people to have compassion with those needs, and a passion to meet them.

2. Help people see the dream:

- give people clear, detailed, realistic pictures of what a better future can be.
- show a better future church; describe how current needs can be turned into tremendous opportunities to make a difference in other people's lives.

Where do I start?

1. *Section 1* of the *Starter Kit* is designed to cast a vision for greater lay mobilization, and for the critical need for a Director of Lay Ministry (for you) to lead the effort. If you have not already done so, you might want to read *Section 1* for information about how a vision is cast.
2. Some people are natural vision casters. Find them and ask for their help. The more champions you have in various parts of the church, the more you will be able to receive input on how your program is viewed, and the more you will have friends selling friends on the benefits of serving.
3. Every church has a core of opinion leaders. These may be trustees, deacons, secretaries, class teachers or people without formal positions, but who are known for their faith and commitment to prayer. Find out who these people are. Talk to them about their concerns and their hopes for your position. Keep in regular contact with them, for through them, you can be in contact with the many people who are influenced by their opinions.



A vision without a task is but a dream;
A task without a vision is drudgery;
A vision and a task is the hope of the world.

—from a church in
Sussex, England

4. Working with your pastor and key leaders, develop a comprehensive plan for casting the vision of lay mobilization to the whole congregation. In most cases, you will want to implement your vision casting strategy in cooperation with your Lay Ministry Leadership Team (see *Step 2*). Initiate work on your Administrative Systems (*Step 3*) simultaneously. It is most important that you are prepared to involve people in the ministries of the church as the vision casting ignites their desire to serve.



DEVELOPING AN ATMOSPHERE OF DISCIPLESHIP

It is easy to see a Lay Ministry Program as an end in itself. Yet, lay ministry should be part of a larger vision of discipleship and personal growth in the individual and within the fellowship of the church. The goal is not to place people in ministry slots. The goal is not even to make sure the church programs are staffed. The ultimate goal is to serve God and to provide a place for people to grow spiritually through serving others.

Most churches have education programs already in place. These may be Sunday School classes, small group Bible studies, catechism classes, or new members orientations. It is important to coordinate the Lay Ministry Program so that it becomes the place where the Bible and theological knowledge learned in these education programs finds a place for application in people's lives through serving others.

"Do not merely listen to the word, and so deceive yourselves. Do what it says. Anyone who listens to the word but does not do what it says is like a man who looks at his face in a mirror and, after looking at himself, goes away and immediately forgets what he looks like. But the man who looks intently into the perfect law that gives freedom, and continues to do this, not forgetting what he has heard, but doing it—he will be blessed in what he does."

James 1:22-25 NIV

BUILDER'S NOTE:

Many churches live by the paradigm that if you teach people right behavior and Biblically-based values, they will be able to apply it on their own. As a result, some churches have offered gift assessment seminars for years assuming that participants are then equipped to find a place of service on their own. Other churches conclude every service with the command to serve the Lord, assuming that the command begets the action. Yet, only a small percentage of the population has the entrepreneurial or initiative ability to launch out without further help. Only a small percentage seems capable of connecting the teaching of the church with the practices of daily life. Part of your job is to link existing assimilation and education programs with a system of coaching and mentoring to help bring head knowledge to the heart, the hands, and the feet—to help bring faith and life together in action.

Take time to establish a solid foundation, to build trusting relationships honoring the work that has preceded you and to champion the vision before you. The effort will pay handsome dividends as you move into uncharted territory releasing God's people in Christian service.





THE LAY MINISTRY
LEADERSHIP TEAM



STEP 2:

THE LAY MINISTRY LEADERSHIP TEAM

Shared leadership is key to an effective lay ministry system. Your ability to successfully implement a volunteer ministries program is dependent upon the genuine support and encouragement of your senior pastor and lay leaders, combined with the hard work and advocacy of the Lay Ministry Committee.

"God put all the separate parts into the body on purpose. If all the parts were the same, how could it be a body? As it is, the parts are many but the body is one. The eye cannot say to the hand, 'I do not need you,' nor can the head say to the feet, 'I do not need you'."

1 Corinthians 12:18-21 JB

You might visualize the leadership team much as you would a three-legged stool. Each leg must be firmly grounded, supporting the lay ministry system for your program to grow and serve the church.

Without the shared affirmation, encouragement, and endorsement of the leadership team, your efforts are not likely to succeed in the long run. If you seriously question the support of any part of the leadership team, we would encourage you to step back now, examine your situation, and find ways to strengthen and balance your team, before moving forward.

In this section of the *Starter Kit* you will—



Be introduced to the Lay Ministry Committee.



Consider criteria for the selection of the committee.



Explore guidelines for working effectively with committees.



THE LAY MINISTRY COMMITTEE

As Director of Lay Ministry, it is your job to develop an effective Lay Ministry Committee. The Committee performs several important functions.

It works with you to...

- set the goals and objectives for the program.
- brainstorm and envision how the ministry can grow and develop.
- help prepare and educate the congregation for this new ministry.
- connect every member to the church as a whole, by identifying and exercising gifts, in service to each other and the community.
- support other ministry areas in the church.
- recognize and affirm all lay ministry service.



**IN NEW JERSEY AT WEST SIDE
PRESBYTERIAN CHURCH** the Lay Ministries
Committee is called a Volunteer Ministries
Committee. Working together with the staff
Coordinator, they—

- use the Church's mission statement to provide guidance for the volunteer ministry program.
- interview every member of the congregation to identify gifts, talents, and abilities.
- place all gathered information on the computer for quick access.
- update all gathered information on an annual basis.
- see that job descriptions are written for all volunteer opportunities in the church.
- encourage all church Boards, Councils, and committees to identify their needs so that individual gifts might be matched with our church's needs.
- support and encourage volunteers and expand volunteer recognition possibilities.





ON THE WEST COAST, AT BRENTWOOD
PRESBYTERIAN CHURCH (BPC), the Lay
Ministries Committee defines as its goal:

"...to maintain our 'small church' feeling by connecting every member with the church as a whole. Lay Ministries strives to develop and enhance our sense of community by achieving the following objectives:

- * To broaden the base of the ministry by identifying talents, gifts, and needs of B.P.C. members.
- * To connect every member to the church as a whole.
- * To identify member's expectations for nurture.
- * To enable members to use their special gifts and talents through leadership training opportunities.
- * To recognize all volunteers as they serve in ministry."

This is an active, doing, working committee! Its members help organize record keeping systems, interview members, meet with groups and individuals to write job descriptions, assist with various hospitality arrangements, celebrate the accomplishments of those who actively serve—the list goes on and on!

In some churches, the Lay Ministry Committee may be known as an advisory team, a task force or a ministry mentor group. Select the title most fitting to your congregation. The key is that you develop a team of people who share the vision and shoulder the work. *You can't do it alone!*



SELECTING YOUR COMMITTEE

Ask yourself this question:

“Who are the people without whom a system to equip the membership and to release them in service cannot be realized?”

Who are the people without whom a system to equip the membership and to release them in service cannot be realized?

As you think through the answer to this question, consider two additional selection criteria:



1. Effective lay ministry committees are representative of the church—they are most effective when they reflect the demographic characteristics of your congregation.

You want persons who represent your congregation by age grouping; ethnic and racial diversity; family style (traditional families, blended families, single parent families); marital status; socioeconomic groups; geographic diversity; etc. New members provide an important perspective as do long-time members.



2. You will want to identify persons with the gifts and abilities you need to do the work of the committee.

The Selection Grid in this section will help you identify potential candidates to serve on the Lay Ministry Committee. It is essential that you interview each candidate explaining the scope and responsibility of the committee and discerning their interest in serving.

Who in your congregation—

- has strong organization abilities;
- understands ministry and the theology of the priesthood of all believers;
- can write well;
- understands computer systems and record keeping concerns;
- enjoys entertaining and likes to host events;
- listens well and reflects the concerns of the group;
- has had experience serving the church in other ministry areas that lay ministry will work to support, such as Christian Education or Worship and Music?



2-20

_____ TO THE DIRECTOR OF LAY MINISTRY



7 POINTERS FOR SELECTING A COMMITTEE



Develop a Committee Description.

Develop a description of the committee and its work before recruiting members or interviewing candidates for service. In some churches, your governing board will need to authorize the creation of a new committee.



Consider every member as a potential candidate for the Committee.

While you don't want to "rob" other committees of their members, there may be a person serving elsewhere in the church who is ideally suited to support this new ministry area. Allow such a member to conclude an existing commitment and serve in his/her area of giftedness and passion.



Prospective committee members may meet more than one category.

You may find a new single member with solid writing skills or a member of your women's group who enjoys hosting events. Consider all the "categories" a person can cover as you review each candidate.



Limit your committee to 8 to 12 persons.

It is easier to set meeting times with a manageable number of persons. A smaller group encourages good attendance, as well. You will be involving additional persons on subcommittees, with special projects, and to support the ministry in other ways.



Select carefully.

Although you need skilled, capable people who represent your church, this is first and foremost a ministry concerned with releasing the gifts of the members for strengthening the work of the church.



Not all will have the time to serve.

Some people will simply be too busy to accept one more responsibility, while others may have personal situations that prevent their involvement. Find ways to keep these people informed about the work of the Lay Ministry Committee. Remember them for future service opportunities.



Connect with the Governance of your church.

In many churches, one member of the Lay Ministry Committee sits on the governing board and serves in an official liaison capacity. This is an important organizational link providing recognition, advocacy and credibility to your work.

The term of office, or length of service on the committee, should parallel the arrangement of other key committees in the church. It is common for persons to serve 2- to 3- year terms on a rotating basis.





WORKING EFFECTIVELY WITH COMMITTEES

A great deal of the work of the church occurs in committee. These guidelines apply to all your committee responsibilities.

Practice Good Stewardship

- **Be prepared.** Make necessary arrangements in advance of the meeting time. Check to be sure the room is set up as you desire, flip charts ready, minutes or reports duplicated, coffee brewed. Phone calls or post cards usually serve as friendly reminders and increase attendance.
- **Time is a valuable gift.** Honor people with punctuality. If some members desire more time to socialize than others, consider serving refreshments before or after a meeting as an additional fellowship opportunity.
- **Develop and work from a written agenda.** Agendas identify the reason for the meeting and define what you hope to accomplish. Govern time to allow for discussion on more important or controversial issues.
- **Involve people in their area of giftedness.** Model a gifts based ministry by asking people to contribute by utilizing their God-given skills and talents.

Be a Good Manager

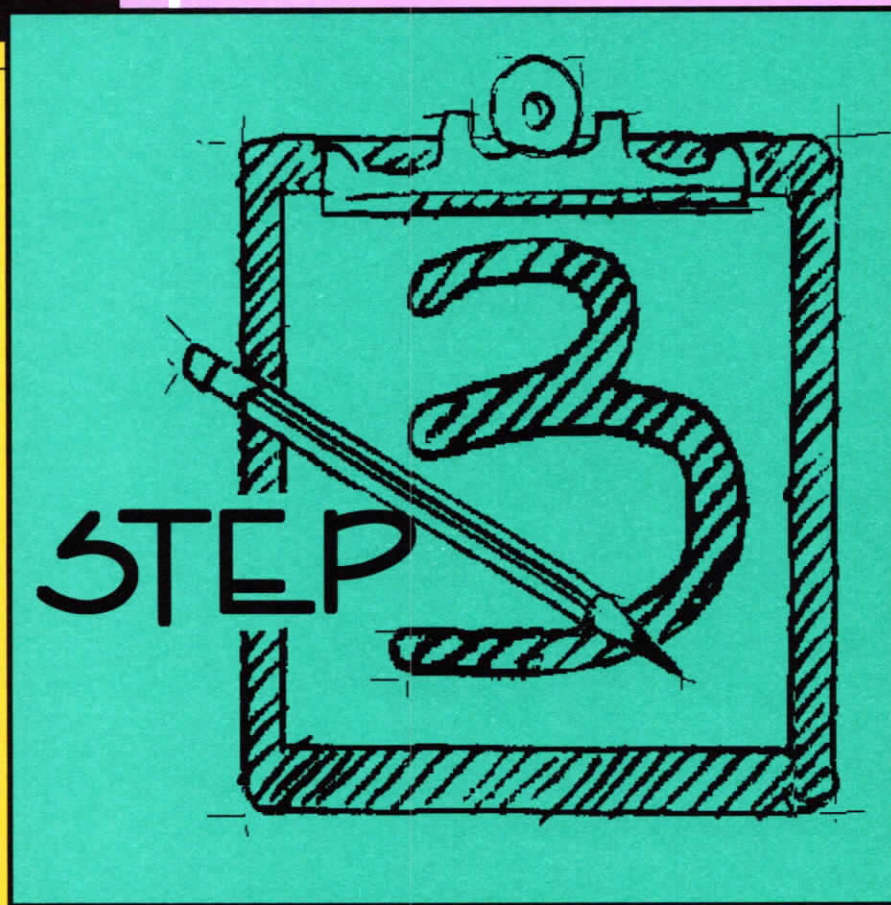
- **Record the progress of the meeting.** Assign a person to take notes and distribute the minutes as soon as possible after the meeting. Highlight accomplishments, review assignments, and recap progress before you adjourn the meeting. As decisions are made, clarify next steps; identify responsibility for follow-up action; define time lines; and determine who is to be informed of progress and how.
- **Keep good records on your members.** Develop rosters with the names, addresses, and phone numbers so that members can be in touch with each other.
- **Set meeting dates well in advance.** To limit confusion, you may want to establish a meeting schedule such as the first Tuesday of the month. Another approach is to set the time and date of the next meeting as you adjourn. Members are aware of their responsibility to attend when they have an equal say in setting the date.

View Meetings as Ministry Opportunities

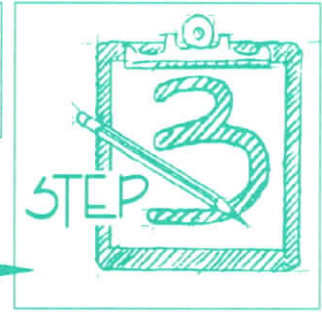
- **Begin meetings with devotions and the opportunity to pray for each other and the work of the body.** If your church offers evening worship opportunities, you may want to schedule meetings so that members may worship and serve together.
- **Help everyone feel comfortable and a part of the group.** Take time for people to share important life events. Team building exercises can go a long way towards helping a committee come together and function effectively.
- **Monitor group dynamics.** Encourage those who are hesitant to speak. Monitor those who have a tendency to dominate the conversation. Be sure each person feels heard and has the opportunity to be a contributing member of the committee.
- **Celebrate accomplishments.** Often we become so involved in the big picture that we neglect to celebrate the many achievements of the group. Acknowledge personal accomplishments as well as group achievements.







ADMINISTRATIVE SYSTEMS



STEP 3:

ADMINISTRATIVE SYSTEMS

In *Step 1*, you built a foundation for your program with the larger church body. You met with people, shared your vision, learned of areas where you could support other ministries, and gained an in-depth appreciation for your congregation. *Step 2* introduced the leadership team concept providing specific guidelines for the development of the Lay Ministry Committee.

"Instead, by speaking the truth in a spirit of love, we must grow up in every way to Christ, who is the head. Under his control all the different parts of the body fit together, and the whole body is held together by every joint with which it is provided. So when each part works as it should, the whole body grows and builds itself up through love."

Ephesians 4:15, 16 TEV

Working in concert with your leadership team, you will continue to establish the foundation for your lay ministry system in *Step 3*. Before you can begin interviewing members or connecting people into ministry in their areas of giftedness, it is vital that you organize a work plan, establish goals and objectives, create record keeping systems and develop job descriptions. Together, these systems are the "joints" which hold your program together. Budgeting guidelines and policy considerations support the administrative structure fundamental to the success of your program.

Preparation is time consuming. *Following the employment of the Director of Lay Ministry, most churches allow anywhere from 9 to 18 months for program development activities, before anticipating visible results.* Preparation forms the foundation of your program. Careful, intentional development pays dividends for years to come.

In this section of the *Starter Kit* you will—

- Develop a work plan using goals and objectives.
- Locate office space.
- Examine budgetary needs.
- Consider a few basic operational guidelines.
- Develop a record keeping system to track and retrieve information.
- Identify ministry opportunities and work with church leaders to develop ministry descriptions.

PLANNING

Releasing people in service requires a thoughtful, well-managed program of ministry. In her widely acclaimed book, *How to Mobilize Church Volunteers*, Marlene Wilson defines management as "working with and through other people to accomplish organizational goals and purposes."* It is your job, as Director of Lay Ministry, to work with and through other people to enable the members of the body of Christ to identify and use their talents, in response to God's call. Just as Paul planned his work in mission, and involved others in his ministry, we too are called to use the gifts of management to plan a system that will support and encourage the ministry of the faithful.

Mission, goals, and objectives are your most basic planning tools. Let's look carefully at each tool.



THE GIFTS MINISTRY WILL SERVE NATIONAL PRESBYTERIAN CHURCH (NPC) by working with a staff coordinator to enable those within the church to:

- Identify individual and collective gifts, talents, and abilities;
- Identify needs and opportunities that exist in NPC for the use of these gifts;
- Connect the gifts and needs.



MISSION STATEMENT
The Committee on Lay Ministry at Los Altos United Methodist Church will empower each member to discover and use their gifts in response to their faith.



Mission or Purpose

Your church has an overall mission guiding its work. A mission or purpose statement for lay ministry defines how this program works to complement and enable the church to achieve its overall purpose. To the left are two examples of actual mission statements for lay ministry programs.

A purpose statement points a program in a general direction. It states the reason for the program's existence within the life of the congregation. A member of your congregation should be able to read your statement and have a general idea about the work of the Lay Ministry Committee and the purpose of the program.

*Marlene Wilson, *How to Mobilize Church Volunteers*, 1983, Augsburg Fortress Publishers, Minn., p. 47.





Goals

More focused than a mission or purpose statement, a goal defines a specific area of work. Most programs have several goals that help to achieve the overall mission or purpose of the group.

Let's look at a variety of goal statements from actual lay ministry programs:*

- empowering and equipping each member to find his/her special way to serve.
- assimilating new members through interviews and follow-up placement in fellowship, service, or study.
- encouraging and coordinating the writing of ministry descriptions for all activities and programs.
- assisting in the training for interviewing, ministry description writing, leadership interaction with program, follow-up, and recognition of service.
- enabling members to use their special gifts and talents through leadership training opportunities.
- providing a system of communication for the laity to give feedback, evaluation, and rotation.

As your program grows and evolves, so will its work. Goal statements change over time to reflect new concerns or a developing understanding of lay ministry. Your Lay Ministry Committee should revisit its goal statements on an annual basis to assure that they reflect the current direction of the program.

- finding new ways to promote, publicize, and lift-up opportunities for the laity to find ways to become involved in the church and community, i.e. job description booklets, new brochures, new ways of distribution.
- submitting information for computer entry to provide quick access and to update information on a regular basis.
- connecting every member to the church as a whole.
- helping the laity to understand the theology of gifts and the importance of discovering their own special gifts to empower them to share in ministries fulfilling to themselves and the goals and outreach of the church.
- creating systems of recording each member's involvement.
- encouraging all church commissions, councils, committees and boards, to identify needs so that collective and individual gifts might be matched with needs.
- sponsoring informational sessions on strategies to discover gifts.

*Special thanks to National Presbyterian Church, Washington D.C.; Brentwood Presbyterian Church, Los Angeles, CA.; and Los Altos United Methodist Church, Los Altos, CA.



Objectives

Objectives follow goal statements serving to clarify and define the intent and direction of the goal. Well-written objectives not only direct energy, but also serve as valuable evaluation tools. They let you know when and to what degree you achieved your goals. A good objective is a SMAC* objective:

SMAC Objective

Specific
Measurable
Achievable
Compatible

Specific
Measurable
Achievable
Compatible

SMAC objectives delineate your work and tell you when you have reached your destination.

These statements illustrate the role objectives play to clarify the intent of a goal:

Goal: To create systems of recording each member's involvement.

Objectives:

1. Name a records-keeping subcommittee of not more than five persons by the next congregational meeting.
2. Examine the church's computer system and software capability and report finding and recommendations to the Lay Ministry Committee by April 15.

Broader goals are somewhat more difficult to break into measurable objectives. The objective below demonstrates that words like "encourage" or "to identify needs" may mean different things to different people. Clarifying expectations helps to develop clear objectives.

Goal:

To encourage all church commissions, councils, committees and boards, to identify needs so that collective and individual gifts might be matched with needs.

Objectives:


1. Each member of the Lay Ministry Committee will select three commissions/councils/committees to meet with by March.
2. The committee member will present the ministry description system at the meeting and will work with the members during the meeting to develop a ministry description defining the work of the group. Individual ministry descriptions will be solicited through follow-up phone calls and individual conferences over the next two-month period.


* Marlene Wilson, *The Effective Management of Volunteer Programs*, 1976, Volunteer Management Associates, Boulder, CO, p. 78.

Planning is critical to your success. *When you plan your work and work your plan, you achieve your destination.* Mission, goals and objectives point a clear direction; they focus energy; they delineate the work to be done; and they serve as valuable tools to evaluate your success and establish future plans.

When you plan your work and work your plan, you achieve your destination.

REMEMBER

 People work hardest on the plans they help to make. Involve your Lay Ministry Committee in your goal-setting process. Revisit your mission, goals, and objectives frequently to keep everyone focused on the work to be done and to celebrate accomplishments.

 A well-defined mission is one of your best recruitment tools—

- Mission motivates. People are energized to work for something they believe in.
- Mission attracts. A clearly-stated purpose, with thoughtfully developed goals and objectives, will influence people to join your effort and to invest their time and energy in the work of your committee.

RECAP

Mission/Purpose Statements:

- Focus the overall direction of your work.
- Complement the mission of your church.
- Encompass the specific goals and objectives of the Lay Ministry Program in a visionary and sufficiently broad way.

Your mission statement, and your goals and objectives, form a work plan. Together, they define a “yardstick” measuring your success.

Goal Statements:

- Focus energy.
- Define and direct a specific area of work.

Objectives:

- Clarify and define the intent of the goal statement.
- Serve as a basis for evaluation.
- Specific, **M**easurable, **A**chievable, and **C**ompatible.

SPACE AND FACILITIES

*It takes
amazingly little
space to get a
lay ministry
program off the
ground!*

Let's look at your basic needs:

- A desk with a telephone.
- A few drawers to begin to file and organize information.
- Basic office supplies—pens, pencils, stationery, paper clips, etc.
- Convenient access to duplicating and postage.

As your program grows, other needs develop:

- An accessible, inviting office.
- A computer networked with other terminals in your church.
- File cabinets and storage space.

You will need access to facilities shared by the church:

- Work space for projects.
- Meeting and training space.
- A private location for interviewing members.
- Bulletin board space.
- Available parking.



BUDGETARY NEEDS

Initial Financial Needs

You can begin the Lay Ministry Program with a minimal budget. Other than your salary and fringe benefits package, initial program development costs are relatively minor with one exception—*your own training and development*. Few, if any, seminaries currently offer courses or workshops in lay ministry management. Unless you have directed a volunteer or community relations program in the nonprofit or public sector before accepting this position, the *Starter Kit* and the few books available on the subject are most likely all you have to guide your work.

The Resource Section of this Starter Kit describes institutes available through the Leadership Training Network. Call Leadership Training Network for information about the next available institute or seminar and its location. 1-800-765-5323

Planning for the Future

As your system evolves, you will need to develop a budget to support the costs associated with the program. *Your budget should be based on and reflect the goals and objectives for the Lay Ministry Program.*

Many churches utilize a basic line item budget system with categories developed to reflect the operational systems in the church. Expense categories such as duplicating, postage, and general office supplies often fall within the church's general administrative or office supplies budget category. Likewise, office equipment such as a desk, a computer, or a filing cabinet are part of the larger church budget and are not reflected in a specific program budget. Personnel expenses vary. Some congregations keep all salaries and fringe benefit packages grouped under personnel, while others allocate the expense to the department.

As the Director of Lay Ministry, you will want to pay special attention to the financial needs specific to your program. These include:

Recognition

It is very important to celebrate people's ministries. Pictures, certificates, and punch and cookies (brought by other than those you are thanking) are inexpensive forms of recognition. Be sure to secure funds for developing photos and even having some photos enlarged as posters. You may want to consider sending especially active members to training programs that enhance their skills as a way of affirming their commitment to ministry.

Professional Development

This category includes money for memberships in professional organizations, and registration fees for workshops, conferences, and training institutes. While professional development is an ongoing need for all staff persons, most will be able to take part in programs close to home. As a member of a new profession, your opportunities for training are significantly more limited. Be certain to budget adequate funds to travel to workshops, institutes, and conferences where you can learn from others in your field.



Travel and Lodging

This line item covers the cost of travel to conferences and training institutes as well as travel around town that is part of your job. For many conferences, lodging and meals are an additional charge beyond registration.

Special Needs

No matter how carefully you plan, you will likely encounter unexpected expenses. Because you are working in an area that is by definition dynamic and flexible, you will need to be prepared for the unusual! You may decide to conduct a Ministries Fair showcasing the opportunities for service in your church. A Fiesta theme is selected—are you ready with the crepe-paper and piñatas?! Budget some funds that enable you to start your program with a bang!

Consult with your church's business manager for information on how your church develops a budget and the timeline and process for submitting financial requests.

For some people, ministry opportunities stretch an already tight budget. Assistance with child care, car fare, parking, or meal expenses may make the difference in ability to serve voluntarily. Budget funds to assist those on fixed or limited income, or work with your senior pastor to secure discretionary enabling funds. Brainstorm other creative options that do not require your volunteers to spend in order to serve.

DEVELOPING PROGRAM GUIDELINES

Policies and Procedures

Although many churches operate without formal written policies and procedures, usually certain actions and behaviors are considered acceptable while others are “taboo.” These may be doctrinal issues, such as who may partake of the sacraments, or selection procedures for certain boards or committees. They may be less formal, but still important organizational concerns, such as how the kitchen is managed, or what is acceptable dress at the reception desk.

As you establish your Lay Ministry Program, spend some time talking about base line expectations. For example, at what age should a person be interviewed for a ministry experience: is it upon confirmation, or at 18, or at 21, or at their parents' request? When are new members interviewed? As soon as possible following membership, or after they have completed certain pre-established course work, or within three months of membership? When do you rotate out of or into a new ministry? Formulating answers to questions such as these create the basis for *policy*.

Procedures are the steps that one follows in implementing a ***policy***.

Procedures are the steps that one follows in implementing a policy. For example, your policy may be to interview members as soon as they join the church. Your procedures may include an advance letter explaining the interview process, the types of questions you will be asking, and information about scheduling the interview. Additional procedural issues may apply to data entry and placement in ministry opportunities.

In early stages of program development you may want to—

- Explore what, if any, policy and procedure guidelines are currently operational in your church. As a rule of thumb, lay ministry policies should parallel general church policies.
- Maintain a notebook of policy and procedure issues. As you resolve questions and establish protocols, begin creating a book of “guidelines”—a less threatening title for a policy and procedures manual.
- Explore the concept of policies and procedures in volunteer management literature. A useful booklet by Steve McCurley (1990), *Volunteer Management Policies*, is available from the publisher, VMSystems/Heritage Arts Publishing, 1807 Prairie Ave., Downers Grove, IL 60515; 708-964-1194. This booklet outlines a complete policy system for a volunteer program in the nonprofit world. It covers many areas—confidentiality, health screening, interviews, evaluation, insurance, etc.—that emerge as a program grows and evolves.

Risk Management

The title alone is "cause to pause." Risk management in the church world? "All we're trying to do," you say, "is identify the gifts and talents of our members and release those skills in service to others. Why do I need to know anything about risk management?"

Let's suppose, for a moment, that you have a bake sale which is open to the public. One of the patrons purchases a cheesecake and returns the next day to say the cake was spoiled and a member of her family became sick. You offer to refund her money, but she wants the visit to a local hospital emergency room covered as well. Or perhaps, your youth group organizes a wilderness hike. On the way to the state park, one of the church's drivers is in an accident and there are serious injuries. Who is liable? Your church organizes a "mop and hammer" crew to make minor repairs at the church. A ladder is left out and an elderly member trips and is injured in the fall. Again, who is responsible?

Situations like these raise the issue of liability; who is legally responsible for such acts? Lawsuits occur, even in the world of the church.

***E*stablish solid administrative systems, maintain good records, and seek expert council if you believe an action or program represents a significant risk to your church or one of its members.**

As you begin your program, what steps should you take?

- Talk with your senior or administrative pastor and identify who is responsible for these types of concerns in the church. Examine what precautions your church currently takes and the rationale for these actions. Are assumption of risk forms signed before groups leave the building in cars? Who designed the form? Who researched the system?
- Determine your responsibility for managing risk associated with lay ministry operations. You may want to identify a member willing and qualified to handle this concern for you.
- Order some of the resources available to you. Two informative guides are: *No Surprises: Controlling Risks in Volunteer Programs* by Charles Tremper and Gwynne Kostin (1993); and *Planning It Safe: How to Control Liability and Risk in Volunteer Programs*, a resource guide developed by the Minnesota Office on Volunteer Services (1992). Both can be ordered from "Energize" at 5450 Wissahickon Ave., Philadelphia, PA 19144, or by calling 1-800-395-9800.

INFORMATION SYSTEMS

Clear, consistent, accurate, retrievable information is a critical component to an effective lay ministry system.

Record keeping needs fall into three broad categories:

- **Member Information**
- **Ministry Opportunities**
- **Administrative Records**

Member Information

For an interview to be useful, you need to develop a method to store and retrieve the knowledge acquired about each member. Information needs include everything from name, address, and phone number, to skills, interests, current and past work in the church, leadership experience, training, occupation and special needs.

It takes a great deal of time to think through the ramifications of a comprehensive record keeping system. Pilot testing a system allows you to refine your program and work out kinks before oversights cost you either time or money.

As you acquire information, remember that it will need to be entered into some form of a data base. Develop approaches that insure accuracy and reasonable speed of entry and retrievability.

Consider how you will use the information you acquire. What type of reports will you need to generate? If other people are going to be looking at your information system, will they understand your categories and symbols? Develop a "user's guide" as you create the system.

Ministry Opportunities

Just as you need to know who your members are, and the gifts and talents they bring to the church, you also need consistent, up-to-date information about ministry opportunities. Ministry opportunities vary from service as a Sunday School teacher, to work with committees, to positions as greeters and ushers, to name only a few possibilities. You need to know who is responsible for each ministry area, details about the program or project, and available service opportunities.

As you create your management system capturing the skills and abilities of the member, remember that for this information to be optimally useful, *there needs to be a system whereby you can match abilities with opportunities.*

Again, pilot test and refine your system before going church-wide.

Not all ministry emerges from programs currently existing within the church. The unique life situation of a member, a community crisis, or God's special call can each create new service opportunities. Consider ways to build flexibility into your information system to capture these special talents and situations.

As your program develops, hopefully you will consider expanding ministry opportunities to programs within your community. Some congregations arrange to send members



as volunteers to groups and organizations supported through their benevolence funds. Others select areas of special needs and focus the energy of their members on a particular cause or problem area, such as delinquent youth, unwed mothers, or homelessness. Building growth possibilities into your record-keeping system allows for expansion and retards obsolescence.

Your Lay Ministry Committee will need to help you define the scope of your ministry opportunities. As a rule of thumb, it is usually advisable to organize the opportunities available within the church before expanding your reach into the community.

Administrative Records

Most church leadership boards and senior pastors seek some type of monthly report from staff persons. Usually such reports reflect how time has been allocated and the results of efforts. It is only fair that the Director of Lay Ministry comply with this expectation as well. The question then is how to best reflect the fruits of your labor. An important place to begin is with the Biblical basis of your program.

We must think through our values and find ways to reflect what we value in the statistics we maintain.

If your program is based upon Ephesians 4:12, "to prepare God's people for the work of Christian service," (TEV) you would be called upon to measure and report on such things as:

- the number of persons interviewed and placed in service.
- the types of training programs and numbers in attendance.
- the number of persons currently involved in ministry within the scope of the program.

Keeping these records then provides you with an outline for your annual report.

If your program is rooted in Paul's letter to the Romans (12:6) "the gifts we possess differ as they are allotted to us by God's grace, and must be exercised accordingly" (NEV), you may want to report on:

- the range of gifts identified through interviews.
- the number of persons using their gifts in a related ministry.

Think carefully about your reporting system. In secular volunteerism, it is common to report on the number of hours contributed in service. This approach can be utilized by churches, but as is the case in the secular community, hours should not be confused with the value of service rendered. How does one equate the relative value of sitting with a terminally-ill patient and family during the last hours of life and the same number of hours spent on the telephone reminding young people to work a car-wash fund-raiser? Hours, though important, seldom adequately reflect the value of service.

*"Love is always patient and kind; it is never jealous; love is never boastful or conceited;...it is always ready to excuse, to trust, to hope, and to endure whatever comes."
1 Corinthians 13:4,7 JB*

In the beginning, record keeping and information systems will be a large and time-consuming part of your job. There truly are so many issues to consider. Yet, your information system is the foundation on which you build your program. As your program evolves and you get your systems in place, members and support staff will help you maintain and update the system.

7 Pointers for Creating an Information System for Lay Ministry

1. Select a dedicated and talented individual interested in information systems to serve on your Lay Ministry Committee. Working with this person, select a small, knowledgeable subcommittee to investigate and create a system for your church.
2. Interview other churches that use software systems. Identify what they are using and its effectiveness in managing member information.

Maintain a flexible system that incorporates an openness to God's call.

3. Explore management information software, both what your church currently utilizes and what other systems are available (see the *Resource Section*).

4. Finish reading the *Starter Kit* to be sure that you have considered all the areas where information may be useful to you.

5. Become thoroughly familiar with your information needs. What do you need to know to connect members' talents with ministry opportunities? Interview other staff to discern their needs. Develop a "wish list" of everything you want your information system to accomplish. Develop several trial ministry descriptions and pilot test an interviewing format. What information did you acquire and how can you connect the pieces? Be sure your system is capable of meeting your needs.

6. Exciting ministry opportunities emerge from the unique life circumstances of your members and their call to serve. Develop a system with sufficient flexibility to meet unanticipated demands.

7. Pilot test, pilot test, pilot test.

8. Developing a good system will take time. Invest the time wisely and you will be well rewarded.

PEOPLE-SENSITIVE LANGUAGE

The creation of an information system includes developing a "database." Over time you will acquire information about members' gifts and talents, availability to serve, special ministry needs, and other important dates, facts and figures. Collectively this information forms your *database*.

But remember...a database is information ABOUT people, it is NOT the people themselves. Few of us, especially within the church home, enjoy being referred to as "a database!"

Keep your information and your information collection system "user-friendly," but make every effort to employ "people-sensitive" language, especially as you develop your program.

MINISTRY DESCRIPTIONS

Ministry descriptions present opportunities to serve within the church and the community. A ministry description is essentially a description of the work to be performed, the expectations for the position, and the relationship of the position to the mission of the congregation and to other programs within the church.

"...whoever would be great among you must be your servant, and whoever would be first among you must be your slave; even as the Son of man came not to be served but to serve..."

Matthew 20:26–28 RSV

Although ministry descriptions are one of the more routine aspects of the job, they are an indispensable component of the program.

A typical ministry description includes:

- a title for the ministry.
- a purpose statement: why this position is important in the life of the church.
- a summary description of the position.
- the name or title of the supervisor, to whom the member is responsible, i.e. who will supervise this ministry area.
- a list of specific responsibilities.
- the amount of time required to perform the task, usually presented on a weekly or monthly basis, i.e. "two hours, one day per week," or "two three-hour meetings per month."
- the length of commitment, for example, six months, two years, etc.
- the skills, talents, gifts needed to support this ministry.
- any training needed or available to do this ministry.
- the development date, so you will know when the ministry description was created and when it should be revised.

A ministry description serves several very important purposes.

- It provides comprehensive knowledge of the ministry, its expectations and requirements.
- It presents the goals and purposes of the position.
- It facilitates orientation.
- It serves as a guide for training, feedback and evaluation.

10 Steps to Building Good Ministry Descriptions

1. With your Lay Ministry Committee, determine a ministry description format that meets the needs of your church. (See sample form at the end of this section.) Again, you will want to pilot test any format you select. Does it meet your informational needs? Does it help you to effectively invite people to serve? Is the form sufficiently user friendly? Is it compatible with your record keeping system?

2. It is *not* your job to create the ministry descriptions for each ministry area in your church; rather, it is your responsibility to assure that each ministry area completes the form. Along with your committee, you will want to meet with other committees to train them in the process of writing ministry descriptions.

3. Start the development process with your "highest" level board or committee. Through their participation, key leaders model the importance of ministry descriptions.

4. Ministry descriptions should be developed for all projects and committees, as well as, individual ministry opportunities. The coordinator of Vacation Bible School, the director of the annual Christmas pageant, and each committee chair, should develop an overall description of the project to guide work and to invite people to serve.

5. *Strongly resist* providing names of potential candidates for a position that does not have a written ministry description. If the requester does not have the time to create the description, he/she may not have the time to orient, train, and supervise the minister either. In the long run, the creation of ministry descriptions saves time with both recruitment and training.

6. Review each ministry description carefully. These documents will alert you and your interviewers to the special gifts and talents to look for as you talk with members.

7. Maintain *two* copies of every ministry description. Always keeping the original in your office.

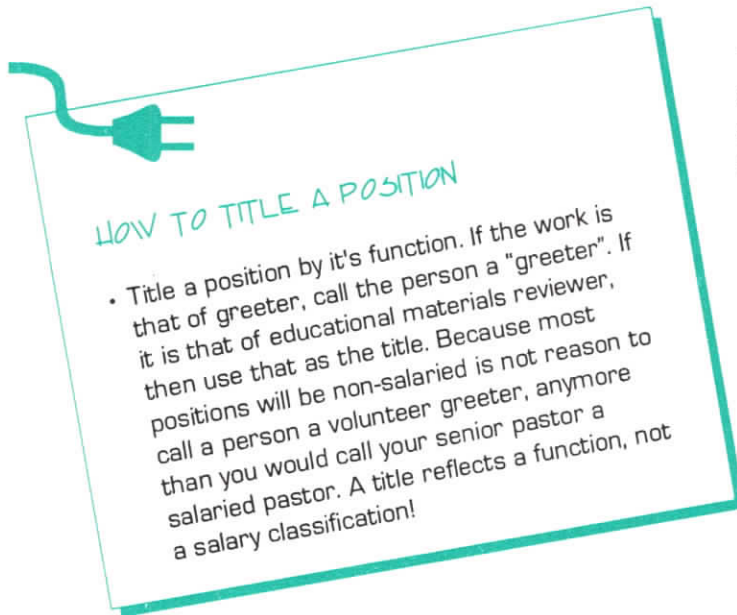
A PROCESS SUGGESTION

- Schedule a meeting with all committee chairs.
- Explain the ministry description process and its importance to the entire church. Share that it encourages the stewardship of our time through the clear definition of the work to be performed for the church. Stress that the ministry description is an excellent training and recruitment tool. Indicate that members cannot offer themselves in service if they are unaware of the ministry opportunities available to them!
- Begin by asking each person to complete a blank ministry description form while you are there. Review what is meant by each category. (You may want to have a sample form on newsprint or on an overhead projector. Consider sharing a completed form by way of example.) Allow each one's creativity to enhance the task. Note: a ministry description describes what you do, not how you do it.
- Allow people sufficient time to complete their own ministry descriptions and then collect the forms.

8. Organize the ministry descriptions in a notebook for members to review. As your program grows and develops, you may select to develop a ministry opportunities handbook.

9. Use each ministry descriptions as a working guide to the task. Make notes on it, record new duties and responsibilities, and enhance it to fit the realities of the ministry.

10. As a member completes a ministry opportunity, revise the description to more accurately reflect the nature of the experience.



HOW TO TITLE A POSITION

- Title a position by it's function. If the work is that of greeter, call the person a "greeter". If it is that of educational materials reviewer, then use that as the title. Because most positions will be non-salaried is not reason to call a person a volunteer greeter, anymore than you would call your senior pastor a salaried pastor. A title reflects a function, not a salary classification!

The process of creating ministry descriptions encourages responsible stewardship of time, talents, and gifts, and enhances the ministry of the church through coordinated, well-managed service opportunities.

Ministry Description Form

Title:

Purpose of Ministry:

Responsible to (or relationships/liaison):

Ministry Description:

Desired Results:

Time Commitment (amount of time, length of service):

Skills, Talents, Gifts, Qualifications:

Training Opportunities:

Date:

Tailor the ministry description form to the needs and expectations of your church.



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_____ TO THE DIRECTOR OF LAY MINISTRY



SAMPLE MINISTRY DESCRIPTION

National Presbyterian Church
Washington, D.C.



Pastor _____

Date _____

Ministry Description

Ministry Title: Congregational Interviewer

Responsible To: Gifts Ministry, Nurture Commission

Ministry Description: Attend a training session for interviewing and commit to interviewing four members on different days, 45 minutes to one hour.

*Specifically:

1. Be genuine in the concern and care for others and their gifts.
2. Attend a training session.
3. Be part of the Gifts Ministry effort to enhance gifts and the privilege of service.
4. Be an active listener.
5. Return completed survey forms.
6. Share any particular "lightups" noted during the interview conversations with the Coordinator.

Time Required: About seven hours total time including training (different days).

Length of Commitment: Four interviews are asked. Commitment renewable...

Flexibility/Time/Place: Flexible according to personal schedule.

Training Provided: About three hours interview training.

Gifts, talents and/or special skills needed in this ministry: Honest caring for people; listening and recording skills; good "people skills"; obedience to God's call to love and serve one another.

Why this ministry is important in the life of the church: **Each one as a good manager of God's different gifts must use for the good of others the special gifts he has received from God. 1 Peter 4:10*

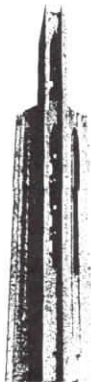
*It keeps the church current with members' gifts, talents, and abilities.

*It provides a place to hear about members' needs so that, where possible, these might be connected to ministries.

*A strategy for sharing life experiences is offered.

*Members feel important because time is taken to know who they are, how they have enjoyed serving in the past or elsewhere, and preferences regarding service and time.

*You will meet many other interviewers and become acquainted with several other members in the training and interviewing process.



SAMPLE EVENT DESCRIPTION

Brentwood Presbyterian Church

Job Description

Chair—Christmas Decoration of Sanctuary

Qualifications:

1. An appreciation of the beauty of the BPC sanctuary at Christmas time.
2. The ability to assess material and manpower needs required to accomplish the job.
3. The ability to recruit the committee and organize supplies required.
4. A sense of humor that will sustain the workers and chair during the task.

Responsibilities:

1. Procure the use of vehicle large enough to transport large Christmas tree, smaller Christmas tree and numerous wreaths and greenery from LA Market to the church.
2. Coordinate the decoration of the Sanctuary and recruit people to accomplish this task on a designated Saturday before the first Sunday of Advent.
3. Leave the Sanctuary in readiness for Sunday worship.

Specifics and Particulars:

To be done:

- Purchase purple candles for advent wreath; white for Christ's Candle.
- Iron bows for wreaths or purchase ribbon for bows.
- Check contents of Storage Room B to determine what supplies might need to be purchased/located (wire for hanging wreaths, ties for attaching bows to wreaths, etc.).
- Arrange with custodians to have ladders available.
- Check with custodians during the week prior to decorating to determine what tools are available at the church and what additional tools should be requested from volunteers.

Where Christmas Items are stored:

Room B—Sanctuary:

- 4 large artificial wreaths for chancel.
- Lights for tree.
- Decorations for tree (put on during Family Christmas Service).
- Wire.

Room C—Sanctuary:

- Wood base for Advent wreath (top of baptismal font is carefully removed and base sits on font; cover with greens) will need to be checked weekly.

Date _____

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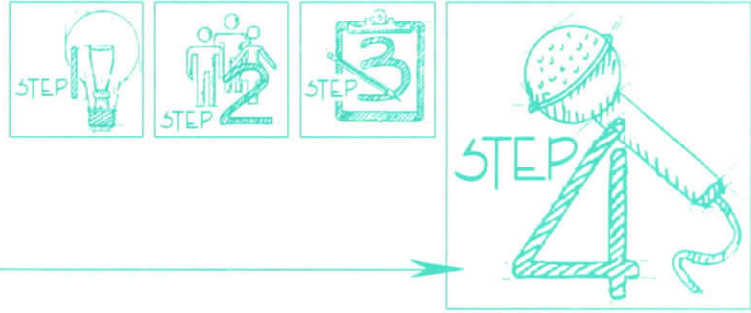
_____ TO THE DIRECTOR OF LAY MINISTRY



STEP



THE INTERVIEW PROCESS



STEP 4:

INTERVIEW PROCESS






The cornerstone of an effective lay ministry program is the interview process. The interview serves many vital purposes:

"I will praise you, for I am fearfully and wonderfully made. Wonderful are your works, that I know very well. My frame was not hidden from you when I was being made in secret, intricately woven in the depths of the earth."

Psalm 139:14, 15 NRSV

- St. Paul writes in the letter to the Romans (12: 6 NEV), "the gifts we possess differ as they are allotted to us by God's grace, and must be exercised accordingly." Through the interview, we learn of the wondrous uniqueness of each member of the body Christ.
- Each of us wants to be valued and affirmed as members of our congregation. The interview demonstrates the commitment of our faith community to provide a doorway to involvement, and an opportunity to share our faith story and our spiritual journey.
- The interview allows members to discuss why they have come to your church at this time in their lives and what they need to receive from the church. In addition, the member learns of available services, programs, and educational resources available within the church.

In this section of the *Starter Kit* you will—

-  Discover the multiple uses of the interview.
-  Clarify roles and responsibilities for member involvement.
-  Design an interview process for your church.
-  Identify the role of gift assessment tools in the interview process.
-  Learn tips for conducting a successful interview.



MULTIPLE USES OF THE INTERVIEW PROCESS

Wilson defines an interview as a "conversation with a purpose."* There are many purposes for the interview.



Start-up Interviews With Staff and Leadership

As you develop your program you will engage in many interviews. Your initial conversations or interviews will be with other staff members, lay leaders, and senior clergy.

Together you will be casting the vision for lay ministry and exploring how the Lay Ministry Program will complement and enhance other ministries within the church. Your purpose is to build bridges, develop team relationships, and strengthen the vision of every member a minister.

An interview is a sacred opportunity to come to know a fellow Christian, to experience God's grace, and to share in another's faith journey.

BUILDER'S NOTE:

Development occurs in other ways as well. New member classes and other assimilation programs will serve to spread the word about the Lay Ministry Program. These opportunities will prepare new members for the lay ministry interview and will answer many questions new members may have about your church and opportunities for involvement.



Entry Interviews With Members

Along with trained interviewers, you will be engaging new and existing members in conversations with the purpose of learning more about the individual's gifts, desire to serve, and need to receive care and support from the congregation. For new members, the interview is a key component of the assimilation process and serves as a welcome to the church. For established members, the interview opens the door to involvement.

The interview begins the lay ministry process. It is the church's opportunity to discover another person's faith history and the life experiences he/she brings with him/her to their community of faith. As you come to know another member of the body of Christ, you begin to discern how each person can work together to build the church and to spread its impact within the community.

For many churches, interviewing members is a new practice. Some members may be surprised by the practice and perhaps even a bit uneasy about the process initially. However, congregations with lay ministry systems report very positive results with the interviewing system. People will look forward to their time to talk about their faith and their personal response to God's redeeming love.

* Marlene Wilson, *The Effective Management of Volunteer Programs*, 1976, Volunteer Management Associates, Boulder, CO, p. 78.





Reflection Interviews

Interviews provide the opportunity to reflect on service experiences. During a person's service commitment, an interview can be used to enrich the ministry opportunity; help a member change to another area of service, if necessary; reinforce the decision to continue with the ministry selected, or encourage a decision to seek a mentor to support spiritual growth.



Exit Interviews

An "exit" or closure interview can be used to learn about the person's ministry experience, its challenges and rewards. You learn about the member's life in the church, explore high points and low points, and glean recommendations to present to church leadership. The exit interview provides you and others with the opportunity to affirm the individual and show your appreciation for his/her witness to Christ.

Exit Interview Questions: A Few Suggestions

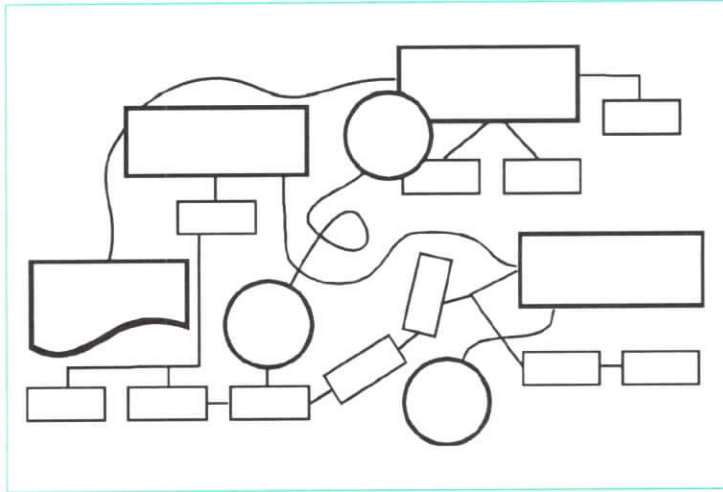
- Describe your experience with the committee/program/ministry with which you served.
- What were the challenges you faced when you joined this ministry?
- Were your talents and abilities appropriately utilized in this ministry?
- Did the ministry description adequately reflect the opportunity? What changes, if any, would you make in the description?
- How well organized was the opportunity?
- Were adequate resources available? If not, what was missing?
- Describe the degree of staff support and nurturing you and your project received.
- What did you like best about serving?
- What did you like least about serving?
- What training, education, or developmental experiences were helpful for you? What opportunities would have been helpful?
- Do you feel you made a significant contribution through your involvement in this service area? Was your time well spent?
- Based on this experience what suggestions or recommendations do you have for the pastors, the staff, the board of trustees?
- In what other areas of ministry are you considering serving?
- How might the church help you with your ongoing faith development at this time?



CLARIFYING ROLES AND RESPONSIBILITIES

Before you begin to interview, understand your church, learn how it operates, and determine who is responsible for the various work areas that you will be connecting

with as you develop your interview process. The following checklist will help you discern your responsibilities and identify leaders that you will need to work with in implementing a Lay Ministry Program. Initial clarity in working relationships and the assignment of responsibilities makes a huge difference in beginning a program smoothly and assuring that all necessary bases are covered for effective operations. It is not unusual for churches to lack clarity as they consider many of these concerns. Keep in close contact with your senior pastor as you discern lines



of authority and responsibility. Discrepancies often exist between the formal and informal organizational structure of the church.

In your church, who is responsible for...

New member assimilation:

- Senior Pastor
- Christian Education, Adult Ministry, or another department
- Lay Ministry Department through seminars
- Lay Ministry Department through one-on-one interviews
- Adult Bible Fellowships or Sunday School classes
- Small Group, i.e. "fishing pond" events or Mezzanine (Meta—Church)*
- Small group leaders
- Other: _____

New member education:

- Senior Pastor
- Christian Education, Adult Ministry, or another department
- Lay Ministry Department through seminars
- Lay Ministry Department through one-on-one interviews
- Other: _____

* Carl F. George, *Prepare Your Church for the Future*, 1991, Fleming H. Revell Company, New York.



Teaching the theology of lay involvement:

- Senior Pastor
- Christian Education, Adult Ministry, or another department
- Lay Ministry Department through seminars
- Lay Ministry Department through one-on-one interviews
- Adult Bible Fellowships or Sunday School classes
- Small group leaders
- Other: _____

Providing gifts discovery seminars/programs:

- Senior Pastor
- Christian Education, Adult Ministry, or another department
- Lay Ministry Department through seminars
- Lay Ministry Department through one-on-one interviews
- A gift assessment tool with one-on-one interview to discuss results
- Adult Bible Fellowships or Sunday School classes
- Small group leaders
- Other: _____

Discussing service opportunities:

- Christian Education, Adult Ministry, or another department
- Lay Ministry Department through seminars
- Lay Ministry Department through one-on-one interviews
- Hand out a "Service Opportunities Catalogue" and schedule a one-on-one interview after the member has marked several service interests
- Adult Bible fellowships or Sunday School classes
- Small group leaders
- Computerized "matching" system with one-on-one interview to discuss results
- After training, members are left on their own to find a place of service
- Hold a "Volunteer Fair" where members talk to department heads at booths about serving in their area of ministry
- Other: _____

Recruiting members to serve:

- Sunday morning announcements
- Centralized Lay Ministry Department
- Individual ministry departments
- Lay "Committee on Committees"
- Other: _____



Setting up "placement interviews" with leaders of ministry areas:

- The department that needs volunteers approaches the Lay Ministry Department for names
- The Lay Ministry Department introduces and guides the interviewed members to the departments where they indicated interest to serve
- Adult Bible Fellowships or Sunday School classes conduct service projects as a group
- Small group leaders follow-up with each of their members, coaching them through the placement process
- Other: _____

Providing ongoing training of members in ministry areas:

- The department where the volunteer serves trains its own volunteers
- The Lay Ministry Department provides church-wide training events
- Other: _____

Supporting members in changing or finding new areas of service:

- The department where the volunteer serves provides an exit method
- The Lay Ministry Department follows-up with volunteers on a regular basis surveying their satisfaction with their place of service
- Other: _____

Recognizing members for service and organizing celebration events:

- The department where the volunteer serves recognizes its own volunteers
 - The Lay Ministry Department provides church-wide recognition events
 - The Sunday morning worship has regular recognition events
 - Other: _____

"There are different kinds of spiritual gifts, but the same Spirit gives them. There are different ways of serving, but the same Lord is served. There are different abilities to perform services, but the same God gives ability to everyone for their service."
1 Corinthians 12:4-6 TEV



DESIGNING AN INTERVIEW PROCESS FOR YOUR CHURCH

"Process" comes from the Latin word meaning to "go forward." Through its evolution, the word has come to mean a "set of operations for doing something."* Let's look at a few of the issues you and your committee will need to consider as you create the interviewing process for your church.

What is your *primary* goal for the interview process?

- increase new member retention
- learn of members' gifts, interests and skills
- assist members to learn about service opportunities
- increase the commitment of members to the church
- gain feedback on the members' feelings about the church
- carry the members all the way to actually being placed and serving in a volunteer capacity
- start an ongoing discipleship or mentoring relationship between the interviewer and the member
- other: _____

Who are you going to interview?

- all new members
- a combination of new and established members
- experienced leaders
- inactive members
- prospective members
- adult members only
- youth members
- other: _____

"One of the on-going challenges of the church as the body of Christ is for its members to know each other as persons— individuals who are unique and important."

Marlene Wilson

How will the persons you anticipate interviewing learn of the process?

- new member classes or programs
- gifts ministry classes or workshops
- from the assimilation committee
- from the pastors
- from a letter sent to members or prospective members
- through announcements in the bulletin, at worship, or through the newsletter
- other: _____

* John Ayton's *Dictionary of Word Origins*, 1990, Arcade Publishing, New York.



How will you schedule the interviews?

- individually, according to the schedule of the interviewer and the interviewee
- as a special event in a new members' class
- as part of a gifts assessment program
- as a special event upon joining the church
- following a gifts assessment or service preparation program
- other _____

What type of interview form do you plan to create?

See the forms beginning on page 65 at the conclusion of *Step 4*. Three different options are presented. One is a computer-based questionnaire. The others can be completed by hand ahead of the interview.

The image displays three sample interview forms. The top-left form, titled "SAMPLE FORM" and "New Member—Getting to Know You" from Brentwood Presbyterian Church, Los Angeles, CA, includes fields for Name, Address, Phone, Date, Marital Status, Occupation, and Baptismal status. The top-right form, titled "SAMPLE FORM" for the National Presbyterian Church, includes fields for Address, Home phone, Business phone, Occupation, Business Title, Business Organization, Business Address, Sex, Birthdate, Marital Status, NPC Member since, Foreign languages spoken, Name of spouse, and Children at home. The bottom-center form, titled "SAMPLE FORM" and "Sharing Gifts at Los Altos United Methodist Church", features a drawing of a church building and asks about past church affiliation, responsibilities, and preferred times for volunteer ministry.

Determine the type of information you want to collect on each member. Work with others involved in the assimilation process to create a form that meets the needs of the church.



Consider these questions as you design your form...

When will the form be completed?

- before the interview?
 - in a new members' class
 - as part of joining the church
 - on an anniversary of membership
 - connected with a gifts assessment program
 - in preparation for the interview
- during the interview process?
 - with assistance from the interviewer
 - as part of the conversation
- upon completion of the interview?

How will information collected during the interview be managed?

- the interviewer will complete all necessary forms and file them as appropriate.
- the interviewer will meet with the Director of Lay Ministry to discuss results.
- information will be given to a data entry person for record keeping and referral purposes.
- other: _____

Pilot test several options before printing forms in quantity. There is *no one right way* to construct or maintain member files.

You want a system that—

- meets the needs of the church and the program.
- is user friendly and easy to access.
- provides you with the information needed to involve people in ministry.

Who will conduct the interviews?

The interview is the cornerstone of an effective Lay Ministry Program. Much of the success of the Lay Ministry Program depends upon developing a team of interviewers to connect with members and support them as they seek ministry opportunities and become a part of the larger church body. Along with your Lay Ministry Committee and your senior pastor, you will want to determine the type and level of assistance needed for this pivotal role in the Lay Ministry Program.

Options to Consider:

1. The Lay Ministry Interviewer. This person will interview members, provide follow-up information to appropriate persons, and serve as an ambassador of the Lay Ministry Program to the congregation at large. The interviewer will be carefully selected and trained, and will commit to a specified number of interviews.

2. The Lay Ministry Sponsor. Carefully selected and trained, the Sponsor agrees to interview a specified number of persons and to follow through with those persons until they have connected with the church, either through service opportunities or in programs designed to meet their needs. The Sponsor commits to either a time expectation or to establishing relationships with a specified number of interviewees.



3. The Lay Ministry Mentor. The most involved of the three options, the Lay Ministry Mentor establishes an ongoing relationship with the persons interviewed. The Mentor assumes a responsibility to interview a member and to support him in his faith journey. The Mentor works closely with the individual as he identifies his gifts, assists the person in finding a placement, and maintains contact with him as the experience unfolds.

The process for identifying and developing Lay Ministry Mentors is detailed on the following pages. You can modify these expectations for the Sponsor and the Interview positions. In all three situations, it is imperative that you develop ministry descriptions, carefully select the individuals for the position, train them thoroughly, and provide ongoing supervision. These persons represent the church to new, prospective, and established members.

What qualities and gifts do I look for in a Ministry Mentor?

- A pastor's heart, spiritual maturity and wisdom. A desire to help people and meet needs. This position helps people grow spiritually through guiding them to a place of service that fits their gifts. This is a discipler, not a "slot filler."
- An ability to listen well. An ability to ask good questions. An ability to see a person's potential and encourage her to see it as well.
- An ability to synthesize information. This person must create bridges in her mind between the person's gifts and the available opportunities for service, and then guide the member to a point of seeing that bridge.
- Willingness to make the time to invest in the lives of other people, including patience to deal with the interruptions and winding paths a person takes as he considers significant changes in his life.

KEY CONSIDERATION

It is your job, as Director of Lay Ministry **to know** the skills, abilities, and interests of the members and **to convey** this information to church leaders seeking support for various ministries. You need to be able **to respond** to a church leader with names and contact information about members suitable for the ministry in question. Your department may set up an interview with the person in charge of the ministry you think initially would be a good fit for the member. Usually the person directly involved in the ministry is the best one to explain what is involved in serving there, and can enthusiastically describe the program's purpose and benefits to the volunteer.

Where do I look for Ministry Mentors?

- Lay counselors who indicate a desire to help people realize their potential, but often get tired of long-term, problem-oriented counseling.
- People trained and employed in Human Resources.
- Small group leaders who have indicated a particular bent for behind-the-scenes facilitation helping others to grow, rather than teaching or organizing responsibilities.
- People proficient in the use of gift assessment instruments who understand the benefits and limitations of these instruments.



How do I train Ministry Mentors?

- If you select the right people, they already have the inherent gifts of a good interviewer and mentor. The key is to train them in skills of gift assessment and placement, and provide plenty of opportunities to role play and practice in guided exercises.
- Don't be surprised if you recruit 15 mentors and more than half decide during the training they don't have time to follow up with the commitment, or need to be reassigned because they don't have the skills or maturity that is needed. These are key positions and require high standards.

What questions do you intend to ask during the interview?

Your goals and objectives for the interview process will help you determine the questions to ask during the interview.

Your over-riding goal is to make the person feel at ease in the interview.

A few pointers as you consider the questions:

- ask "open ended" questions that encourage discussion rather than "yes"/"no" responses.
- tailor your questions to the person with whom you are speaking.
- It is more important that the person feels cared for than it is for you to conclude your time together with each question answered. This is first and foremost a ministry experience. If a member needs to share a life situation that is not part of your interview format, follow the member's lead.

At Ease: Since you will be asking them to tell you a great deal about themselves, sometimes it helps if you "go first" and share five minutes about yourself. Perhaps you could explain why you elected to be an interviewer and share a personal story about how discovering your gifts helped you to serve more effectively; or, you could discuss how the interview experience helped you to become a contributing part of the church. Sharing a personal story, especially one that demonstrates your own vulnerability and how you have grown and learned from this process yourself, will help a new person feel less embarrassed about not knowing where she wants to serve or not having a good grasp on her own talents and abilities. Personal sharing creates bridges of understanding allowing members to see interviewers as being on their side.


On pages 60 through 62 are a series of sample interview questions that may assist you as you formulate your own questions.



POINTERS FOR CONDUCTING A SUCCESSFUL INTERVIEW

Preparation...

- Prepare the way—send a letter or call the person to be interviewed. Discuss the process and provide the member with sufficient information to prepare for the time together.
- Allow at least one hour for each interview. Try to arrange a private location free of interruptions. Arrange for someone else to handle your phone calls. If possible, provide child care for mothers with toddlers.
- You are “the church” to the person with whom you will be speaking. Your timeliness, courtesy, and follow-through reflect on the entire congregation.



THE CHARACTERISTICS OF A GOOD INTERVIEWER

- A thoughtful listener. A person who sincerely values others and encourages the person to share his/her story. A good listener does not finish a sentence for the speaker. A good listener focuses on what the other is saying, listening carefully to hear the story unfold. A good listener seeks to understand the speaker and to experience life from the 'frame of reference' of the person interviewed.
- A patient and understanding person. A good interview cannot be rushed. A good interviewer is relaxed and puts others at ease.
- A Christian committed to helping each of us find our place in the body of Christ. An interview in the church is not the same as a job interview. While you sincerely hope to begin to identify a person's giftedness for ministry, the interview itself is a ministry opportunity.
- The interview is the church's opportunity to learn the needs of a fellow Christian. A person may be facing a life crisis, overwhelmed by life circumstances, or simply caught in the throes of transition over a move, a new job, or a new baby. A successful interview provides the member with an opportunity to share what is happening in his life of faith and to learn of his needs and desires.
- The interview provides the person with a chance to explore the gifts she brings in service. Some gifts may be life experiences, others may be talents, skills, and occupational abilities, while still others may be the spiritual gifts God has given each of us. Our gifts, combined with our temperament, personality style, and interests, work together as we find our place in the body of Christ.



As the Interview Begins...

- You have been given the great privilege of having the opportunity to talk with fellow Christians about their life journey, their special gifts and talents, and their unique concerns. Acknowledge that privilege. Thank each person you interview for taking the time to talk with you.
- Determine how you intend to record and remember the information the member shares with you. If note taking during the interview is necessary, let the member know.
- Put the member at ease. A good interview is like a comfortable conversation with a friend. You may want to talk about the weather, sports or current events before easing into the questions that shape the interview.

Closing the Interview...

- Be sure the member feels that his/her needs have been addressed in your time together. Ask the person if he/she has other questions or concerns to discuss with you.
- Consider closing with a word of prayer, a brief passage from the Bible, or a spiritual reading.
- Have each interviewer give the member a card with the interviewer's name and phone number in case the member has additional questions or concerns to share.



AN ADDED BENEFIT OF THE INTERVIEW PROCESS

For some members service may not be an immediate option. You may find members exhausted from serving in other situations; experiencing a personal crisis; involved in a significant life transition, or overwhelmed with responsibilities. The interview provides the member with the opportunity to reflect on his/her situation. The individual may need "permission" to take time for a sabbatical or to engage in study and reflection. Allow members the opportunity to rest and return to their church family renewed, refreshed, and ready for service.

After the Interview...

- Complete any necessary paperwork, forms, or data entry responsibilities.
- *Follow through as promised.*
- If possible, maintain periodic ongoing contact with the person you interviewed.



SAMPLE INTERVIEW QUESTIONS

These questions have been designed to stimulate your thinking as you create your interview format. Some questions may need to be reworded to address the specific concerns of the new member, and others to meet the needs of the existing member.

The challenge behind the interview process is for the church, as the body of Christ, to come to know its members as important, gifted, and unique creations, each in need of nurture and each capable of caring and serving.

Questions about the person.

1. I would be interested in learning about your family. Tell me about...

Very often our experiences with our family and significant others provide opportunities for ministry. We grow through the situations or problems that we have experienced. A widow may want to minister to others facing the loss of a spouse, or a parent with a physically or mentally challenged child may feel called to help others. Listen for these life experiences and determine if these are experiences a person feels called to share.

2. What do you/have you done to earn your livelihood? How do you/did you feel about your job?
3. If a person is new to the community, you might ask questions about his/her former home, previous church affiliations, and friendships. How can the church be helpful during this time of transition? What fellowship opportunities are you looking for?
4. How do you enjoy spending your leisure time? What are your hobbies, favorite sports, type of books, etc.?
5. What do you love doing? What brings you the greatest joy? What feeds your soul?
6. What do you dislike doing and hope you NEVER have to do again?!

Questions about member's expectations for our church home.

1. Can you tell me how you found our church and what made you select us as your faith community?
2. What would you like to see happen in our congregation that would meet your needs and the needs of your family?



3. How can the church minister to your special concerns?
4. Have you encountered any difficulties or problems in the church that you feel comfortable sharing?
5. How can the church work with you to help you develop your spiritual life?
6. Can you share some of your most memorable experiences in this church or other church homes? What made those experiences special to you?

Questions about the member's talents, abilities and passions for service.

1. We seldom have the opportunity to share with others those things which we most enjoyed doing and felt that we did well. Are there things you have accomplished that you're really proud of? I would like very much to hear about them.

If you listen carefully to the answer to a question like this, you will be able to learn a great deal about a person. The answer will likely tell you about the type of situation a person is naturally drawn to, the type of things a person enjoys working with and how he/she likes to work with others. Seek a couple of situations and look for the similarities and differences in the stories the person shares. This question can be used with persons of any age. It is not important that the situation be noticed by others. A person may share an experience building a model car, running a meeting, or organizing a closet. What is important is that the person enjoyed the experience and felt good about his/her work. This type of information will help to point you to their God-given gifts and talents.

This question is based on the Gifts Identification System developed by Arthur F. Miller and Ralph T. Mattson. You can read more about the System for the Identification of Motivated Abilities (SIMA) in their book, *The Truth About You*, Ten Speed Press, Berkeley, CA., 1989.

2. What do you most enjoy doing in your free time? Would this be something that you would like to share with others in your church? Do you have any thoughts about how you might do so?
3. I was wondering if there is a particular talent or ability that you have that you would particularly like to share with the church? Can you tell me about ways that you have used this ability in the past?
4. There are times in our lives when we feel that God has called us to a particular ministry. Have you ever felt you experienced God's call? Can you tell me about the situation and what you did? Do you feel called by God to a particular ministry now?



5. Often we have dreams or particular concerns for our congregation. Do you have any special thoughts or ideas that you would like to share? How can we help you explore these dreams?

This question would be most appropriately used with an active member. A new member may not feel prepared or comfortable with responding.

6. Sometimes God places certain events in our lives that create in us greater sensitivity to the needs of others. For example, a mother of a mentally retarded child may feel called to help others with special children. Have you experienced any life situations that you would be willing to share with others?
7. Just as we feel called to share certain parts of ourselves, there are often areas in life that we feel a particular desire to avoid for whatever reason. Are there any requests for service that you would especially like to avoid?
8. What concerns do you have as you join? Is there any information about the church that you don't understand where we might help?

In assimilation interviews, it's critical you ask new members about their expectations, their needs to be met, and their concerns about their new commitment. For established members, you would want to re-word this question to learn about their experiences with the church to date and how you might help them gain more from their involvement.

ALERT

In some of your interviews, you may learn of a crisis or problem in the life of the interviewee. This is where you transform from an interviewer to a lay minister. Ask if you may share this information with one of the pastors and be **CERTAIN** to do so, if permission is granted. It is especially important, in this situation, to close your time together in prayer.

It is not necessary that you be able to answer every question a new or existing member may select to ask; it is vital *only* that you follow-up with an answer or a contact person who is able to supply an answer!



GIFT ASSESSMENT TOOLS AND THE INTERVIEW PROCESS

Many churches have found that using a pre-prepared gift assessment tool augments the one-on-one interview. The *Resource Section* in the back of the *Starter Kit* provides information on many of the assessment tools available.

Types of Assessment Tools



Spiritual Gifts: These assessments are usually inventories based upon the lists of spiritual gifts in Romans 12; 1 Corinthians 12; and/or Ephesians 4.



Natural Gifts: These assessments tools measure gifts and motivations present from birth as indicated usually through an autobiographical interview and observation of consistent behavior.



Personality Style Assessments: These measures examine various aspects of the personality such as temperament, role preferences, leadership style, learning styles, and other areas.



Interest Inventories: These tools compare a person's level of interest in various fields and cover areas such as values, career interests, work space, and lifestyle desires.



Skill Assessments: These tools measure acquired skills and learned abilities, usually through experience questionnaires or the measurement of physical abilities.



Clinical Assessments: Usually employed to assist psychologists in pinpointing areas of dysfunction in clients, these tools are rarely used in church volunteer management programs.



Other: Many churches have developed their own assessments, while others utilize tools developed for specific business or community service needs.

- Assessments support the program emphasis of helping individuals discover their God-given gifts and calling rather than emphasizing what the church needs and who can be found to fill a volunteer "slot". Members appreciate discovering more about themselves.
- Most assessments have a professional format and materials that a member can keep and continue to re-read and learn. The use of common assessments across the church provides a common language for discussing team building, ongoing training, and continued placement.



- Assessment tools can save interview time since the member has already determined interest or skill areas prior to the interview.
- Assessments add an element of objectivity as most have been carefully designed and thoroughly field tested by psychometric psychologists.
- Assessments can greatly enhance a good fit by providing the necessary information that is needed to focus where a person will serve well. Feelings of failure and possible de-motivation that result from too many "trial runs" in unsuccessful service ventures are avoided.
- Assessments can provide ongoing empowerment to guide the individual to make better life decisions in areas such as marriage, parenting, career, and leisure, as well as church or community service. Some assessments have been used to help a person develop customized approaches to personal worship and Bible study to create a spiritual formation experience that uniquely fits the God-given design of the person.

Cautions in using Assessments

- Assessments should never be used by themselves. The value of a good lay ministry system is the people contact that the interview provides. Most assessments are designed only to provide a trained assessor with the language and information he/she needs to help the person, but few are designed to be a "paper only" experience.
- Assessments can be overused. If members receive too much information about themselves too quickly, information overload may paralyze their decision making ability. Often the excitement of self-discovery can draw a program off track into self-introspection and the original service goal is lost. Many churches use layered assessments. This allows some simple assessments to be used initially, then as a member progresses to leadership levels of service, more in-depth assessment can be added.

- Assessments should never be used by themselves.
- Assessments can be overused.
- No assessment is a magic wand.

- No assessment is a magic wand. Each has some level of subjectivity although many have report formats that increase the scientific "look" of complete objectivity. The question of "what am I going to do with my life" requires more than a \$25, 25 minute, fill-in-the-blank questionnaire. It involves much prayer, much introspection, interaction with others, and the hard work of trial and error.



SAMPLE FORM

New Member—Getting to Know You

Date: _____

Brentwood Presbyterian Church, Los Angeles, CA

Name: _____ Phone: _____
(First) (Middle) (Last) (Maiden)

Address: _____ City: _____ State: _____ Zip: _____

Marital Status: _____ Married _____ Single _____ Divorced _____ Separated _____ Widowed

Occupation: _____ Birthdate: _____

Name of Firm: _____ Work Phone: _____

Have you been baptized? _____ Yes _____ No

Have you been ordained as an Elder or Deacon? _____ Yes _____ No

If yes, name of church and date(s): _____

Spouse: _____ Birthdate: _____

Children:	(Birthdate)	(Grade)	(School)	(Baptized?)
_____	_____	_____	_____	Y/N
_____	_____	_____	_____	Y/N
_____	_____	_____	_____	Y/N

Spouse's Occupation: _____ Work Phone: _____

Spouse's religious affiliation: _____

Formal education (be specific): _____

Professional experience/expertise: _____

Special training: _____

Special pleasures: _____

Past church affiliation: Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Responsibilities: _____

What organizations have you participated in or are presently involved with? (Volunteer groups, community organizations, Scouts, docent work, Toastmasters, alumni groups) _____

Where are you originally from? _____

Where else have you lived prior to LA? _____ How long have you lived in LA? _____

How did you hear about BPC? _____ Newspaper ad _____ Yellow Pages _____ Other

_____ Friend (specify) _____ Family (specify) _____

Person to be contacted in case of an emergency: _____
(local contact/phone number)

_____ (Family contact/phone number)

Are you willing to be a crisis support source? _____ Yes _____ No

If yes, in what area? _____ Blood type: _____

OFFICE USE ONLY

How joining the church:

_____ By letter of transfer

_____ By Re-affirmation

_____ By Confession of Faith



TO THE DIRECTOR OF LAY MINISTRY

SAMPLE FORM

Gifts, Interests, and Skills Survey

Date: _____

Brentwood Presbyterian Church, Los Angeles, CA

Name: _____ Phone: _____

FAMILY MINISTRY (D)

Int Exp

- ___ ___ Family Ministry Committee
- ___ ___ Mothers and More
- ___ ___ Couples Enrichment
- ___ ___ Family/Parent Education
- ___ ___ Family Fun Events

LAY MINISTRIES (E)

Int Exp

- ___ ___ Lay Ministries Committee
- ___ ___ Congregational Dinner Coordinator
- ___ ___ New Member Dessert Coordinator
- ___ ___ Leadership Training
- ___ ___ "The Vine" (Quarterly Newsletter)
- ___ ___ Telephone Ministry (Member Shepherding)

CARE GIVING (F)

Int Exp

- ___ ___ Care Giving Committee
- ___ ___ Care Team/Stephen Ministry
- ___ ___ Chain of Prayer

NEIGHBORHOOD SUPPORT (G)

Int Exp

- ___ ___ Neighborhood Support Committee
- ___ ___ Christmas Caroling
- ___ ___ Correspondence
- ___ ___ Emergency Meals
- ___ ___ Emergency Transportation
- ___ ___ Flower Distribution
- ___ ___ Holiday Dinner Host
- ___ ___ Memorial Reception Assistance

CHILDREN'S MINISTRY (H)

Int Exp

- ___ ___ Children's Ministry Committee
- ___ ___ Arts/Crafts
- ___ ___ Child Care
- ___ ___ Crib Room
- ___ ___ Sunday School Music
- ___ ___ Special One-Day Event
- ___ ___ Passages Sunday
- ___ ___ Refreshments—Special Events
- ___ ___ Sunday School Teacher
- ___ ___ Substitute Teacher
- ___ ___ Summer Sunday School Teacher
- ___ ___ Summer Vacation Bible Camp
- ___ ___ Teacher Training

OFFICE WORK (I)

Int Exp

- General Skills**
- ___ ___ Answering Phones
- ___ ___ Mailings
- ___ ___ Sunday Worship Secretary
- ___ ___ Typing
- ___ ___ Vacation Relief
- ___ ___ Office Volunteer
- Computer Skills**
- ___ ___ Computer Committee
- ___ ___ IBM
- ___ ___ Macintosh
- ___ ___ Data Entry
- ___ ___ Desktop Publishing
- ___ ___ Graphics
- ___ ___ Maintenance/Repair
- ___ ___ Programming/Analysis
- ___ ___ Training
- ___ ___ Word Processing

YOUTH MINISTRY (J)

Int Exp

- ___ ___ Youth Ministry Committee
- ___ ___ College Sponsor
- ___ ___ Junior High Sponsor
- ___ ___ Senior High Sponsor
- ___ ___ Game Planner
- ___ ___ Guitar Player
- ___ ___ Mexico Work Camp Assistance
- ___ ___ Transportation Assistance

WORSHIP & MUSIC

Int Exp

- Worship Help (K)**
- ___ ___ Worship Committee
- ___ ___ Communion Preparation
- ___ ___ Greeting
- ___ ___ Ushering
- ___ ___ Lighting
- ___ ___ Plan Special Services
- ___ ___ Sharing Faith with Congregation
- Music & Drama (L)**
- ___ ___ Audio System Operator
- ___ ___ Chancel Choir
- ___ ___ Dance
- ___ ___ Dramatics
- ___ ___ Guitar
- ___ ___ Organ
- ___ ___ Piano
- ___ ___ Other Instrument: _____
- ___ ___ Set Designs/Stage Hand
- ___ ___ Soloist
- ___ ___ Talent Show
- ___ ___ Choir Committee
- ___ ___ Creative Arts Network
- ___ ___ Children's Choir
- ___ ___ Church Mice Choir
- ___ ___ Youth Choir "Living Proof"

MISSION IN SOCIETY (M)

Int Exp

- ___ ___ Mission in Society Committee
- ___ ___ Adopt-A-Family
- ___ ___ Alternative Gift Market
- ___ ___ Adult Mexico Work Camp
- ___ ___ Mission Publicity
- ___ ___ One-Day Local Mission Projects
- ___ ___ Presbytery Representatives
- ___ ___ Rebuild LA/Partnership
- ___ ___ Transient Feeding Program
- ___ ___ PROJECT HOPE (Transitional Housing)
- ___ ___ International Mission Projects
- ___ ___ Habitat for Humanity

ADULT MINISTRY (O)

Int Exp

- ___ ___ Adult Ministry Committee
- ___ ___ Adult Education Teacher
- ___ ___ School of Christian Learning Committee
- ___ ___ School of Christian Learning Participant
- ___ ___ Library Book Cart
- ___ ___ Library Committee
- ___ ___ Library Book Reviews
- ___ ___ Small Groups Committee
- ___ ___ Small Group Leader
- ___ ___ Small Group Participant

Int = Interest
Exp = Experience





National Presbyterian Church

(Title) (First) (Middle) (Last) (Familiar name/Nickname)
Address: Other address (PO Box/Seasonal):

Home phone: Dates of above address:
(If home phone shouldn't be printed in directory, print NO DIRECTORY by number.)

Business Phone:

Other Phones: (Car, fax, private line)

Occupation: Retired? Please state former occupation(s).

Business Title:

Business Organization: (Federal employees put agency, students put school.)

Business Address:

Sex: Marital Status: (Married, Single, Widow(er), Divorced, Separated)

Birthdate: Mo. Da. Yr.

NPC Member since:

Foreign languages spoken:

Name of spouse:

Is spouse NPC member? Yes No

Children at home (Please list.): Birthdate Status: (Circle.)
Confirmed/not confirmed

Other children or family ties to NPC:
Confirmed/not confirmed

Have you served in any of the following capacities? (Please check.) Elder Minister
Deacon Trustee Presbytery Synod General Assembly

When? Where? Denomination:

Interviewer: Date:

Profile Codes: (Ex. WU2)

Permission to enter data into church computer is given by:

This member's priorities for service are:

1
2
3

Notes:



SAMPLE FORM

Codes:

- 1 = Will do, haven't done before 3 = Will train/teach others to do/do not wish to self 5 = doing at NPC now
 2 = Will do, have experience 4 = Sabbatical—How long? _____

Current National Presbyterian Church Ministry Needs

I Missions:

- SB ___ Third Street
 SC ___ Food/Hungry
 SL ___ Campus Ministry
 SE ___ IONA House
 SF ___ Int'l Students
 SG ___ Latin America
 SH ___ Africa
 SI ___ Asia
 SK ___ Inner City
 SA ___ Help Anywhere

II Worship:

- HB ___ Choir
 HC ___ Instrumental Music
 HD ___ Special Events
 HE ___ 8:15 Service
 HF ___ Prayer Service
 HG ___ Flower Arrgmts.
 HH ___ National Singers
 HA ___ Help Anywhere
 HN ___ Usher

III Hospitality:

- HK ___ Table Setting
 HL ___ Food Preparation
 HM ___ Food Service

IV Evangelism:

- JB ___ Track Visitors
 JC ___ Greeters
 JD ___ Telephone Prospects

- JE ___ Visit Prospects
 JF ___ Write Letters
 JG ___ NPC and Me
 JA ___ Help Anywhere

V Congregational Care:

- VA ___ Help Anywhere
 VB ___ Home Visits
 VD ___ Provide Transport.
 VE ___ Presby. Home
 VF ___ Stephen Ministry
 VH ___ Meals on Wheels
 VC ___ Military Ministry

VI Support and Service:

- VG ___ Ask Me Desk
 VJ ___ Stewardship
 VK ___ Communication
 VL ___ NPC Tour Guides
 VM ___ NPC Directory

VII Growth Groups

- LA ___ Any Small Group
 LB ___ Covenant Group
 LC ___ Prayer Group
 LD ___ 12-Step Support Group
 LE ___ Bible Study Group

Other Groups:

- LG ___ Gifts Ministry
 LH ___ Library
 Christian Ed.: (Birth-11 yrs.)
 CA ___ Nursery Committee

- CB ___ Teaching Asst.
 CD ___ Substitute
 CF ___ Crafts
 CG ___ Vacation Bible School
 CH ___ Child Care
 CY ___ Event Coordinator
 CZ ___ Dept. Chairperson

Children's Choir:

- FB ___ Choir Teacher
 FC ___ Choir Assistant
 FB ___ Choir Mom/Dad
 FE ___ Accompanist
 FA ___ Help Anywhere

Youth (12-18):

- YB ___ Junior Choir
 YC ___ Senior High
 YD ___ Scouting
 YE ___ Athletics
 YF ___ Events/Retreats
 YG ___ Teach
 YH ___ Organize Parent Suppt.
 YA ___ Help Anywhere

VIII Churchwide Events:

- KK ___ Annual Clothing Sale
 XX ___ Annual Bazaar
 ZZ ___ Alternative Christmas
 VV ___ Manual Arts Project
 FF ___ Annual Picnic
 GG ___ NPC Retreat

Gifts, Talents and Abilities

I Executive & Administrative Skills:

- WA ___ Home Typing
 WB ___ Filing
 WC ___ Telephoning
 WD ___ Conceptualizer
 WE ___ Note Taker
 WF ___ Library Skills
 WG ___ Data Entry
 WH ___ Reception
 WJ ___ Registration
 WK ___ Management
 WL ___ Personnel Mgmt.
 WM ___ Computer

II Group Coordination:

- WN ___ Event Planning
 WP ___ Group Leader
 WQ ___ Group Convener
 WK ___ Devotions
 WS ___ Prayer Leader
 WT ___ Recreation/Sports
 (Specify) _____
 WU ___ Interviewer
 WV ___ Training
 WW ___ Work with Disabled
 WX ___ Song Leader
 WY ___ Enabler/Facilitator
 WZ ___ Fund Raising

III Communications:

- XA ___ Publicity
 XB ___ Displays

- XC ___ AV Equipment Oper.
 XD ___ Speaking Skills
 XE ___ Story Telling
 XF ___ Presentations

IV Creative Arts:

- XK ___ Art and Design
 XK ___ Poetry
 XM ___ Editing
 XP ___ Proofreader
 XR ___ Needlepoint
 XS ___ Sewing
 XT ___ Calligraphy
 XU ___ Painter
 XV ___ Sculptor
 XW ___ Photography

V Manual Skills:

- PA ___ Carpentry
 PB ___ Electrical Work
 PC ___ Painting
 PD ___ General Repair
 PE ___ Yard/Garden

VI Dramatic Arts:

- ZA ___ Dance
 ZB ___ Acting
 ZC ___ Directing
 ZD ___ Costumes
 ZE ___ Makeup
 ZF ___ Performer
 ZG ___ Set Design
 ZH ___ Lighting

- ZJ ___ Sound System
 ZK ___ Video

VII Other Talents:

- QA ___ Play Piano
 QB ___ Guitar
 QC ___ Other Instrument
 (Specify) _____
 QD ___ Hobbies
 (Specify) _____
 QE ___ Singer
 QF ___ Youth Singer

VIII Teaching:

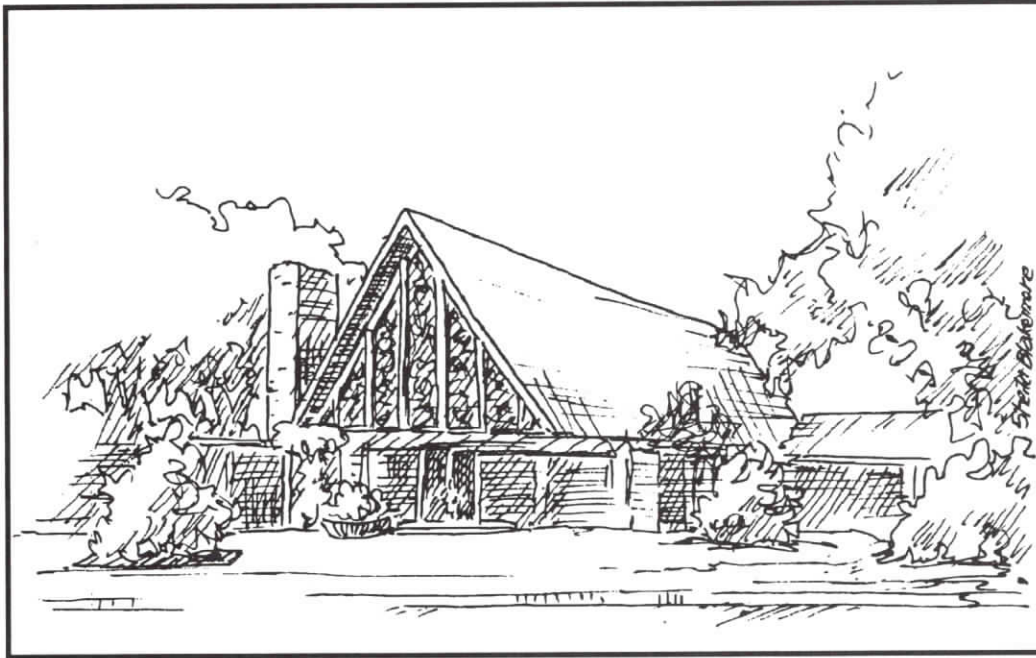
- QK ___ Adult Teaching
 QM ___ Sign Language
 QN ___ Hearing Impaired
 QP ___ Visually Impaired
 QQ ___ Physically Impaired
 QR ___ Mentally Impaired

IX Other Ministry Talents:

- RA ___ Nurturing Others
 RB ___ Caregiving
 RC ___ Giving Vocat. Counsel
 RD ___ Aging Care/Issues
 RE ___ Providing Housing
 RF ___ Driving to/from church
 RG ___ Delivering meals, etc.
 RH ___ Helping Unemployed
 RJ ___ Jobs Network
 RK ___ Financial Benefactor
 RL ___ Willing Hands



Sharing Gifts at Los Altos United Methodist Church



Partners in Ministry How can I serve?

Please complete this questionnaire and return it to the Director of Volunteer Services.

Name _____ Adult _____ Youth _____

Home Address _____

City/State/Zip _____

Phone (Home) _____ (Work) _____

My best times for Volunteer Ministry are: (Circle best days/times.)

Sunday Monday Tuesday Wednesday Thursday Friday Saturday

Morning Afternoon Evening



SAMPLE FORM

For the following areas of service, please check the most appropriate answer.

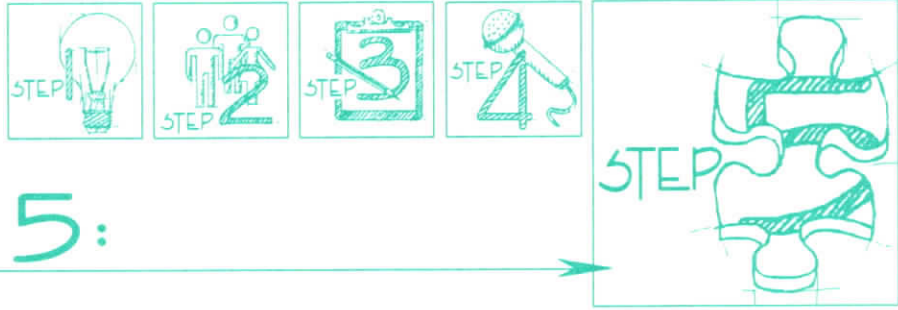
	Am Available	Already Involved	Could Serve Later	Would Like More Info.
WORSHIP				
Usher				
Greeter				
Altar Guilds				
Paraments & Robes				
Signing for Hearing Impaired				
Phonic Ear Ministry				
Lay Readers				
Ushers' Secretary				
MUSIC				
Adult Choirs				
Youth Choirs				
Children's Choirs				
Handbell Choirs				
Special Ensembles				
Soloist				
Pianist/Accompanist				
Substitute Organist				
Robe Attendant				
Music Librarian				
Orchestra				
Concert Band				
EDUCATION				
Child Care (Sunday Morning)				
Sunday School Teacher:				
___ Preschool ___ 4-6				
___ K-3 ___ Jr. High				
Substitute Teacher				
Short-term Projects				
Vacation Bible School Teacher				
Counselor:				
___ Sr. High ___ Jr. High				
Child Care Coordinator				
ADULT EDUCATION				
School of Christian Living:				
___ Teach ___ Shepherd				
Sunday Morning Bible Study				
Sunday Short-term Class Teacher				
Weekday Short-term Class Teacher				
SPIRITUAL LIFE				
Retreat Leader or Organizer				
Study Group Leader				
SOCIAL CONCERNS/OUTREACH				
Methodist Peace Advocates				
Women's Support Groups				
Men's Support Groups				
Concern for the Poor				
Community Services Los Altos/Mtn. View				





STEP

CONNECTIONS
IN MINISTRY



STEP 5:

CONNECTIONS IN MINISTRY

One of the most exciting parts of your position as Director of Lay Ministry is the opportunity to connect the gifts of spirit with the work of building up the body of Christ. It is only as we help a member to identify his/her gifts and to release them in service that we can help to create the transforming, spirit-filled community that is the church.

"For as in one body we have many members, and all the members do not have the same function, so we, though many, are one body in Christ, and individually members one of another. Having gifts that differ according to the grace given to us, let us use them: if prophecy, in proportion to our faith; if service, in our serving; he who teaches, in his teaching; he who exhorts, in his exhortation, he who contributes, in liberality; he who gives aid, with zeal; he who does acts of mercy, with cheerfulness."

Romans 12:4-8 RSV

As we connect members to ministry opportunities, we release them in service, allowing our collective lights to shine before all people in glory to the Father.

For this to happen, there are bridges that need to be built, and systems that need to be developed to manage the connections between members with gifts and ministry opportunities in need of those very same talents.

In this section of the *Starter Kit* you will—



- Prepare church leaders to receive members in ministry.
- Create a system to manage the "connection" process.
- Explore "The 10 Pointers for Effective Ministry Invitations."
- Examine sample forms that you can adapt to your church.



DEVELOPING THE CONNECTION PROCESS

As Director of Lay Ministry, it is your job to connect members with ministry opportunities. Management systems build the bridges that make the connections possible. Yet it takes time, patience, and meaningful participation to build effective bridges. If you anticipate staff and key leaders to buy-in to the system, they will need to participate in its development.

Review these 5 steps for developing a system and preparing leaders to involve members in ministry opportunities.

1. Read all of *Step 5—Connections In Ministry*. Develop a “feel” for the process involved in connecting members to ministry opportunities.

BUILDER'S NOTE

The bridges described in this section reflect an ideal model. In reality, your system may be somewhat different than the design suggested. For smaller churches, a great deal of your connecting work will occur over the phone. In this case, you may want to extract ideas and management systems to help you organize your work and keep track of requests and recommendations. Larger churches will benefit from the more structured system outlined in Step 5, and yet, they may need to move into the system gradually in order to gain staff acceptance and the support of key leaders. Like the rest of the Starter Kit, adapt this material to the needs and special concerns of your church.

2. Create a task force of staff and ministry leaders to help you develop a connecting process that meets the needs of your congregation. Remember the acronym “KIS”—keep it simple. Develop the least complex process possible for your church. Review your system periodically to revise and refine the process.

3. Prepare staff and ministry leaders to receive volunteers. Develop training programs that prepare leaders to:

- **understand the connection process** and the leader's responsibility to notify you when a match is not made so that you can connect the member elsewhere in service.
- **conduct meaningful interviews with members** for service, discerning both the needs and abilities of the prospective volunteer with the requirements and expectations of the position.
- **use the ministry descriptions** as a tool for training and for the invitation into ministry.
- **invite a member to serve.**
- **provide useful feedback** on a regular basis to members as they serve.
- **recognize members** for service and celebrate accomplishments along the way.



4. Prepare the congregation to serve. Marketing ministry opportunities within the congregation needs to be an ongoing process extending beyond interviews and new members' classes. As Director of Lay Ministry, it is your job to orchestrate an ongoing campaign that alerts all members to their giftedness and the opportunities available to them for service. Involve your Lay Ministry Committee in organizing and developing a creative year-round recruitment campaign.

- Work with the pastoral staff and key leaders to continually lift up the vision of an active laity living out their faith in service.
- Market service opportunities emphasizing their importance in the life and work of the church and the opportunity to grow through caring and serving.
- Promote and describe the connection process and service opportunities to the members through:
 - newsletters
 - various group meetings and fellowship gatherings
 - "temple talks" and announcements in worship services and Sunday School classes
 - engaging bulletin board displays
 - Sunday School classes, Wednesday night programs, gift assessment programs
 - new member classes and assimilation programs
 - small group ministry experiences.
- Celebrate members in service on a regular basis.
 - commission members to serve
 - pray for members who serve by name
 - preach about service, stewardship, and faith development through service
 - recognize members for service in creative and meaningful ways, on an ongoing basis.
- Involve all ages and groups in service.
 - provide family service opportunities
 - field trips and projects for youngsters
 - service experiences and trips for teens
 - develop service/fellowship events for singles
 - alert seniors to new ways to contribute
 - recognize service as a career exploration tool for those in transition.
- Capitalize on events in the secular community.
 - plan special programs during National Volunteer Week each year in April.
 - nominate members for volunteer awards in the community.

...Orchestrate an ongoing campaign that alerts all members to their giftedness and the opportunities available to them for service.



5. Expand the reach of the church into the community.

- Network with other churches and community groups to:
 - work together on projects
 - unite around common goals
 - share leadership concerns and learn from the experience of others.

"Again Jesus said, 'Simon, son of John, do you truly love me?' He answered, 'Yes, Lord, you know that I love you.' Jesus said, 'Take care of my sheep.'"

John 21:16 NIV

- Connect with other professionals in volunteer administration. Even though your work settings may be different and you may use different words, you have a great deal to learn from each other.
 - contact the United Way and learn if your community has a volunteer center
 - look for a Directors of Volunteers in Agencies (DOVIA) organization and attend meetings
 - contact other churches and meet with other directors of lay ministry.

- Research community groups that the church may want to support.*
 - explore where your church sends its local benevolence dollars. Can you support these groups with volunteers from your church?
 - identify organizations working with causes to which your church is especially sympathetic. Which organizations do the best job in addressing this problem? Do these groups involve volunteers effectively? How can you work to support their effort?

BUILDER'S NOTE

The ultimate goal of the connection process, regardless of how your particular church actually creates and implements its system, is to facilitate gifts-based ministry. Your job is to help match the unique gifts, skills, talents, abilities, passions, and temperament of the member to the ministry opportunity that will best utilize the gifts of that member. This is not about "filling slots." This process is about growing members, helping them to perceive and realize God's plan for them.

*In some churches, this function is performed by the Social Ministry Committee, or an Office of Community Outreach. Contact these committees and work with them to enhance your community involvement efforts.



THE BRIDGE TO SERVICE



The Ministry Request



The Players

Ministry Leaders

Pastors

Trustees

Chairs of Committees

Chairs of Programs

Church Staff

Members of the Church

Community Organizations



The Process

A request for service is filed with the Lay Ministry Office.

Method:*

1. A Ministry Description is completed indicating the number of persons needed to fill a particular ministry position, the skills and talents sought, and other specific pieces of information that enable the Lay Ministry staff to match a member with a ministry.

2. The Lay Minister Request Form (see sample on page 85) is completed. This form is filed with the job description or a written explanation describing the ministry area.

Appropriate Requests:

1. An existing ministry area, such as ushers, nursery attendants, or office support, may be in need of additional support; a committee may be looking for new members; a project may be hunting for additional participants. In each case a request form is completed and given to the Lay Ministry Office.

2. A new ministry area, perhaps a grief group or a single parents support group, is being explored. The pastor (or responsible person) has a conversation with the Director of Lay Ministry and/or sends a memorandum describing the proposed area and the talents being sought to investigate or develop this ministry.

3. A community agency contacts the church requesting volunteer support for a particular service area or project. If your church chooses to accept community requests, they should be handled in the same way an internal request is managed. A job description and a request form should be filed with the Lay Ministry Office.

* In smaller churches, or when a program is just getting under way, much of this work occurs over the phone or through informal conversation. Your role as Director is to develop a system to keep track of requests, to secure sufficient information to respond, and to keep your work current.



Pointers



Strongly encourage written requests. Verbal requests have a way of changing or evaporating.



Request as much specific information as possible.



Be realistic. It may take time to locate the person(s) well suited to a position. Encourage advance planning. Keep the requester apprised of progress.



Develop a form or guidelines for requesting a position. A standard form will facilitate uniform requests and save time. See the sample form at the back of this section.

THE HIGHLY QUALIFIED MEMBER

Some members may come to you with exceptional skills and abilities. While these persons are a blessing, they can also pose a few challenges. A department head or ministry leader may want time to get to know the person better before providing the individual with a position commensurate with his/her skills and abilities. Another person may be in line for the position the highly qualified member seeks. The ministry leader may feel threatened by the member's skills and resist involving them at all in the ministry area.

When challenged with the placement of a highly skilled, energetic, or capable member, prepare the person's way thoughtfully and thoroughly. You may want to involve your senior pastor or chair of your Lay Ministry Committee in your deliberations. Explore the best possible placement for the person before initiating a follow-up interview sequence.

Remember, truly capable people are in demand—if you can't place them in the church (for whatever reason) look to community service options or new leadership positions where their skills and abilities will be challenged and appreciated.





The Response to the Ministry Request



The Players

Director of Lay Ministry
Lay Ministry Committee Members
Interviewers
Interviewed Members



The Process

Lay Ministry seeks to identify members with the skills, talents, interests and availability to fulfill the ministry or community service request.

Method:*

1. Review your data base. Identify members with the requisite skills, interests, and available time. Cull from your list persons who are otherwise involved in service or who may have recently completed a major or highly similar assignment. Send to the requester a list of potential lay ministers and phone numbers or other contact information.
2. Involve new members. During the interview process, members may request to assist with certain types of ministry. The lay ministry office forwards this information to the leader of the ministry area for follow-up contact.
3. Connect members with interest in a particular ministry area with each other. It is not at all uncommon during an interview for a member to share an area of interest, or a need. By connecting persons together with shared concerns, you facilitate the creation of new ministry areas.
4. Advertise a ministry area within the church. Publicize openings in the worship bulletin, church newsletter, bulletin boards, etc.

Pointers



Thoughtfully consider the persons you refer for service. Honor the member. If a member expressed an interest in a particular form of service, but was adamant that she would not be available until a certain date, do not refer her until she is available without first asking permission. Your credibility is an essential ingredient to this position.

*In smaller churches, or when a program is just getting under way, much of this work occurs over the phone or through informal conversation. Your role as Director is to develop a system to keep track of requests, to secure sufficient information to respond, and to keep your work current.





You may want to develop a form to forward the names of potential volunteers to the requester. On pages 85 and 87, you will find sample forms that may be adapted for your church.

DELICATELY...SO DELICATELY—

Connecting a member to ministry—sounds so easy, even pleasant. You have been eager to arrive at this part of the job. Then why is it that people seem to be wounded so easily through their involvement with the church? We all know the stories...

Mary Jones offered to help in the nursery, but no one called. You haven't seen Mary for weeks now.

Jim Alberts, an active member serving on several committees, was offended when the men's morning prayer group called and reprimanded him for missing several meetings. Jim is considering looking for another church.

The Jacksons aren't happy with the youth pastor and they're church hunting, but the youth pastor doesn't have a clue that something is wrong.

As you start connecting people to ministry experiences, you will quickly learn of many problems in the church. Although some may seem more significant to you than others, remember each problem is very real to the person sharing the story with you.

There are no easy answers to these kinds of problems, but a genuinely sympathetic listening ear often goes a *long* way to solving a problem. We all want to feel significant, needed, and important—especially in our church home. You, and all who work with you, are ministers. It is your job...

- to listen
- to respond thoughtfully
- not to take sides, but to seek resolution
- not to "fix" problems, but to give guidance and offer support
- to pray
- to seek council from other church leaders
- to speak fairly and honestly in each situation
- to work with ministry leaders, sharing with them the impact of their actions on others
- to remain sensitive
- to work for unity in the body of Christ.

Your job won't always be easy, but it will be gratifying and vitally important to the life of the church.





The Member's Request to Serve

- The Players**
 - All Members, new and existing, who have been interviewed.
 - Members expressing an interest in a ministry area.
 - Visitors expressing an interest in a ministry area.
 - In some churches, members who have completed discipleship preparation for service.
 - The Director of Lay Ministry and staff.
- The Process**
 - Complete a Member Referral Form (see sample on page 87) and forward the form to the leader of the ministry area where the person desires to be of service.

Pointers



Follow-through is vitally important. It may be that the committee or program does not currently need additional help, or that the next service opportunity is not for some months; however, the leader of the ministry area should contact the member and your office and inform everyone of the situation.



Create a tracking system to monitor progress. You will want to know if the person actually connected with the ministry opportunity, or if the individual is seeking another opportunity.



Not all ministry opportunities are as they seem! Be prepared to talk with the member who has changed interests or was disappointed with a possible service area. There is a place for everyone to serve; sometimes it may take a while to find the best fit!

The Mis-Match:

When you prepare staff and leaders to work with members in ministry capacities, *be sure* they know to redirect members *back* to the Lay Ministry Office if the match is not appropriate for all concerned. Sometimes the position isn't what the member expected, schedules may conflict, personality styles may clash, or timing simply may not be right. Because a connection isn't perfect it doesn't mean *anyone* is a failure. It simply means the right ministry position hasn't been found. Advise your ministry leaders to direct members back to your office graciously, without damaging the volunteer's ego or communicating failure. There is a place for everyone in the body of Christ.





The Invitation to Ministry



The Players

The leader of the ministry area requesting the support.



The Process

It is the responsibility of the requester—whether the requester is the senior pastor, the chair of your board of trustees, or a Sunday School teacher requesting an aide—to extend the invitation to ministry to the prospective lay person.

- The requester is the person with the most accurate understanding of the ministry area and the most enthusiasm for the ministry.
- The requester is the person who knows of the availability of training and support, scheduling, and growth opportunities.
- It is the requester's job to extend the invitation and interview the member for this ministry opportunity.



WHO IS YOUR STAFF?

Throughout this section, the *Starter Kit* has referred to "your staff." For most churches, the Director of Lay Ministry is a "one" person department frequently sharing secretarial support with other staff positions.

Your staff is the team who helps you accomplish the work of this ministry. Your staff includes your Lay Ministry Committee and its various subcommittees. These persons are key to your success. In addition to committee members, you will want to model gifts' ministry by inviting members to serve in various volunteer capacities in the Lay Ministry Program. Like everyone else, you will develop ministry descriptions; invite people to serve; and interview, train, supervise, and recognize your staff to accomplish the goals and objectives of the Lay Ministry Program.

Review the "10 Pointers for Effective Ministry Invitations." Together these pointers support the requester in extending a positive invitation to a member considering a service opportunity.



10 Pointers for Effective Ministry Invitations

1. **Be prepared.** Have a completed job description, and know the gifts, knowledge and time necessary for this ministry. Understand and communicate why this ministry is necessary to the work of the church. Share why it is important and meaningful to you.
2. **Be sure that you are the right person to extend the invitation.** Find a member of the group who knows the prospective volunteer, or a person with good communication and people skills. Identify the best person to share the ministry opportunity.
3. **Personalize your invitation.** Why do you want the particular member you are asking? What makes this person "right" for this ministry? Talk about how this opportunity will meet an important need he/she may have expressed, or provide an opportunity for involvement, or offer a chance to give back to the church.
4. **Think about how the invitation will sound to the prospective volunteer.** Ask positively and enthusiastically. Don't apologize for the position, distort the facts, or ask negatively "You won't want to...would you?" or "You are the last person on my list. Would you...." And don't beg. Show your joy for this ministry.
5. **Be enthusiastic.** Your best recruiter values the work of the church and genuinely supports this ministry effort. Remember, enthusiasm is contagious.
6. **Be realistic with your expectations.** A newly retired person may need a flexible schedule; a year's commitment to a 15-year-old is the equivalent of asking a 45-year-old for three years of service; a divorced parent searching for a family ministry opportunity may need an alternating weekend schedule.
7. **Remember the "courtesy factor."** We are in the business of ministry. Whether you phone a person or initiate a conversation face to face, determine if this is a good time to talk. If not, schedule a time when you might visit with each other. During your conversation, you will have the opportunity to learn about what is happening in the other person's life. You can abort the request if you learn the person is experiencing trying times. If the timing and the request are right, most members desire the opportunity to serve.
8. **Bring closure to the conversation.** A member may want to pray about the request or may need to consult with family members or a work schedule. Agree upon a time when you will complete the discussion and learn of the member's decision.
9. **Follow up quickly.** If the person is willing to serve, be sure that necessary orientation or training is readily available. Introduce the member to others so that newcomers feel welcome and included.
10. **Accept "No" graciously.** The time and situation may not allow a member to accept a ministry opportunity, even one that seems "perfect" for the individual. If the member does turn you down, capture the reason for the "No." Is the request outside of the member's area of giftedness? Has a personal crisis caused the member to say no? Is the request too similar to the person's work day to be enjoyable? Lay ministry is about joy in service—it is about unleashing a person's talents. Your job is to find the area that best uses the member's skills and accommodates his/her life situation. Allow a member the opportunity to serve at a another time or in another way. Likewise, feel confident in redirecting the member back to the Lay Ministry Office if the "fit" just isn't there. There is a place for everyone in the body of Christ, but sometimes careful discernment is required to make the most appropriate match for all concerned.



For some members the most appropriate ministry for their unique mix of skills, gifts, and abilities will be service outside of the church. You may encounter a member whose unique set of skills and abilities falls outside the current mission focus of the congregation. Another member may have a set of gifts and talents that would not be fully challenged through service opportunities currently available within the congregation. Or yet another may simply feel called to work in the community, rather than within the congregation. Whatever the set of circumstances, each of these situations represents a ministry outreach, and each person deserves the opportunity to have his/her unique contribution utilized, recognized, affirmed and supported as a valid lay ministry.

As Director of Lay Ministry, you and your leadership team can support members seeking alternative ministry opportunities in a number of ways.

- Encourage a broad base of ministry outreach. Highlight the service of members currently working in the community. Maintain a bulletin board of significant community concerns. Establish a strong network with your community's non-profit and public sectors so that you can help members make service contacts.
- Commission members serving in the community during worship, just as you commission members performing ministry within the congregation. Feature their accomplishments in bulletins, newsletters, and other recognition programs.
- Maintain periodic contact with members serving in the community. Explore how their ministry is progressing, help them consider the ramifications of their service work as integral to their faith development. If the member desires to switch assignments, support this transition as you would a member serving within the church.
- Connect the member with others in the congregation that express a similar interest. Provide mentors for their involvement if at all possible. Consider developing small ministry support groups for persons providing similar types of ministry.
- Above all, don't stifle the creativity and involvement of members trying new things! The fact that something hasn't been done in the past or isn't part of the church's outreach or social ministry plan doesn't diminish its importance. God calls us from all walks of life to all forms of service according to his plan. As we affirm others in service, we all grow and spread the good news.

Some congregations actually set goals for the percentage of members they hope to connect with ministry opportunities in the community. A church may seek to be a 50/50 congregation with one person serving in the community for each person serving in the church. Other congregations establish benevolence programs and assign members as well as dollars to organizations or groups. Whatever your goal, include the church scattered in your vision of equipping members for ministry.



SAMPLE FORM

Lay Minister Request Form

To be completed by the Requester.

Requester's Name: _____ Date: _____

Ministry Position of the Requester: _____

Phone Number: _____ Best time to reach: _____

Ministry Positions in Need of Ministers:

1. Position: _____

- Ministry Description: attached
- being developed—will be available by: _____
- exploratory area—see description

Additional Information: _____

2. Position: _____

- Ministry Description: attached
- being developed—will be available by: _____
- exploratory area—see description

Additional Information: _____

RESPONSE FORM

Please return a copy of this form to the Lay Ministry Office.

Responder: _____

Date: _____

- Method: Data base review
- Response to advertisement in _____
- Other: _____

Position: _____

Potential Ministers:	Contact Number:	Response:
_____	_____	<input type="checkbox"/> yes <input type="checkbox"/> no
_____	_____	<input type="checkbox"/> yes <input type="checkbox"/> no
_____	_____	<input type="checkbox"/> yes <input type="checkbox"/> no
_____	_____	<input type="checkbox"/> yes <input type="checkbox"/> no



2-86

TO THE DIRECTOR OF LAY MINISTRY



SAMPLE FORM

Member Referral Form

To be completed by the interviewer.

_____ has been interviewed by the Lay Ministry Program. This member has expressed interest and/or experience in your area of ministry. The member has been told that you, or a person you designate, will contact him/her to explore this ministry area in further depth.

Please return the response section of this form to the Lay Ministry Office by _____.

Name: _____ Name Called: _____

Address: _____

Date Interviewed: _____

Please follow up by: _____

Phone Number: Day _____ Evening _____

Best time to call: _____

Comments: _____

You may request additional information about this member from the Lay Ministry Interviewer: _____ Phone # _____

Best time to call: _____

RESPONSE FORM

Member Referred: _____ Date: _____

Ministry Area: _____ Contact Person: _____

Member placed in service; Position: _____

Member not placed in service; Reason: _____

Other: _____

Member expressed alternative interest: _____

Please return to: Lay Ministry Office.

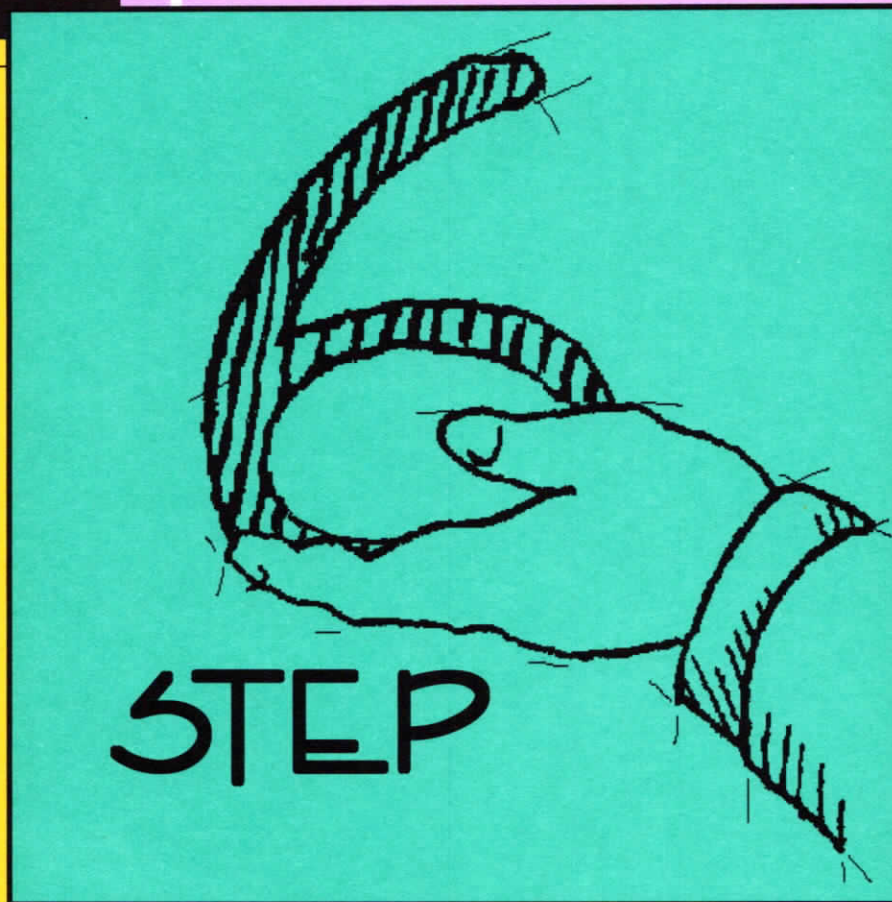
Return this Response form by: _____



2-88

TO THE DIRECTOR OF LAY MINISTRY





SUPPORT,
AFFIRMATION,
FEEDBACK, AND
EVALUATION (SAFE)



STEP 6:

SUPPORT, AFFIRMATION, FEEDBACK & EVALUATION

Service involves commitment. Members—new and established—need to grow in their faith and come to understand the relationship between word and action.

“Was not our ancestor Abraham considered righteous for what he did when he offered his son Isaac on the altar? You see that his faith and his actions were working together, and his faith was made complete by what he did.”





James 2:21, 22 NIV

Serving God and others by using God-given gifts is the fuel of faith. Like Abraham, many of us have faith. Faith is informed and shaped by the educational programs of the church. But it is Abraham's and our actions—the choices in the trials of life, the place of service and sacrifice for others—that causes faith to grow.

As members commit to serve, they need the assurance that the church is working with them as they venture into ministry. As Director of Lay Ministry, it is your job to work with the staff and other leaders of your church and to help them grow to understand their role in supporting and affirming members in service. Each of us needs to know that our efforts are appreciated and that we are valued for the ministry we share in Christ. Likewise, informed and effective ministry requires feedback. Without a measure, it is difficult to enhance performance or to grow as servants. SAFE, the acronym for this step—

Support, **A**ffirmation, **F**eedback, and **E**valuation—guides your work as Director in facilitating effective member involvement in the church.

In this section of the *Starter Kit*, you will—

-  Assist and prepare staff to support members in service.
-  Affirm members for venturing into ministry.
-  Consider techniques for providing feedback.
-  Examine the role of evaluation in lay ministry.



SUPPORT

When Christ appointed the twelve, he brought his apostles with him in most all that he did, so that they might learn and be ready to carry on his work.

"He appointed twelve—designating them apostles—that they might be with him and that he might send them out to preach..."

Mark 3:14 NIV

As Director of Lay Ministry, it is your job to train the leaders of each ministry area to prepare and support the members they involve. To serve effectively, members need to understand the jobs they have accepted, and they will need varying levels of support in their ministry positions. Each leader's initial investment of time will pay handsome, long term dividends in the dedicated service of the member.

Listed below are many of the ways staff and leaders can support and prepare members for ministry:

Ways for Staff and Leaders to Support Members in Ministry

- Orient the member to the work of the committee, program, or project.
- Introduce the member to other persons working with the project.
- Provide the member with an up-to-date ministry description.
- Take time to go over the ministry description and answer questions.
- Describe the connection between the ministry and the mission of the church.
- Provide the member with a roster of others involved in the ministry.
- Sincerely express appreciation to the member for being willing to work in the particular ministry area.
- Provide training for the member for the position.
- Invite the member to attend related meetings, community events, or training opportunities outside of the church.
- Include members in decisions that affect them.
- Provide feedback and encouragement on a regular basis.
- Offer the member suggestions for improved performance.
- Find out from the member what type of support would be most helpful.
- Offer the member greater responsibilities as time and performance allow.
- Direct the member back to the Lay Ministry Office if the ministry is not satisfactory for all concerned.
- Phone to find out why a member was unable to attend a meeting or meet a commitment.
- Get to know the member and learn about his/her particular life situation, ministry goals, and faith development desires.
- Express interest in the member and the member's family, work situation, or personal life.



- Introduce the member to other church leaders.
- Take the member on a tour of the facilities if the member is unfamiliar with the church or program facility.
- Be available to answer questions.
- Take care of details—be sure the member knows how to get coffee, where to leave coats, how to enter or exit a building after hours, etc.

How Do You Prepare Your Leaders to Lead?

As you begin the Lay Ministry Program, your initial concern is to find ways to support staff and leaders as they work to involve members in ministry. With the Lay Ministry Committee, develop goals and objectives to guide this process. Consider the wide array of training and development opportunities available to you and your committee. Select approaches that best meet the needs of your church. As you generate ideas and develop programs, refer to the “9 Pointers for Developing Good Training Programs” (found on page 92) to facilitate your work. Receptive, supportive and enthusiastic ministry leaders are a critical link in a successful program. As your program evolves and develops, you will want to encourage your church to create an ongoing leadership development system if one does not currently exist.

Options for Developing Staff and Leaders:

- develop seminar events.
- invite guest speaker to address the issue of working effectively with members in service.
- sit down on a one-to-one basis with a staff member or lay leader.
- reproduce sections of the *Starter Kit* for certain leaders.
- partner with your senior pastor or other staff member or lay leader, to develop targeted training programs.

Receptive, supportive, organized, and enthusiastic ministry leaders are a critical link in a successful program.

- institute a leadership development program.
- develop role play situations.
- create training videos or audio tapes.
- compile a library of resources for staff.
- other: _____



9 Pointers for Developing Good Training Programs

1. Define Your Objectives Clearly.

Clearly identify why you need a preparation program and state specifically what you hope to achieve as a result of the meeting, seminar, or retreat. Write each objective and share them with your team. It is very important that you are clear about your goals and that all are working for the same outcomes.

2. Tailor the Program to the People.

Identify specifically what information a person will need to succeed with the particular ministry experience. Remember that adults bring a great deal of life experience to their positions. They are interested in practical preparation, and not in theoretical lectures. Be sure the training is appropriate to the complexity and duration of the work.

3. Cover All the Bases.

Prepare people to handle emergencies and difficult situations as well as the more routine aspects the job.

4. Facilitate Fellowship.

One of the most important aspects of any preparation experience is meeting other people who will be doing the same work. Provide guided opportunities for members to get to know each other. Use name tags and distribute an attendance list with addresses and phone numbers for continuing contact.

5. Build Relationships Among Staff and Leaders.

Research has proven that members who know where to turn to have their questions answered or to ask for guidance in new or difficult situations stay with the ministry experience far longer and perform more dependably than do members who are uncertain about where to go for help.

6. Vary Your Methods of Presentation.

We all have different learning styles. As you plan, consider the use of lectures, role play, video and audio presentations, discussion, observation, demonstration, case studies, simulations, and games. Regardless of technique, be sure people feel comfortable and welcome.

7. Use Other Members as Trainers.

Members are glad to see others like themselves succeeding in a particular ministry and being willing to share their experience.

8. Train Salaried and Non-salaried Personnel Together.

In ministry situations where members will be working with salaried staff, joint training helps people to get to know each other and demonstrates the value of volunteer support.

9. Comprehension is Directly Related to Comfort.

Pay attention to the environment—the chairs, the length of sessions, ability to hear and see, room temperature, seating arrangements—all contribute to learner receptivity. Paying attention to your surroundings pays off!



AFFIRMATION

Support and affirmation are closely linked but are not synonymous!



Support is the work involved in helping a person feel prepared for and comfortable with serving as a volunteer in the project or with a committee or program.



Affirmation is the reassurance that you, or a leader of a program, provides to members performing their ministry. It is the comment, the smile, the word of welcome or thanks that says "We're glad you're here," "I know that you are an important child of God." Affirmation is not the same as recognizing a person for a job well done.* Rather, it is the ongoing acknowledgment of the person for who the person is and for being a person in ministry for the kingdom. It is a quiet kind of sharing that says to the member "you are important in the life of this church."

Ways to Affirm:

- listen thoughtfully and respond
- call and ask about the ministry experience
- make a point of observing and offering feedback
- write a note of appreciation
- provide guidance, share an article, invite to a lecture
- give a hug
- smile
- offer help and encouragement
- call by name
- introduce to others
- invite to a staff meeting
- ask the member to serve as a mentor or trainer
- recognize a disappointment
- have coffee together
- ask about the family, the job, the kids, the parents
- say thank you for just being you
- sit and talk together over a meal
- wait for the member and walk together down a hallway
- share a ride
- involve in a crisis situation
- keep candy on your desk
- remind about a pending meeting
- challenge a member to new heights
- respect sensitivities
- provide child care
- share a joke or a story
- maintain a coffee bar complete with decaffeinated and herbal beverages
- allow for guilt-free sabbaticals
- hold a reflection session or a Bible study
- call when absent and express concern

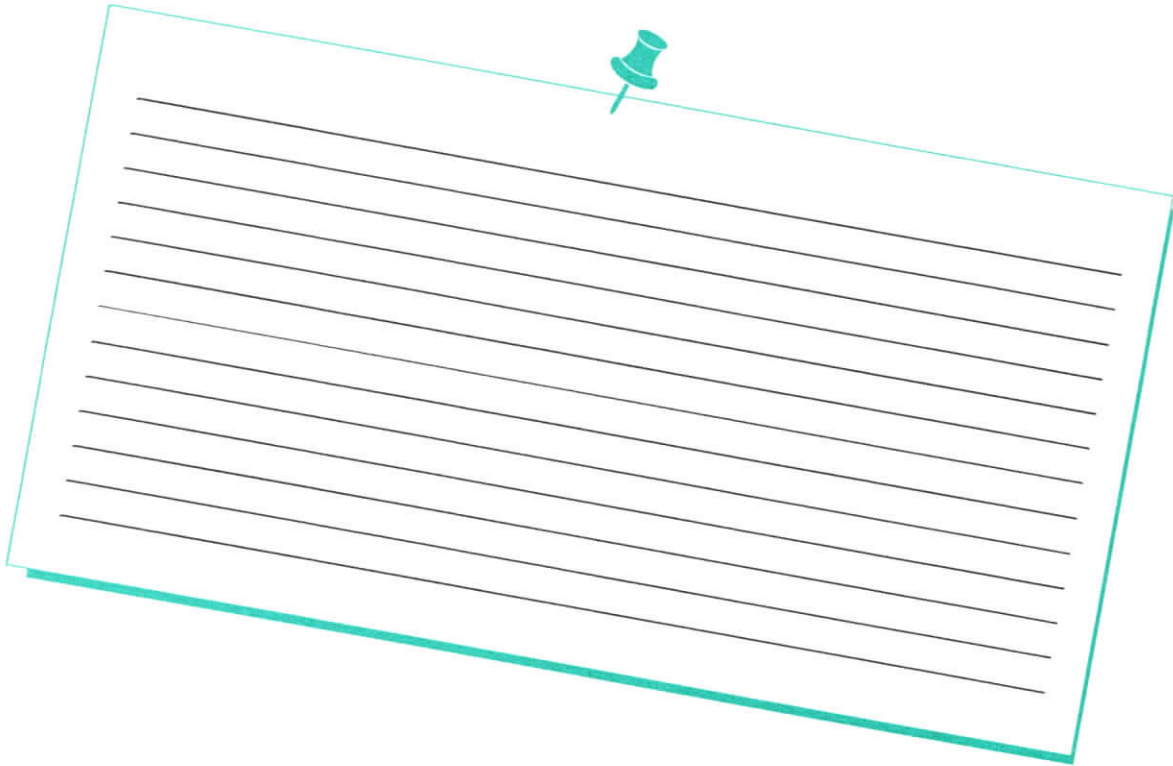
Affirmation is a key to the retention and continued involvement of your members in ministry.

Make affirmation a habit. People need to be acknowledged and we all need to feel needed and special.

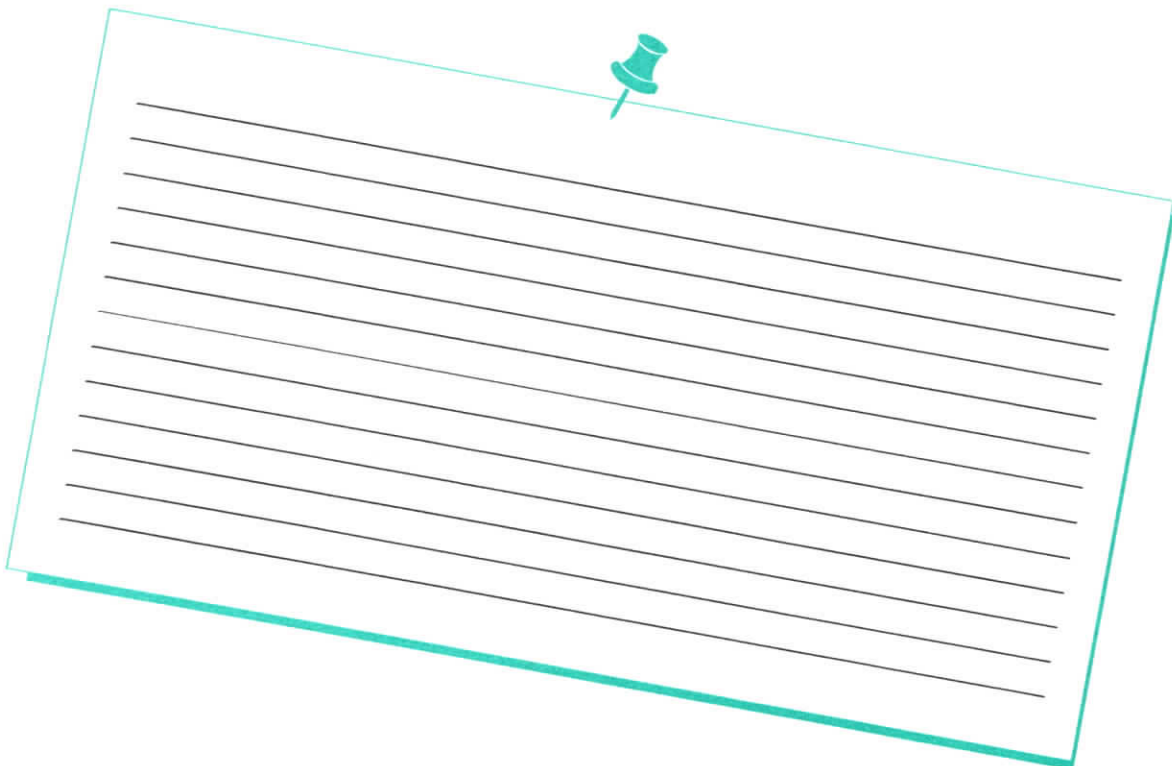
* Celebration and recognition will be discussed in *Step 7*.



Think of unique ways to affirm members serving in your church. List your ideas and refer to them frequently.



It is more difficult to affirm and support members serving in the large community. Identify how your church can acknowledge their service and encourage their ministry.



FEEDBACK

Letting the member know how he or she is doing, what is going well, and where a different approach might be more effective is the essence of feedback. Curiously, feedback or supervision rarely occurs in the church setting. Perhaps it is because we think of it as a formal process with some quantitative end product—when, in fact, feedback is the opportunity to share an experience with a thoughtful, informed person who can help us grow and develop into more effective ministers.

Feedback is as simple as the word. It is telling a person what has happened in his absence; it is sharing the result of a meeting affecting his ministry area; it is acknowledging a job completed; or providing information about the outcome of his work or how his service affected another. Feedback need not be all accolades any more than it need be purely criticism. It is letting a person know where he “hit the mark” and where an altered approach might facilitate a more desirable outcome.

Effective feedback...

- focuses on the task or the behavior, not the person.
- describes to the person what she did and how you felt about that action. Often your interpretation of an event is not the same as the other person's understanding of the very same event and you both learn in the process.
- highlights a behavior increasing the likelihood that positive actions will be repeated.
- demonstrates that you are aware of the person and paying attention to how the ministry is being performed.
- provides an opportunity to learn and grow through service. As we reflect on our behavior and the reasons for an action, we learn a great deal about ourselves and how our actions affect others. We have the opportunity to explore our faith and how our faith is lived out in our daily actions.

Feedback sessions can be conducted privately or in small groups with team projects. You may want to organize reflection sessions, or Bible studies, as an opportunity to offer feedback and to develop more effective ministers grounded in their faith as they serve. As your program grows, you may want to encourage more formal supervision meetings, especially in situations where members are using ministry experiences to explore career areas or as job re-entry points.



EVALUATION

Your "yardstick" for individual success and program improvement is evaluation. Through evaluation you...

- learn from your experiences.
- use your experience in planning for the future.
- document program development and service delivery.

Evaluation as a Learning Experience

Program or Events

At the conclusion of a program or event, take time to evaluate the experience. Meeting with all the members involved in the program or event you ask the questions:

What worked well?

What areas need improvement?

What changes would enhance this program or event in the future?

Thoughtful evaluation, while the event is fresh in everyone's mind, lays the ground work for future program planning. Look carefully at each work area analyzing what went well and where problems occurred.

Review the budget; was it adequate?

Did planning begin sufficiently in advance?

Were all the main responsibilities covered, or did certain areas slip between the cracks?

How did attendance compare with other years, or your expectations?

What problems arose this year, and how might they be avoided in the future?

Review the ministry description. How adequately did it convey the responsibilities?

Should the project description be revised? If so, how and who will take charge of that piece of work?

When possible, it is always helpful to ask participants attending the event to offer their opinions and recommendations. You can do this verbally, or through a simple form. (See the sample forms at the end of this section.) If you ask for written feedback, be

sure to provide a line that allows persons to indicate if they would like to work with you in the future. And, remember, if a person does offer to help, be sure to keep track of that information and contact the individual when the recruitment process begins. Be sure to document your evaluative findings in writing. This information will be invaluable as you plan future events and budget for the same or similar event in years to come.

Program and event evaluation need not occur only at the conclusion

Your "yardstick" for individual success and program improvement is evaluation.



of the project. It is often a good idea to take time out along the way to assess the progress of a project.

Periodic program "check ups"...

- keep an event on track.
- serve to remind persons of their responsibilities and timelines.
- identify difficulties before they become full blown problems.

People

In *Step 4: Interviewing*, the exit interview was introduced as the opportunity to discuss a member's experience in service. Exit interviews can be conducted upon completion of a ministry experience or when a member leaves the church.

An exit interview is a conversation about a member's experience in ministry. Consider these questions for your exit interviews:

- Did the ministry utilize your gifts and skills?**
- What went especially well during the service venture?**
- How might the experience be improved for someone else?**
- How accurately did the ministry description reflect the work?**
- Did you feel that you grew spiritually through this ministry?**
- Tell me about the preparation and support you received.**
- What did you learn through this ministry?**
- Would you recommend this ministry to a friend?**
- If you were to recommend it, how would you describe it?**

As your conversation evolves, take time to explore other ministry opportunities with the member. In some situations, the member may need to take some time off for renewal and reflection. Help the member feel comfortable with the decision for a sabbatical and offer suggestions for spiritual renewal and growth. In discussion with the member, identify a time when you might reasonably call on this person to serve again in the future. Maintain a record of your conversation so that you can honor your commitment to each other.

In situations where the member is leaving the church, you may want to work with your pastor or other church leaders to establish a set of questions to evaluate the member's experience with the congregation. Some congregations maintain records of transfers, and members moving from the area. Coordinate your efforts with others in the church so that all might benefit from the time spent in a closure discussion.

Regardless of the reason for a person's completion of a ministry experience, be certain to:

- evaluate the *ministry experience* and not the member.
- verify with the member what information shared with you in the interview may be discussed with others. It is very important not to violate a confidence.
- thank the person for serving with you.
- learn how you, or the Lay Ministry Program, might support or involve this person in the future.



Evaluation as Program Development

Releasing members in ministry is what the church is all about. However, doing so through a Lay Ministry Program is relatively new in the life of the church. Accurate records measure your achievements and chart your successes.

Good records—

- provide a base line against which you can measure the success or shortcomings of your efforts.
- help to justify your program in the mind of the trustees and members.
- are the basis for future planning.
- help to establish and justify budget requests.
- document your success in expanding the ministry of the church.

There are several approaches to program evaluation.

1. The Goals and Objectives Method:

In *Step 2: Administrative Systems*, goals and objectives were described as an important planning and evaluation tool. Setting solid goals and objectives allows you to review your progress and determine your successes for the year.

2. Baseline Measures:

In addition to goals and objectives, some churches maintain records on members involved in service. Updating these records provides a measure for success and allows you to discern areas where you have made particular gains. If your church has no solid records of persons engaged in service, you may want to do your best, as you initiate your program, to establish a baseline figure. Note areas where member involvement is particularly low or high and investigate. See how your program might work to assist these areas, or to learn from their successes.

"Each one should use whatever gift he has received to serve others, faithfully administering God's grace in its various forms. If anyone speaks, he should do it as one speaking the very words of God. If anyone serves, he should do it with the strength God provides, so that in all things God may be praised through Jesus Christ."

1 Peter 4:10 NIV

Some churches maintain records of members involved in ministry in the community as well. The church scattered is every bit as important as the church gathered; however, this information is more time consuming and difficult to secure. Consider ways to collect information about members involved in service in the community and how you can recognize these persons for their service. This information is valuable in documenting the outreach ministry of the church.

3. Personal Evaluations or Subjective Measures:

Many churches report a change in the "atmosphere" of the church as a result of a Lay Ministry Program. People feel more welcome, included, and valued. Members benefit from a ministry orientation that guides them to use their gifts and not to just fill slots on the organizational chart. Working with your committee, or a member with research expertise, consider ways to monitor and evaluate the attitude of members towards the church and its mission. Releasing members in ministry is what the church is all about. Persuasive anecdotal information may help the church trustees to see the program as meeting additional objectives for the congregation.



A word of caution...



Discern reasonable and appropriate measures and objectives.

For example, it is doubtful that you would want to set as your goal 100% member involvement, even if it does sound impressive! For some, service may be impossible due to age or infirmity. Others who are driven to keep busy may have made a significant spiritual breakthrough with a decision to take a sabbatical. Your goals should stretch you and your committee, but not demoralize you.



Hours only measure time, and not its quality or significance.

To say that 72 people each gave 100 hours worth of service does little to tell us if their service was in their area of giftedness, or if it met any significant need. Likewise, avoid the temptation to value service in uniform economic terms such as minimum wage. For starters, a uniform standard is inappropriate. The service of an attorney evaluating your church's constitution and bylaws on a *pro bono* basis cannot be compared economically with the work of ushers, even though both are important jobs. Likewise, it is difficult to place a monetary value on the time spent counseling and praying with a member recently diagnosed with a terminal illness. Select your measures carefully!



Keep It Simple.

Complex evaluations are difficult to do, and for beginning program purposes, unnecessary. Define what you need to know and pilot test several options for meeting your objectives. Be sure people understand what information you are hunting for, and be sure *you* know how you will use the information once obtained.

Evaluation really can be a very exciting part of program management. It is very rewarding to see progress and to realize that you have made a difference in the life of your church, and in the lives of the members of your church.



2-00

_____ TO THE DIRECTOR OF LAY MINISTRY



SAMPLE FORM

Report and Evaluation of my Volunteer Ministry Experience

Name: _____ Telephone: _____

My Volunteer Position: _____

Assignment Term: From: _____ To: _____

My Trainer or Supervisor: _____

1. I enjoy this volunteer position because: _____

2. I used the following skills in this position: _____

3. The training I received included: _____

4. I felt supported in the following ways: _____

5. I received adequate orientation to my work area: yes _____ no _____

6. My supervisor checked my work to insure it was being done correctly: yes _____ no _____

7. My major frustration with this job was: _____

8. I could have done a better job if: _____

9. The highlight of this volunteer experience was: _____

10. The major accomplishment of this ministry experience was: _____

11. The next person to do this job needs to know: _____

Please return this evaluation to: _____

Crystal Cathedral Volunteer Ministry

Date _____



TO THE DIRECTOR OF LAY MINISTRY

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TO THE DIRECTOR OF LAY MINISTRY 

SAMPLE FORM

Brentwood Presbyterian Church
Leadership Training Conference
Evaluation Form
May 8, 1993

Workshop Title: _____

Presenter(s): _____

I learned...

I think...

I wish...



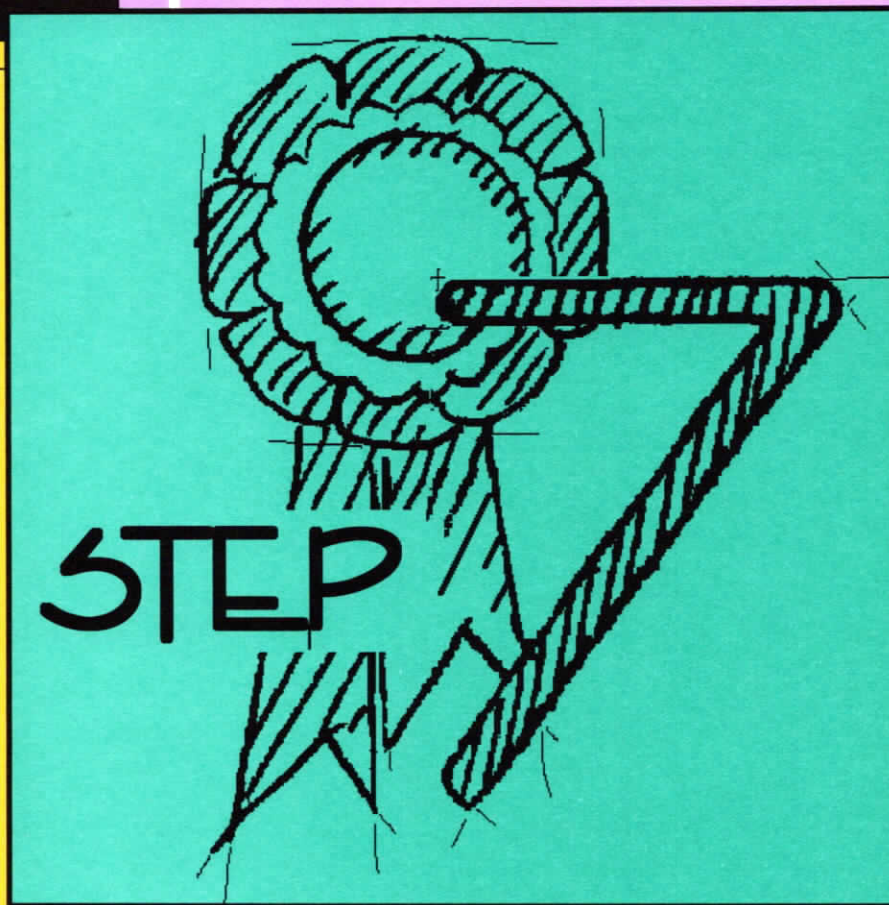
TO THE DIRECTOR OF LAY MINISTRY _____

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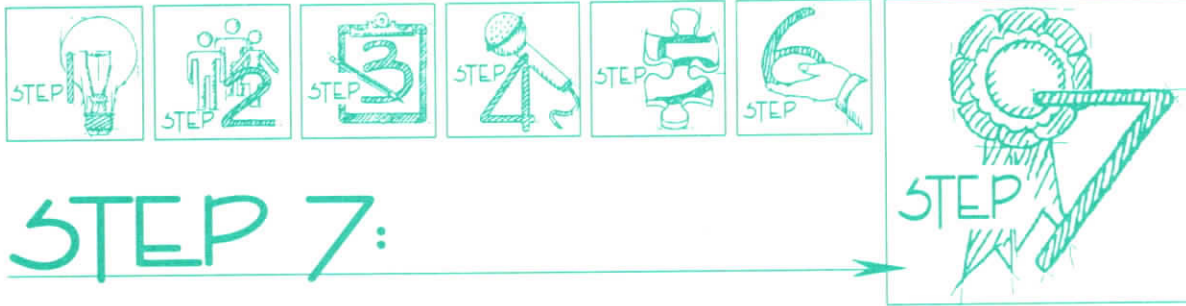
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TO THE DIRECTOR OF LAY MINISTRY





CELEBRATE
AND GROW



STEP 7:

CELEBRATE AND GROW

Celebrating service is an integral part of the lay ministry system. Just as you work to train staff and key leaders to involve members in ministries that capture their gifts and talents, you need to train your leaders to *recognize* members for their service to the community. Appropriate and frequent, celebrations of service culminate the planning cycle.

"Let us hold fast the confession of our hope without wavering, for he who promised is faithful; and let us consider how to stir up one another to love and good works, not neglecting to meet together."

Hebrews 10:23-25 RSV

For most members the decision to serve has nothing to do with a desire for recognition; however, the decision to return to service and to remain active in the church is strongly influenced by the degree to which members feel their efforts were affirmed, valued, and appreciated. One of the key reasons leaders drop their memberships with their churches is because no one expressed appreciation for the work expended on behalf of their congregation. While recognition may not bring you members, it surely helps you retain persons committed to serving.

In this section of the *Starter Kit* you will—



assure that members are affirmed and recognized for the service they give.



examine keys to effective celebration programs.



review lots of ideas for recognition and celebration events for your church.



CELEBRATION: A MANAGEMENT RESPONSIBILITY

A key component of the Lay Ministry system, celebration needs to be approached as you would any other responsibility area. Working with the Lay Ministry Committee, the senior pastor, your church staff, and key leaders, establish a coordinated, year-round plan to guide your work. *Recognition is not your job alone.* Each ministry area that involves members in service delivery is responsible for celebrating service and affirming the members who are sharing their gifts and talents, in precisely the same way these leaders are responsible for inviting members into ministry and preparing them for service positions.

Being salaried for a job does not eliminate the need for thanks. Encourage celebration events that acknowledge the importance of team work and focus on the task performed, and not only the salary scale.

What is recognition?

Recognition is more than saying thank you for a job well done. It is a personalized response to an individual, acknowledging her unique contribution to the work of the body of Christ. It is affirming and valuing the individual, making her service visible, and supporting her in *both joys and struggles* as she works to build the kingdom.

It is important for everyone in every type of position—large and small, short-term and long-term. Recognition tells the young people who agreed to set up tables and prepare the fellowship hall for a congregational event that they, too, are a part of the church. It affirms the hours of effort and months of planning contributed by the Director of the Vacation Bible School program. It supports the receptionist and encourages her return even when she is the recipient of an angry outburst from another member. Recognition promotes growth and continued involvement. It helps to unify all the members of the church as each one makes his or her unique service contribution. It is one of the secrets to member retention.

Defining Your Role in Celebration

As the Director of Lay Ministry, you and the Lay Ministry Committee are responsible for:

- lifting up the importance of celebration and recognition events with all persons who involve members in ministry opportunities.
- helping to plan a year-round recognition schedule affirming the work of members in all types and forms of ministry.
- modeling recognition through the life of your Committee and within your office.
- budgeting for celebration and recognition programs, and events in your annual budget, and encouraging other ministry areas to do the same.
- training all ministry leaders to recognize and affirm the work of members serving with them on both an ongoing and special event basis.
- working with clergy to recognize members through corporate worship, in the prayers of the church, through Bible study, small group ministry, and other Christian education opportunities.



Keys to Effective Service Celebrations

To be effective, recognition must be an ongoing process—not an afterthought—but an integral component of program management. As you work to develop goals and objectives for a year-round, coordinated, church-wide effort of recognition and celebration, consider these suggestions:

8 Pointers for Successful Recognition

- 1. Be timely.** Recognition should be done immediately or in close proximity to the service given. Don't wait to say thanks on an annual basis, or at a big event. Find ways to say thanks all the time, for all levels and types of ministries.
- 2. Be consistent.** If you acknowledge members rotating off of one committee with a special coffee mug, have sufficient mugs to thank all persons from all committees who are completing their terms of service in the same way.
- 3. Keep your plans manageable.** It takes time and effort to create meaningful celebration events. Staff your committees adequately. Develop your plans well in advance. Pay special attention to details.
- 4. Be sincere, honest, and genuine.** Don't give accolades that you don't really mean. Every contribution doesn't have to be the biggest and the best or the most unusual to be acknowledged. It takes lots of people doing lots of little things in the background for everything to flow smoothly. Be grateful for all of God's children working in every way.
- 5. Be user-oriented.** It is important that the persons whose efforts you are acknowledging feel appreciated. Be age-sensitive in your selection of food, the time of day you recognize the group or individual, and the form of thanks you select.
- 6. Keep good records.** Maintain accurate lists of all who have been involved in the ministry—salaried and non-salaried workers. When you celebrate accomplishments, include everyone in your thanks. Feelings are easily hurt when a person's contribution is inadvertently forgotten.
- 7. Be creative.** Have peers recognize each other. Involve children in the recognition of their teachers. Acknowledge teams who have worked together as a team. Have programs outside of the church as well on your premises. There are no fixed rules or "right ways" to celebrate, so enjoy brainstorming and coming up with new ideas.
- 8. Have Fun.** Celebrations are part of the joy of serving. They motivate people to continue and encourage them to grow through service. So have fun, be whimsical, be upbeat, be light hearted, and enjoy yourself!

Train staff to say thanks on an ongoing basis.



RECOGNITION IDEAS

There are lots and lots of ways to celebrate service. This list is shared to encourage your creativity as you find the best ways to celebrate service in your church.

- send letters or notes
- create certificates
- invite to seminars outside of the church and pay the registration fee
- invite a member to participate with you in a community event
- ask the member to serve as mentor or trainer of others
- send a thank you note to the member's family
- develop a volunteer of the month program
- nominate for a community recognition program
- send a birthday card or other seasonal greeting
- publish accomplishments in newsletters or bulletins
- create a guardian angel recognition program using angel pins
- have children recognize their teachers—involve the recipients of service in service celebrations
- commission people in worship
- recognize kids as they graduate from high school and support them in their future plans—college, service, work.
- organize periodic temple talks highlighting the work of volunteers in your church
- pray for member by NAME in his/her service work in the corporate prayer of the church
- devote an entire Sunday worship service to a Celebration of Service
- create a "You Are Picture Perfect" display with pictures of people in service—choir pictures, kitchen pictures, etc.—let people see themselves in ministry
- create "You Made a Difference in My Life" buttons and have people give their buttons to someone else who made a difference in their lives within 24 hours of the receipt of the button
- have a roast for everyone rotating off a committee
- send get well cards
- give a pack of life savers with a note "you saved my life when..."
- send "you made me a shining star" notes to people who worked with you, especially people who worked in the background on a big project
- feature members in news articles in the church paper as well as in local and metropolitan papers
- prepare and distribute trinkets, mugs, pens, and key chains, etc.
- create a tee-shirt
- sponsor a trip
- have a party or picnic
- take a group photo and reproduce for all members of the group
- mount a picture of an important symbol in the church and give to members in recognition of service
- calligraphy a meaningful scripture passage and frame
- document a member's service in a letter of recommendation



- send impromptu cards
- purchase newspaper space for a recognition ad
- create a recognition edition of the newsletter or bulletin
- attend a sports event, game, movie, or play together
- have a reception
- praise the person to their friends and family, publicly and privately
- have a committee chairs day recognizing the leadership of committees, projects and/or programs
- send a package of tea saying "since you've joined our group, things are really brewing"*
- send a Thanksgiving card to the member's family thanking them for sharing their family member
- develop an honor role, or alumni association for past leaders
- publish a list of all members serving in the church and larger community
 - write thank you notes—frequently
 - create rotating recognition programs—January for Sunday School teachers and the education ministry—February for worship and music—March for the board of trustees, etc.
 - publicize community service recognition received by a member
 - glue a chocolate kiss or hug to a card saying "take a bow, you deserve a kiss/hug!*"

"The reward, the real grace, of conscious service is the opportunity not only to help relieve suffering but to grow in wisdom, experience greater unity and have a good time while we're doing it."

Ram Dass and Paul Gorman,
How Can I Help?

* Marilyn MacKenzie and Gail Moore, *The Volunteer Development Toolbox*, 1993, Heritage Arts Publishing, Downers Grove, Ill.



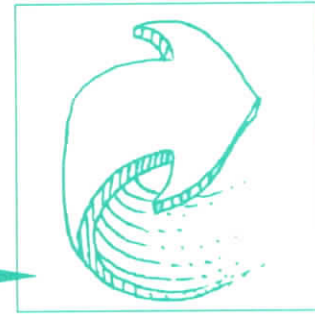
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TO THE DIRECTOR OF LAY MINISTRY



AN ADDENDUM:

CHANGE IN THE CHURCH



***"'Come, follow me,'
Jesus said, 'and I will
make you fishers of
men.' At once they
left their nets and
followed him."***

Matthew 4:19, 20 NIV

In *Step 1*, you assessed your situation, you worked to articulate and share your vision, and you laid the initial groundwork for the Lay Ministry Program. *Step 2* focused on the development of a team, a committee to work with you. Administrative systems central to the lay ministry management process were covered in *Step 3*. In *Step 4*, you examined the dynamics of the interview and involved Ministry Mentors in your work. You found yourself working with all dimensions of the life of the church in *Step 5* as you connected people to ministry opportunities. *Step 6* encouraged you to support and affirm members in ministry, and, in *Step 7*, you celebrated works of service performed by the faithful. This is a people intensive job! You are constantly working with and through others to accomplish a task, the task of truly making the church the people of God.

Just as each person is a unique child of God, each person's response to you as you pioneer a new program is likely to be unique as well. "Finally, the church is serious about involving everyone in ministry in their area of giftedness," says one. Another suggests that your work was his/her idea all along and now someone has listened. And there are those who can hardly wait for you to be truly operational, because so much help is needed.

Nevertheless, there are times when your presence and persistence have been considered troublesome as well. "Things are fine just the way they are," is muttered under one breath, while another person seems never to find time to complete a ministry description in spite of feeling overworked and under-appreciated. Additionally, of course, there is the leader who needs more help on a certain committee, but never calls the persons who have expressed interest in the particular ministry.

As a pioneer, you are an agent of change in your church; change—that difficult, often troublesome six-letter word. The world may be full of change and people may even be calling for change in the church, but being a change agent is a very different matter indeed. This *Addendum* to the *Starter Kit* focuses on that "six-letter" word and offers suggestions and support as you graciously enter the uncharted territory of mobilizing the laity in ministry.

This *Addendum* is based on William Bridges' excellent text, *Managing Transitions*, published in 1993 by Addison-Wesley, Reading, Mass. The reader is strongly encouraged to go directly to Bridges' book for a more thorough review of the material discussed in this section.



UNDERSTANDING AND WORKING WITH CHANGE

As an agent of change you will encounter resistance, opposition, conflict, occasionally support, and yes, even some joy! You need to remember that the resistance you encounter is not about you personally; rather it is about you as the messenger of change, as the person who is transforming the church through a well-thought-out, coordinated program of member involvement. Jesus was about change, too. He was loved, even in his own time, but he was also a very serious threat to the *status quo*. You are a threat to the *status quo* as well, even in churches that are prepared for and welcome lay ministry.

"I tell you the truth," he continued, 'no prophet is accepted in his hometown.'"

Luke 4:24 NIV

Bridges reflects on the change process, and its implications, as he begins his book, *Managing Transitions*:

"It isn't the changes that do you in, it's the transitions. Change is not the same as transition. Change is situational: the new site, the new boss, the new team roles, the new policy. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal." (p. 3)

3 Major Steps in the Transition Process

Transitions are a predictable journey requiring the person experiencing the change process to traverse three separate experiences. Let's review each of those experiences. In the following sections, each stage is discussed in greater detail and related to the church and the evolution of the Lay Ministry Program.

1. The experience of *letting go*.

In order for a transition to occur, the old situation must first be left behind. People must identify specifically what is being lost, and who specifically is affected by the loss. Transitions begin with endings.

2. The *neutral zone* follows.

In the neutral zone, the old reality has been left behind, but the new identity has not yet been fully accepted and embraced. It is a "limbo" stage, a type of wilderness zone when nothing seems quite right. However, it is the time when revitalization begins and innovation and creativity are most possible. The neutral zone is the "*seedbed of the new beginning that you seek.*"

3. *New beginnings*.

A new beginning follows the ending experience and emerges from the neutral zone. The new beginning cannot really take hold without the full sequence of the transition. People traverse these zones in their own ways and at their own pace, yet each is essential to the process and the acceptance of change.



Letting Go

You cannot begin something new without first letting go of something old. Bridges asserts that "nothing so undermines organizational change as the failure to think through who will have to let go of what when change occurs." (p.4) Endings must be articulated and losses *specifically* identified. You must ask and answer the question "what is actually going to change?" and, as a result of those changes, "what else, what secondary things, are going to change as well?" Changes cause ripples in organizations. One thing is affected and it in turn affects other aspects of the organization.

In addition to clarifying the specific affects of primary and secondary change, the transition manager needs to encourage people to clarify what they individually have to let go of. In the chain reaction of events affected by the change process, people's familiar ways of interacting and doing their jobs are affected. Naming the changes that directly impact the way you conduct yourself in the workplace facilitates handling those changes. It is equally important to identify what is over for everyone as a result of the change.

One of the easiest ways to identify changes people are coping with and the transitions they are going through is to ask these three questions:

What's different now that we have a Lay Ministry Program?

With the start of the Lay Ministry Program, what did you have to give up?

What do you miss since we established the Lay Ministry Program?

Examples of transition experiences:

Let's look at a few hypothetical losses which may occur with the advent of a Lay Ministry Program:

"Wait, I've been on the finance committee for 25 years. I'm not sure about these new people you are suggesting to serve here, and what will I do now?"

"We've always just chipped in and somehow the work got done. Why do we need ministry descriptions and specific assignments now?"

"The trustees normally decide who serves where. I'm not sure you have the authority to recommend someone serving in a ministry area based upon a gifts assessment and an interview."

A quick read immediately tells you that all of this is not going to be an easy transition, even if it is the desired direction for church operations! Actualizing the theology of the priesthood of all believers means that the church needs to begin to address what it has been doing. Is the church actually working to bring this theology to life, or are there some management practices and organizational structure issues that need to be revised? As these changes begin to occur, the sphere of influence of the work of the Lay Ministry Program expands.



Faced with a new situation, experienced leaders find their roles changing. Let's look at a hypothetical situation and how a Lay Ministry Program can affect change within a church:

Marion has been chairperson of the committee to make sure the nursery has volunteers every Sunday morning. Often she is unable to recruit people to help and she has spent most of her Sundays for the past six years in the nursery. Suddenly, you bring her five new volunteers, all willing to sign up for a regular schedule of volunteering in the nursery, and all with a love for, and experience with, babies and toddlers.

Possible results:

1. Brittany, a new mother with a great deal of energy and ideas, emerges with a desire to repaint the nursery, to conduct a fund-drive for new cribs, and to provide a nursing mothers' room complete with rockers and the sermon quietly broadcast over the speakers.

Or,

2. Marion gets upset that people are suggesting changes that may not be as "safe" with the toddlers as it was when she was doing this by herself. She complains to the pastor and top elder about your program.

Or,

3. Marion begins to attend the service again with her family and comments that she had forgotten how refreshing it is to worship on Sunday morning. She finds she has the time now to develop a series of parenting seminars for new parents in the church and community that she always wanted to plan.

Who is specifically letting go of something in this example?

1. In the first scenario, Marion is letting go of her *range* of control over the operation of the church nursery.

2. In the second scenario, Marion complains to the senior pastor. She feels certain the new volunteers will not work out. The senior pastor, alert to and championing the vision of the Lay Ministry Program, does not change the situation back to the way it "used to be." The pastor comforts Marion and assures her that you have selected highly capable people to work in the nursery. Marion appreciates the pastor's time, feels somewhat better about the situation, but leaves the pastor's office unclear about her role in the church and with the nursery.

3. In the last scenario, Marion appreciates the support and returns to worship. Now that she has more available time to volunteer, she is considering making an appointment with the Lay Ministry Office to explore new areas where she might serve.



What is over for everyone as a result of the advent of the Lay Ministry Program?

Clearly, business as usual is over! Effective lay ministry broadens the base of persons desiring to serve, enabling them to serve in their areas of talents and interests. Spheres of influence and control are affected for everyone who has been active in the church. Even you, as Director of Lay Ministry, will find your sphere of control influenced. For example, a member with a gift in organizational skills may suggest a new method of organizing your records. Your Lay Ministry Committee may view the suggestion more positively than you and you may find yourself being affected by the decision of others in ways you had not anticipated.

Your ripples are gaining strength, waves are now rolling across the operational face of the church...and directly and indirectly, your work in lay ministry is at the root of the change.

Take a moment and consider the secondary changes that could occur as a result of the clarification of ministry descriptions. What will happen when new ministry areas begin emerging, especially when the ideas for these ministry areas emerge from new sources? The ripples generated by the Lay Ministry Program are gaining strength. As waves roll across the operational face of the church, staff, leaders, and members alike will be affected. Although many of these changes were planned and sought, they directly impact the lives of those involved.



Tips for Managing the Letting Go Phase*

1. Discuss the phases of managing transitions in staff meetings.

Prepare key leaders, in advance, to recognize the stages of transition and to expect the waves. Consider developing "role plays" of scenarios you anticipate. Discuss helpful responses and those that undermine the change process.

2. Accept and acknowledge people's feelings.

Arguing, minimizing, and solving problems does not manage emotions. The only way to respond to an emotion is with acceptance and feeling. Look for the loss behind the emotion and empathize with the person. Listen thoughtfully. Many people just need to be heard.

3. Talk about losses openly and sympathetically.

A wonderful children's book, *There's No Such Thing as a Dragon* by Jack Kent** illustrates how problems "grow" out of control when denied or ignored. As the book concludes, Mother says: "I don't mind dragons (problems) THIS size. Why did it have to grow so BIG?" "I'm not sure," said Billy (her small son), "but I think it just wanted to be noticed." Pretending that feelings and problems don't exist only makes them become unmanageable. Loss is a grief process. Accept the signs of grief as a natural response to the changes you are undergoing.

4. Look to scripture and prayer.

Both the Old and New Testaments are overflowing with stories, advice, support, and wisdom. Can you imagine Moses leading the Israelites for 40 years through a change process? Nearly everything Jesus did was about change.

5. Develop a support system for yourself.

Seek out directors of lay ministry or volunteer coordinators in other churches. Share your concerns and discuss your plans with a person outside your church who can offer wisdom and balance to your thinking. Some cities have organizations of Directors of Lay Ministry Programs. Attend their meetings or consider starting such an organization. Contact your local volunteer action center for support in organizing a group.

6. Involve key leaders and influential members in the process of transition.

In time, the changes you are making will influence the entire church. Involve as many people as possible in your deliberations. Give people as much information as possible. Assure members that the church is striving to live out its mission more effectively. That desire may mean some changes, but the church will still be built on the rock of Jesus Christ.

7. Continually uplift the vision.

Tell and retell your story. Uphold the vision of the priesthood of all believers. **Focus on the long term gain** that the immediate changes will bring, a more effective church with members equipped, serving and building God's kingdom.

*"Here and now I will
do a new thing; this
moment I will break
from the bud. Can
you not perceive it?"*
Isaiah 43:19 NEV

*Adapted from *Managing Transitions: Making the Most of Change*, William Bridges, 1993, Addison-Wesley Publ., Reading, Mass.

**Golden Press, New York, 1975.



8. Honor and Value the Past.

It is important to define what is over, as well as, what has not changed. Identify and honor how the Lay Ministry Program has grown and evolved from the rich traditions of your church. Emphasize that you are building on the best of the past and honoring the contributions of those who have laid the foundation on which you stand.

The Neutral Zone

Bridges defines the neutral zone as the “nowhere between two somewheres.” In this state of limbo it seems that nothing works quite right. Neither the old ways nor the new ways are satisfactory. Problems in the system seem to reappear, anxiety is high, signals keep getting crossed, and people are polarized, with some wanting to return to old ways while others are trying to rush headlong into the future.

Nonetheless, the neutral zone is a very important time in the transition experience. In spite of its chaos, the zone has many positive aspects as well. It is a highly creative time. With proper management and encouragement, people can capitalize on the confusion by fostering innovation. Let's take a look at how to manage the neutral zone.

8 Steps to Managing the Neutral Zone*

1. Explain the neutral zone experience.

The neutral zone is not understood by most people. Bridges says it “isn't a trip from one side of the street to the other. It's a journey from one identity to the other, and that takes time.” Moving from an institutional model of church to the people of God as the church is a major readjustment. It is a paradigm shift—not a simple street crossing. Shifting paradigms means rethinking all of your assumptions about how we “do” church. The neutral zone provides that time and space. The larger the shift, the greater the space and time required.

2. Provide time for the neutral zone.

Earlier in the *Starter Kit*, we mentioned that most churches allow anywhere from 9 to 18 months before visible results are expected from the Lay Ministry Program. Some of that time is devoted to setting up systems and piloting various options for record keeping, etc. Some of that time is devoted to working with staff and leaders to help them understand the new way of involving people in the life and work of the church.

3. View your Lay Ministry Committee initially as a transition team.

They might want to develop a simple newsletter for church leaders charting the progress, raising questions, and keeping people connected and informed. Share experiments that are working and offer notes on ideas that seem less successful. Make this neutral zone a time of anticipation and preparation—an advent in the life of the church as one reality comes to a close and another reality breaks forth.

“For I will provide water in the wilderness and rivers in the barren desert, where my chosen people may drink.”

Isaiah 43:20 NEV

*Adapted from *Managing Transitions: Making the Most of Change*, William Bridges, 1993, Addison-Wesley Publ., Reading, MA.



4. Establish reasonable goals and celebrate accomplishments.

Creating a management information system is lots of work—securing ministry descriptions takes time and patience. Have fun, light hearted celebrations as you achieve milestones along the way.

5. Select your language carefully.

Change brings anxiety and uncertainty. Negative talk and words loaded with negative connotations weakens everyone's efforts. Even the word "change" is a difficult word for many to accept. Consider words like transition, or advent, or journey. Jesus spoke of building the kingdom, preparing the way. Be a part of that building process.

6. Encourage creativity.

The systems suggested in this *Starter Kit* have worked for others, but for the most part, they have grown from the trials and errors of churches who have begun this work before you. Use this as a guide and hunt for even better systems and approaches. Encourage your leaders to find the best ways for your church to become the people of God. Experiment, embrace losses and setbacks, and look for new entry points and better solutions. Take time to brainstorm options and find ways to solve problems collectively. Share your difficulties openly in staff meetings. Ask for assistance, support, and prayer.

7. Seize the moment.

People are most open to new learning at transition points. This is a wonderful opportunity for leadership development. Offer seminars on working effectively with committees. Consider training leaders to work as mentors or disciples to encourage the spiritual growth and development of others. One word of caution—don't offer training or new experiences that either push the group too far, or seem disconnected. People are especially fragile in moments of change and will experience overload very quickly. Be certain that new experiences build incrementally on the continuum of change that has been introduced.

8. Praise the Lord.

You are walking a very difficult and rocky road. If you get to the point in your program development that you are actually implementing these steps, you are in fact very close to a new beginning! The neutral zone "is the winter during which the spring's new growth is taking shape under the earth." (Bridges, p. 37)

*"I have formed this
people for myself and
they shall proclaim
my praises."*

Isaiah 43:21 NEV



A New Beginning

Distinguishing between *starts* and *beginnings* is very important in the Lay Ministry Program. A date can be announced when the management information system is on line, or when a new members' assimilation class will begin, but until people are psycho-

logically prepared and emotionally committed to incorporate the program or procedure in its new configuration, the transition will not occur. Starts occur on calendar or clock time, while beginnings occur according to heart and mind time.

"Starts involve new situations. Beginnings involve new understanding, new values, new attitudes, and—most of all—new identities."

William Bridges (p. 50).

Why are beginnings so difficult, so scary? Bridges identifies several possible explanations:

- A beginning requires that the person makes the new commitment that the new situation actually demands.
 - Some of the old anxieties that are associated with endings re-emerge. The beginning signifies that the ending really was real.
 - A beginning represents a gamble—will this approach actually work? What happens if it doesn't? What if it doesn't live up to the expectations?
 - Beginnings are connected to the past. Memories of old failures may be triggered, or personal embarrassment resurrected.
- Beginnings signal the end of the neutral zone. Some persons may have found the chaos and ambiguity of the neutral zone to their liking. There were fewer expectations; accountability could be ducked; and, in the absence of clarity, personal agendas could be pursued.

The wisdom of Solomon applies to beginnings. Just as "there is a time for everything, and a season for every activity under heaven" (Eccl. 3:1), beginnings follow a natural ebb and flow as well. Endings and neutral zones are essential if people are going to arrive at new understandings, new attitudes, and new values that will re-configure how the church goes about being the church in today's world.

To really make a new beginning happen, people need what Bridges refers to as the "**Four P's**" of the process: People need **a purpose, a picture, a plan** and **a part to play** to make a new beginning.



Purpose

It is VERY important to identify the *idea* behind the changes you are proposing. For people to embrace the change, they have to understand the reason to address it. Some of those reasons may be negative issues. You must communicate to people the challenges faced by the church before you propose a solution to the situation. The purpose behind a proposed change only makes sense when people understand the situation.

Bridges provides an excellent example through the story of the Exodus:

"...behind Moses' journey through the wilderness was that his people had been persecuted in their adopted home of Egypt. The idea of a land of their own, a place promised to them by their God, was something everyone could understand. It was a solution to problems they experienced. It was an answer to the question, 'Why are we doing this?' It represented a clear purpose for their journey." (p. 53)

Your church's decision to hire you was likely predicated upon its desire to improve upon its current situation.

- Has there been a high turnover of new members because of inadequate involvement in the life of the church?
- Are the same people doing all of the work all of the time and burning out from overload?
- Does your church not know the talents, interests, abilities, and needs of its members? Does this lack of information affect the church's effectiveness and, if so, how?
- What has not been working well because of a lack of human resources within the church?
- What are the problems faced by your church that your hiring is to resolve?

Theology may ground the solution, but it takes a problem to make people look to theology for a basis for the answer. The theology of "every member a minister" is basic to the life of the church, but it was just as basic 30 years ago. Why is it necessary today to hire a Director of Lay Ministry to actualize this theology, when it wasn't necessary to do so in the past? The answer to this question will vary from church to church. But we do know that—

- people experience far more competition for their discretionary time today than ever before.
- members want to deploy their talents to make a difference in a situation they care about.
- people are hunting for meaning in their lives and want to find ways to live out their faith.
- churches are having difficulty finding people to carry out the work of the church.

You will need to discern the issues and their answers for your church. You will need to share these concerns with members, leaders, and staff in ways that they can relate to and understand.



Picture

Members and leaders need a picture in their minds of how the church will look because of your work in Lay Ministry. How will the church be different as a result of your effort? How will it feel to be a part of this new body?

There are a number of ways to paint pictures:

- You can invite a Lay Ministry Director, or pastor with a Lay Ministry Program, from another church to come and speak at your church. You can have this person discuss how the church is functioning now and how the Lay Ministry Program has affected the involvement of members and their growth in faith.
- You can describe stories of churches who have grown and/or increased in size through active Lay Ministry Programs.
- You can bring the idea to "life" as Moses did with the Promised Land. He created a picture for the people of Israel as a "Land of Milk and Honey," an especially appealing picture from a desert perspective.
- You can share stories of faith that address the deep seated values of your members and speak of ideas like the fellowship of persons united in work for Christ and dedicated to building up the body through service.
- You can create a video of events in your church that personify the best of member involvement and raise the concerns that people would like to see addressed with comparable vigor and dedication.

Pictures are vitally important. People need to begin to grasp new visions if they are to give up old ways. Remember, pictures alone don't make a transition occur. People will still need time to complete the transition cycle. On their own time and in their own way, people need to reach a place where they are open to a new picture, a picture that builds incrementally on the past. You want to excite people by the possibilities, not overwhelm them with a radical departure.

Plan

With a clear understanding of the Lay Ministry Program, your leadership is ready for a detailed, step-by-step plan. Big sweeping outlines of new events may be sufficient for your trustees, but they do not answer the needs of staff and leaders for information about what is going to happen next and how they can become involved in the process.

This is where you, the Lay Ministry Committee, and the *Starter Kit* come into play. A careful reading of the *Starter Kit*, combined with the effort of a dedicated committee, will enable you to create a concrete action plan. Each step brings the priesthood of all believers closer to reality.



Your step-by-step plan will answer questions like these:

- Who is working on the information system? What issues are under consideration? When will the system be operational?
- When will a seminar on ministry descriptions be held? Who is to attend? When do you need to have the completed forms?
- If your charge includes new member assimilation, how will the program be organized? When will the class schedule begin? Who will interview new members?
- Who is being trained to do the interviewing? What forms are being developed or revised to secure member information?

You need to create a user-friendly plan that tells each person what to expect and how he/she can become involved in the process. Members need to know when they will receive information and how they will be affected by the new lay ministry system.

A Part to Play

In the final analysis, we all want to be included, to feel needed, to have a part to play! As Director of Lay Ministry, you want to develop a plan that includes as many people as possible in specific, meaningful roles. The jobs need not be large and overwhelming to be considered important. It is the act of inclusion that helps a person feel a part of the process and a part of the new effort. Make a special effort to involve persons who feel most uncomfortable about the changes happening through lay ministry. Your adversaries become your strongest supporters when included in the process and given a role in the change.

Bridges offers five suggestions for facilitating transition through participation:

1. Involving people in the process gives them new insights into the challenges faced by the church. When members come to understand problems, they join in the process of seeking solutions.
2. Participation aligns the problem on one side of the equation and the members and leaders on the other side. Polarity is no longer "the new way versus the traditional way," but rather "the problem versus the solution." Participation provides the opportunity to rebuild relationships frayed by the anticipation of change.
3. Expanding your team creates a broader knowledge base from which to act and make decisions. The more firsthand knowledge and involvement you have, the more likely your solutions will address real needs.
4. A broad participant base expands your knowledge about the people, their values, and personal needs. You may be able to identify a solution to a special concern, but without firsthand knowledge about the interpersonal nature of the issue, your solution may be headed for failure. Understanding the culture of your church is as important as understanding its problems.



5. Participation implicitly involves people in the outcome. If members have worked together to initiate the lay ministry system, everyone shares in the glory of success and suffers the defeat of failure.

While you are, in fact, about change in the church, you are also about making the church into the body Christ intended it to be.

Managing New Beginnings*

1. Be consistent.

If your church decides to create a Lay Ministry Program, the new operation should apply equally to everyone. If ministry descriptions are necessary to invite members into your church school ministry, they should be equally important for the identification of the work of a trustee. One of the strongest messages your senior pastor can send to other staff, clergy, and lay leaders is to follow the system instituted and to promote it with zeal and enthusiasm. Likewise, if your church has a performance review system for salaried staff, the effective involvement of members in their areas of ministry should be among the evaluative measures employed in the review process.

2. Establish reasonable goals and ensure quick successes.

You are undertaking a significant ministry in your church. Set goals that are attainable so that you and your committee can measure successes along the way. Identify milestones to celebrate and publicize these events within the congregation. People need to see progress and enjoy opportunities to say "job well done, good and faithful servant."

3. Find ways to "symbolize" the new beginning of increased lay involvement.

Perhaps nowhere is the importance of symbolism more significant than in the church. Find ways to symbolize the new church that is the people of God. If your church has been considering a new logo, or a face lift with its stationery or bulletin cover, encourage those responsible to include the concept of lay ministry and the theology of the priesthood of all believers in the new look. With the Lay Ministry Committee, brainstorm creative ideas to symbolize your program in the church—new name tags, a regular place in worship to address the ministry of the members, or a special bulletin board dedicated to member involvement.

4. Celebrate successes.

Just as people need to see successes and to symbolize the transition, events mark major turning points in the life of the church. You may want to have a major "kick-off" program that signifies the Lay Ministry effort, such as an annual festival promoting ministry opportunities or a day dedicated to gifts identification and Biblical study. Tee-shirts, mugs, or pens and pencils with the insignia of the program are valuable take-home items that keep your program central in members' minds and hearts.

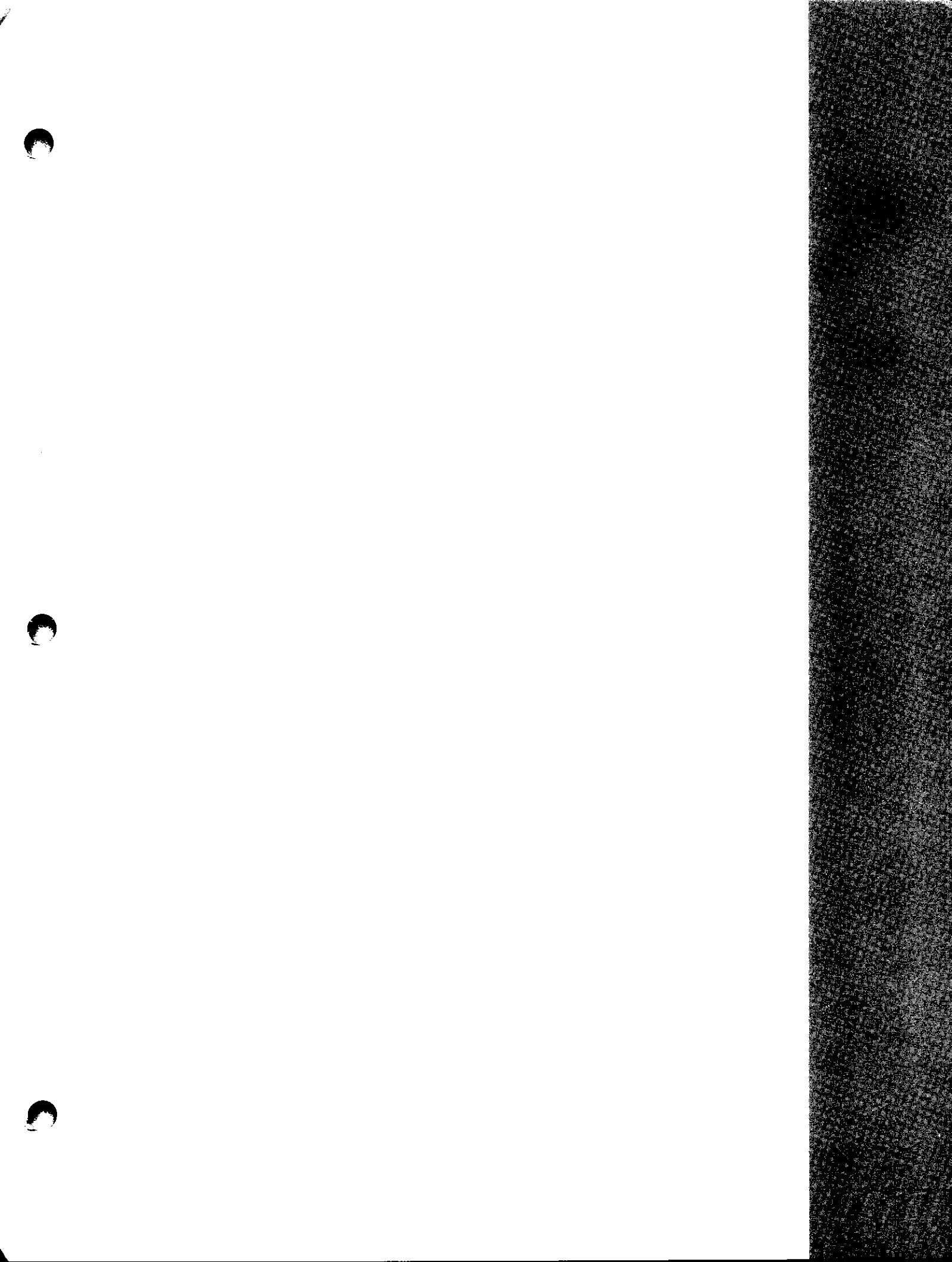
*Adapted from *Managing Transitions: Making the Most of Change*, William Bridges, 1993, Addison-Wesley Publ., Reading, Mass.



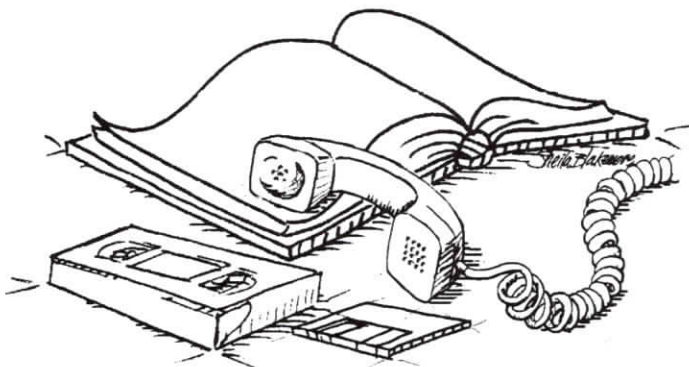
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TO THE DIRECTOR OF LAY MINISTRY





RESOURCES AND REFERENCES



A growing number of organizations and services are available to support the church as it works to mobilize the laity. Although by no means an exhaustive listing, this section shares many of those resources. You are encouraged to call or write each service of interest to your church, and assess its applicability to your stated needs. Fees are not consistently listed in each case because they are

subject to change, and are frequently based on the size of the church or the number of persons you intend to involve in the program.

No one product will best meet the needs of all churches. We encourage you to read the product or service descriptions provided by the companies and talk with the organizations about your particular concerns. Inclusion in this section does not mean a group or product is endorsed as the "best" of its kind by Leadership Network or Leadership Training Network.

If you know of an organization or service that you believe would benefit the church, or if you are in a business that supports and enhances lay mobilization, please complete the form at the end of this section and mail it to Leadership Network.

In the *Resources and References Section*, information appears in three sections:

- VOLUNTEER MANAGEMENT AND LAY MOBILIZATION CONSULTATION/TRAINING SERVICES
- GIFTS ASSESSMENT SYSTEMS
- SOFTWARE SYSTEMS

Each section contains information about organizational support services and consultants. Both the Lay Mobilization and Gifts Assessment sections conclude with bibliographies.



LEADERSHIP TRAINING NETWORK

Dedicated to equipping and mobilizing church leadership for ministry, Leadership Training Network strives to help "prepare God's people for works of service" (Ephesians 4:12 NIV). With a focus on the mobilization of the laity for ministry, Leadership Training Network supports and encourages groups and organizations committed to gifts-based ministry and faith development through service. Leadership Training Network (LTN) offers multiple services supporting the leaders of lay mobilization systems.

The LTN Training Institutes: Five-day, interactive learning experiences offered around the country, the Training Institutes provide useful, hands-on instructional support to enable Directors of Lay Ministry to return to their churches prepared to initiate or enhance their lay ministry system. To complement the Basic Institute, advanced-level experiences are being developed.

One-day Forums: Working with its sponsor, Leadership Network, LTN hosts one-day programs to help church teams assess what is involved in developing or expanding a lay ministry program. Following an introduction to the seven building blocks for lay ministry program development, participants initiate a planning process for their congregation.

The Starter Kit for Lay Mobilization: Under the umbrella of Leadership Network and LTN, the Starter Kit will be revised and updated on a regular basis, reflecting developments in the field and new standards of practice.

Consultants and Support Services: Consultants are available to work directly with churches that want help implementing their programs or resolving particular difficulties. Arrangements are individually negotiated.

Who is Leadership Training Network?

Sue Mallory directs Leadership Training Network. For eight years, Sue served as the Director of Lay Ministry at Brentwood Presbyterian Church in Los Angeles. Chair of the 1994 International Conference on Volunteer Administration, Sue founded and is President of the Southern California Association for Lay Empowerment and Development (LEAD). A sought-after trainer and consultant, Sue has helped churches all over the country develop lay ministry programs.

Sarah Jane Rehnberg, Ph.D. author of *The Starter Kit for Mobilizing Ministry*, works with Sue Mallory and the Leadership Training Network. A consultant and trainer in volunteerism, Sarah Jane's clients have included the Evangelical Lutheran Church in America and the Church's Southwestern Texas Synod; The Texas Commission for National and Community Service; the Points of Light Foundation, and many other nonprofit and public agencies. Past President of the Association for Volunteer Administration, Sarah Jane developed the organization's Performance-Based Certification Program. She is the author of the award-winning VYTAL Curriculum in Youth and Community Service.

For more information about LTN or to be included on its mailing list, write or call:

Contact: Brad Smith or Katrina Gault
Leadership Network
P.O. Box 9100
Tyler, TX 75711-9100

Phone: 800-765-5323 Fax: 903-561-9361



VOLUNTEER MANAGEMENT AND LAY MOBILIZATION CONSULTATION & TRAINING SERVICES

Newell & Associates: High-impact Volunteer Management

Al Newell & Associates help develop deep-rooted, high-impact volunteer ministries for the body of Christ worldwide. Founder and director of Compassion International's National Volunteer Network, Al has 15 years of hands-on experience starting and developing volunteer ministries in Christian churches and organizations.

Newell & Associates have served World Vision USA, Focus on the Family, churches, and other Christian organizations. As Executive Director for Community Church of the Rockies, Al implemented the high-impact model. Newell's organization focuses exclusively on churches and Christian organizations.

Services:

The Executive Course in Volunteer Management is an intensive, three-day course complete with a 45-page resource notebook, providing Biblical principles, management strategies, and tools to develop an effective volunteer ministry. Offered three times a year, it is often customized and done on location. Cost \$150-\$595/person for multiple staff, or on-location training (2-15 people), to \$695 for individuals.

Consultation by the day, week, or year.

Evaluation of your current volunteer ministry with executive summary and specific recommendations for change. Cost \$500-\$4,000.

High-impact Volunteer Ministry Audio Video Training Series includes one 40-minute video, four audio cassettes, and a 40-page workbook. Cost \$149.

The Application Packet is a tool to aid the development of a strong screening process. Cost \$29 or free with AV series purchase.

For more information:

Contact: Al Newell
Newell & Associates
6055 Little Johnny Drive
Colorado Springs, CO 80918

Phone: 719-548-1163 Fax: 719-548-9617



Trumbauer Consulting

Building Effective Shared Ministry Systems

Jean Morris Trumbauer, M.A., D.Min., provides shared ministry training and consultation services to mainline Protestant and Roman Catholic churches. She specializes in a systems approach with a strong emphasis on integrating leadership and management theory with theology. Since 1976, Trumbauer has presented her shared ministry model throughout the Upper Midwestern states with local congregations, denominations, and religiously-affiliated agencies and organizations.

In addition, she currently is involved in a two-year consultation project in the Roman Catholic Archdiocese of St. Paul and Minneapolis, where she provides in-depth consultation services to applicant parishes, utilizing four components—assessment, training, planning, and implementation.

Trumbauer works extensively with both congregational staffs and newly formed volunteer ministry committees to develop grassroots support and long-range planning for shared ministry.

She is the author of a manual titled *Sharing the Ministry: A Process of Discovery and Invitation* and an extensive volume soon to be published titled *Sharing the Ministry: A Systems Approach for Faith Communities*.

For more information:

Contact: Jean Morris Trumbauer
Trumbauer Consulting
4302 Fourteenth Avenue South
Minneapolis, MN 55407-3226

Phone: 612-823-7706



Volunteer Management Associates

Marlene Wilson, President of Volunteer Management Associates, is internationally recognized as one of the foremost authorities and dynamic trainers in the field of volunteer management. Since 1972, more than 170,000 people from volunteer organizations and churches have attended her workshops in the US, Canada and Europe. Wilson's methods are based on years of work in the public and private sectors, and extensive experience in the church arena.

Wilson pioneered volunteer management within the church arena and speaks extensively to multi-denominational church groups at all levels. The author of four best-selling books on volunteerism and volunteer management, she has produced a library of seven workshops on both audiotape and videotape to help volunteer organizations and churches. Since 1972, Marlene has served as Faculty Director of the Volunteer Management Certification Program for the University of Colorado.

Books:

How To Mobilize Church Volunteers \$11.95

The Effective Management of Volunteer Programs \$11.95
National bestseller in the field!

You Can Make a Difference \$12.95
Recipient of the 1991 Benjamin Franklin Award

Survival Skills for Managers \$11.95

Audio & Video Training Tapes: (Audios—\$14.95/each Videos—\$89.95/each)

"Mobilizing Church Volunteers"
"How to Recruit Today's Volunteers"
"How to Delegate to Today's Volunteers"
"How to Motivate Volunteers and Staff"
"Recruiting & Interviewing Volunteers"
"How to Plan for Volunteer and Staff Success"
"Creativity and Leadership"

For more information:

Contact: Marlene Wilson
Volunteer Management Associates
320 S. Cedar Brook Road
Boulder, CO 80304

Phone: 303-447-0558 or 303-938-8328 Fax: 303-447-1749



Banks, Robert. *Faith Goes to Work*. Washington, DC: The Publications Program of the Alban Institute, 1993.

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Crabtree, Davida Foy. *The Empowering Church: How One Congregation Supports Lay People's Ministries in the World*. Washington, DC: The Publications Program of the Alban Institute, 1989.

Ellis, Susan J., & Katherine H. Noyes. *Children as Volunteers: Preparing for Community Service*. Philadelphia, PA: Energize, revised 1991.*

George, Carl F. *Prepare Your Church for the Future: Introducing the Meta-Church: Large Enough to Celebrate, Small Enough to Care*. Tarrytown, NY: Fleming H. Revell Company, 1991.

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Logan, Robert E., & Larry Short. *Mobilizing for Compassion: Moving People Into Ministry*. Grand Rapids, MI: Fleming H. Revell, 1994.

Logan, Suzanne. *The Kids Can Help Book*. New York, NY: Putnam Publishing, 1992.*

Morris, Margie. *Volunteer Ministries: New Strategies for Today's Church*. Cincinnati, OH: Standard Publishing, revised, 1994.*

Ogden, Greg. *The New Reformation: Returning the Ministry to the People of God*. Grand Rapids, MI: Zondervan, 1990.

Stevens, R. Paul, & Phil Collins. *The Equipping Pastor*. Washington, DC: The Publications Program of the Alban Institute, 1993.

The Ministry of Volunteers: A Guidebook for Churches. St. Louis, MO: Office for Church Life and Leadership, United Church of Christ, 1986.*

YOTAL Manual: Volunteer Youth Training and Leadership. Greater Pittsburgh Camp Fire Council, Pittsburgh, PA. revised 1993.*

* These and other publications are available through The Energize Catalog, 5450 Wissahickon Avenue, Philadelphia, PA 19144, or by calling 800-395-9800.

² Publications appearing with a company description are not listed again in this section.



GIFTS ASSESSMENT SYSTEMS

AIM (Assessment Inventory for Ministry)

"Connecting You to Your Ministry"

Most churches struggle to accomplish their God-given mission because only 20-30% of their members are involved in ministry. Of those members who are not involved, the most common complaint is that they don't know where they best *fit* in ministry.

The theme of AIM is "Connecting You to Your Ministry" and the inventory is designed to help participants discover their fit in ministry by helping them:

1. Discover and understand their personal "resource mix."
2. Write a personal ministry plan that balances Christian living.
3. Experience satisfaction and fruitfulness as they serve in their area of ministry.

A tracking method is also available to help ensure people are successful in the ministry they have selected. AIM is a flexible process that can be used in a Sunday school, small group, or seminar format.

Materials available:

Coordinator's Manual	\$15.95
Participant's Workbook	\$6
Teacher/Coor. Training Seminar Manual & Materials	\$45
Teacher/Coor. Training Seminar	\$35 (individual) \$65 (husband & wife)

AIM was written by Richard Miller and Tim Hawks. Dick Miller is a graduate of Dallas Theological Seminary and is on staff with Navigators—Church Discipleship Ministries. Tim Hawks is a graduate of Dallas Theological Seminary and the pastor of Hill Country Bible Church in Austin, Texas.

For more information:

Contact: Richard H. Miller
702 Dewberry Drive
Cedar Park, TX 78613-2605

Phone: 512-331-8263 Fax: 512-331-6083



Birkman International, Inc.

The Birkman Method® is a valuable, comprehensive assessment questionnaire with an easy-to-read, user-friendly printout. It measures personality, social perceptions, personal values, interests, talents, and communication styles. The method's sophisticated data was developed over a forty-year period by Dr. Roger W. Birkman. Although it is used extensively in corporations, it is based on a spiritual principle: *our perceptions of others reveal a great deal about ourselves.*

The Birkman Method's Life Style Grid offers creative ways to discover and deploy our gifts. In-depth knowledge combined with spiritual applications, teaches self-acceptance, awareness of perceptions, and misperceptions; and guidance to direct individuals toward service best suited to interests and personality.

The method encourages bonding in groups through shared knowledge and appreciation for the contribution each different personality type brings to the total project.

By discerning each individual's needs and style, it is possible to direct the person to a service that offers a high level of personal fulfillment and maximum use of gifts.

For more information:

Contact: Sue Birkman
Birkman International, Inc.
3040 Post Oak Blvd., Suite 1425
Houston, TX 77056

Phone: 713-623-2760 Fax: 713-963-9142



Breakthru: Discover Your Niche in the Body of Christ

Breakthru is a step-by-step program designed to help people find their niche in the body of Christ. Designed and proven to work in a local church, Breakthru is now used internationally. Breakthru includes:

Spiritual Gifts Diagnostic Inventory. Through a 22-page self-scoring inventory, people discover their gifts based on traits and experience. Descriptions of the gifts and developmental suggestions are provided.

Primary Roles Diagnostic Inventory. This 22-page self-scoring booklet helps people discover their best role in an organization. It has application in the church and in the workplace.

Three other short inventories are also included: **Spiritual Maturity Inventory**, **Ministry Interest Inventory**, and **Assessment of Current Ministries**.

Breakthru Software allows you to match people to ministry jobs and search for people to fill a job. Requires IBM XT or above and DOS 3.3 or above.

Leader's Manual and Consultant's Manual. All the step-by-step help you need to set up a complete personnel management system in a local church. Breakthru can be used as an individual experience if a church is not ready to fully implement the system.

For more information:

Contact: Larry Frerichs or Ralph Ennis
LEAD Consulting
P.O. Box 32026
Raleigh, NC 27622

Phone: 919-783-0354



DiscMin

Short for Discovery Ministry, DiscMin trains churches to conduct comprehensive assessments of members, capturing their spiritual gifts, abilities, life experiences, heart, and temperament. Utilizing the Discovery Book, each member completes a series of exercises and checklists in preparation for an interview with a *trail guide*. The Discovery Book helps the member determine his/her God-given G.E.A.R. G.E.A.R. stands for:

- Gifts
- Experience
- Abilities
- Resources (including heart & personality)

The trained trail guide assists the member with the identification of a ministry path that suits the person's gifts, interests, and abilities.

DiscMin staff consult directly with interested churches, training leaders in the discovery process and preparing members to serve as trail guides. A flat-rate fee scale, based on church size, entitles the congregation to reproduce the Discovery Book and receive ongoing support.

Discovery Ministry provides a clear, simple, complete, and accessible system for moving your church into gifts-based ministry.

For more information:

Contact: Wayne Braudrick
DiscMin
7185 Main Street, Suite 302
Frisco, TX 75034

Phone: 214-335-8150



In His Grace, Inc.

In His Grace, Inc. (IHG), provides human resource tools and consulting services to churches, and para-church groups, for the purpose of helping these organizations become more effective in loving their people and placing them in the right ministries. IHG's primary goal is to help pastors understand and define ministry needs, and relate them to people's skills. In addition, IHG provides support in helping pastors and lay people learn how to manage their people and select complementary teams.

Specific products include:

Biblical Personal Profile plus marker Self-scoring instrument measures needs and skills.	\$12
Job Factor Analysis Profiles a job or ministry by skills	\$ 7.50
Understanding How Others Misunderstand You (book) by Ken Vogues & Ron Braund, Moody Press, Chicago. Using the DiSC assessment tool, amplifies behavior by associating 16 styles with positive Biblical models.	\$10
Understand How Others Misunderstand You (workbook) by Ken Vogues & Ron Braund, Moody Press, Chicago. 13-week Sunday school or home study on learning how to love and encourage each other.	\$20
Understanding Jesus, A Personal Profile (booklet) by Ken Vogues & Dr. Mike Kepainen, Moody Press, Chicago. Defines the behavior of Jesus as the perfect DISC model.	\$4

Training available upon request.

For more information:

Contact: Ken R. Vogues
4822 Droddy
Houston, TX 77091

Phone: 713-688-1201 Fax: 713-681-8466



INCITE: A System to Mobilize the Local Church

INCITE is a "people resourcing" program for local churches. Drawn from Paul's challenge to Timothy to "stir-up (INCITE) the gift of God which is in you," (2 Tim. 1:6), the INCITE approach is based on three principles:

- *No one is like anyone else.* All assessments are based on interviews and exclude tests which require comparison of individuals to groups.
- *No church is like any other.* INCITE can be folded into what God has already brought about in a particular church.
- *Genuine success requires God.* INCITE systems are designed to facilitate that which God intends to accomplish, not to overshadow his work.

INCITE provides consulting, training and mentoring, including help with:

- selection of a People Resource Director
- development of a People Resource Team
- program implementation and evaluation

Training and equipping components include:

Assessment Theory and Process
Team Enhancement Process
New Member Assimilation
Ministry/Service Placement
Task Force Design
Discover Your Design—Using and Applying Gifts
Career Development—Making Career Decisions that Fit
Leadership Development—Identifying Your Leadership Style and Using it Appropriately
Discover Your Child's Design—Small Group Process for Improving Parenting Roles
Marriage Enhancement—Complementary Use of Differing Gifts

Consultation fees and assessment costs are available upon request.

For more information:

Contact: Janet Sundberg
Pantego Bible Church
2203 W. Park Row
Arlington, TX 76013

Phone: 817-274-1315 (Pantego Bible Church)
817-557-3538 (J. Sundberg's Office)

Sponsoring Organization: DOMA Foundation
Ralph T. Mattson, President, coauthor of *The Truth About You* and
Finding a Job You Can Love

DOMA Contact: Bob Sutherland, Vice-President of Operations
P.O. Box 1278
Burnsville, MN 55337

Phone: 612-895-1544



Ministry By Design

Ministry by Design, Inc. is dedicated to equipping individual Christians to know, develop, and manage their God-given strengths and gifts, to fulfill their potential, and to live their design for service in family, church, community, and vocation.

Ministry by Design is the vehicle to deliver the System to Identify Motivated Abilities (SIMA®) to the body of Christ, in all its unique forms. It is a subsidiary of People Management, Inc. President, Art Miller, is co-author of *The Truth About You* and *Finding a Job You Can Love*.

Training, seminars, and counseling are offered to pastors, strategic ministry leadership, and laypersons, to release and energize the unique giftedness of each person.

Training:

- Critical Position Study Techniques
- SIMA® Research Interview
- Seminar Facilitation
- Basic SIMA® Theory/Applications

Products:

Introductory seminar "Discover Your Design, an Introduction"

3 hours/\$35 per person

Basic Seminar "Your Best Fit"

8 hours/\$150 per person

Intermediate Seminar "Discover Your Design, Your Purpose and Pattern for Ministry"

15 hours/\$295 per person

Full Motivated Abilities Pattern Assessment, individually developed and delivered
\$750 per person

For more information:

Contact: David McKnight
1700 West Hwy. 36, #400
Roseville, MN 55113

Phone: 612-631-8002 Fax: 612-351-7216





FELLOWSHIP BIBLE CHURCH

Fellowship Bible Church represents a working model of a congregation utilizing the SIMA® system for gifts identification and member mobilization.

- Fellowship Bible is an "Equipping to Serve" church that offers solid spiritual preparation and clear direction for launching people into ministry as a way of life.
- The "Discover Your Design" class, based on People Management's SIMA® technology, helps church members better understand God's unique design in their life. The class positions people in ministry according to their gifts, abilities, and motivational patterns. The class is available in manual form.
- A program called "Dream Class" is offered to those who have completed the "Discover Your Design" course. Using the personal insights gained from "Discover Your Design," individuals develop a strategy for ministry in an area of personal passion.
- A small-group system called "Common Cause" supports members in their ministry in the marketplace.
- The Fellowship Bible Church story is told in the informational packet called "Processing Change." Two tapes explain the complete four-year process of implementing the vision and encouraging members' personal growth and ministry.

For more information:

Contact: Bill Wellons
Fellowship Bible Church
12601 Hinson Road
Little Rock, AR 72212

Phone: 501-224-7171

Fax: 501-228-0804



Mobilizing Spiritual Gifts

A curriculum series, *Mobilizing Spiritual Gifts* is designed to help a local church or ministry establish a wholistic way to release lay persons into service through a spiritual gifts discovery process. Key components of the process include: a Biblical curriculum; six assessment tools; an interview process; placement enhanced by accurate lay ministry job descriptions; and follow-up monitoring. The series considers broader church management issues, including ownership concerns of leaders and how to actively involve all ministry leaders in the process. Published by Fuller Institute, the series includes:

Unleash Your Church! A comprehensive strategy to help people discover and use their spiritual gifts. A resource manual.	\$24.95
Ministry Mentor Guide. Designed for training lay workers.	\$8.95
Getting Your Gifts in Gear in Classes. Curriculum and Assessments.	\$8.95
Getting Your Gifts in Gear in Small Groups. Curriculum and Assessments.	\$8.95
Mobilizing Spiritual Gifts Leader's Kit. Includes <i>Unleash Your Church!</i> and a video designed to assist in setting the vision and training mentors.	\$69.95

Written by Dr. Paul R. Ford, the materials are available through the Fuller Institute at 800-999-9578. Dr. Ford consults and trains with congregations in the area of small group development, spiritual gifts, discipleship, and leadership training and development.

For more information:

Contact: Dr. Paul R. Ford
11805 Marquette NE
Albuquerque, NM 87123

Phone: 505-296-8568



Network Ministries International

Network Ministries offers a variety of products and services specifically designed to assist leaders in getting the right people in the right places for the right reasons. A proven, repeatable, comprehensive, and user-friendly system, Network provides a volunteer identification and placement process. Network helps believers identify their God-given passion, spiritual gifts, and personal style. The process includes videos, Bible exploration, and a one-on-one consultation. The system is based on more than 85,000 cases of personal growth and ministry development experiences in large and small churches from many theological traditions, sizes and settings.

Network applies the teaching of the *priesthood of all believers* with its Biblically-based system and discipleship approach to ministry. The system is available through published materials or through Network University.

The Network Kit includes:

\$154.99

- Leader's Guide
- Participant's Guide
- Consultant's Guide
- Implementation Guide
- Drama Vignettes (video)
- Vision and Consultation (video)
- Overhead Masters

Audio Tapes:

Discovery Sessions	1-4 (Bruce Bugbee)	\$12.99
Discovery Sessions	5-8 (Bruce Bugbee)	\$12.99
Defining Moments	(Hybels, Bugbee, Strokel)	\$ 9.99

Network University:

A five-day train-the-trainer professional education experience provides an interactive learning environment to equip those responsible for comprehensive system development.

A variety of training events and consultation services available.

For more information:

Contact: Bruce Bugbee
27355 Betanzos
Mission Viejo, CA 92692

Phone: 714-854-3530 Fax: 714-854-1268



The Profile Leadership Institute

The Profile Leadership Institute helps churches maximize the potential of their staff and congregations by providing proven assessment tools geared toward discovering individual uniqueness. Training programs teach churches how to assess giftedness and match individuals to appropriate tasks. Guiding the Profile Leadership Institute is its vision to help churches in America mobilize their congregations to reach this nation for Christ.

The Profile Leadership Institute is a newly created arm of the Profile Group. Since 1984, the Profile Group has focused on helping people and organizations discover who they are and what they should be doing.

Profile products include:

- Ministry Match: 80-page self-scoring workbook used to discover ministry interests, gifts, and values.
- Chemistry Match: 80-page self-scoring workbook used to discover temperament, impact style, and motivated role.
- Profile Match: Computer-driven tool used to match gifts with ministry roles.
- Leadership Institute Training: Training for lay ministry teams in conducting church seminars, writing catalogs, and using gift assessment in one-on-one or small group interviews for discovery matching.

For more information:

Contact: Steve Johnson or Mark Wilson
15491 East Mississippi Ave., Suite N
Aurora, CO 80017

Phone: 303-745-2097 Fax: 303-745-2091



Serendipity: A Small Group Model with Gifts Assessment

Serendipity has recently added an exciting new product to their line of small group curricula. *Graduation!*, the first title in Serendipity's new 401 Series, helps an existing group reminisce on their time together, conduct gift assessment, and bless one another as they leave the group to embark on the new journey God has for each person.

With the addition of *Graduation!*, a church can offer small groups that begin by meeting the important needs people face in their lives (support and recovery needs, relationship-building, and basic faith development), and end with gifts assessment and closure.

This diagram, which is based on a September-to-May "small-group year," shows how small groups can meet the critical "felt-needs" in people's lives as they are moved towards ministry and service:

101 SERIES Kick-off Courses	201 SERIES Support and Focus Courses	301 SERIES Bible Study Courses	401 SERIES Graduation Courses
6 weeks to get acquainted: All Aboard! Beginnings Welcome Men Women Couples	13 weeks on lifestyles, hurts, and struggles: Stressed-out Blended families Divorce recovery Singles Relationships Jesus 36 titles in all!	13 weeks to study the Bible: Mark 1 Corinthians Parables Ephesians Sermon on the Mount 20 titles in all!	6 weeks to help a small group say "goodbye," reminisce, discover their gifts and strengths, and find support in one another as they begin the ministry God has called them to do.
SEPTEMBER → OCTOBER → NOVEMBER → DECEMBER → JANUARY → FEBRUARY → MARCH → APRIL → MAY			

These materials can be used in large or small churches. The shift in group emphasis every 6 or 13 weeks makes group multiplication much easier. Also, the issue of helping groups avoid becoming too internal and self-focused is addressed by putting a date on when groups end.

Contact our office for a catalogue of Serendipity products and more information about using small groups to meet important felt-needs while moving people to ministry.

For more information:

Contact: Serendipity
P.O. Box 1012
Littleton, CO 80160

Phone: 800-525-9563



Additional publications available on the subject of Gifts Identification:¹

Bolles, Richard Nelson. *The 1995 What Color is Your Parachute? A Practical Manual for Job Hunters & Career-Changers*. Berkeley, CA: Ten Speed Press, 1995.

Bradley, John, & Jay Carty. *Unlocking Your Sixth Suitcase: How to Love What You Do and Do What You Love*. Colorado Springs, CO: Navpress, 1991.

Decker, John. *Releasing Spiritual Gifts*. Eastside Foursquare Church, P.O. Box 536, Kirkland, WA. 98083 (206-488-2777), 1993.

DeVries, Thomas D. *Discovering Our Gifts*. New York: Paulist Press, 1986.

Harbaugh, Gary L. *God's Gifted People: Discovering and Using Your Spiritual and Personal Gifts*. Minneapolis: Augsburg Fortress Press, 1988.

Keirse, David, & Marilyn Bates. *Please Understand Me: Character & Temperament Types*. Del Mar, CA: Prometheus Nemesis Book Co., 1984.

Mattson, Ralph T., & Thom Black. *Discovering Your Child's Design*. Elgin, IL: David C. Cook Publishing Co., 1989.

McMakin, Jacqueline, & Rhoda Nary. *The Doorways Series*. HarperSan Francisco: A Division of HarperCollins Publishers, 1993.

Encountering God in the Old Testament
Meeting Jesus in the New Testament
Journeying with the Spirit
Discovering Your Gifts, Vision, and Call

Miller, Arthur F., & Ralph T. Mattson. *The Truth About You*. Berkeley, CA: Ten Speed Press, 1989.

O'Connor, Elizabeth. *Eighth Day of Creation: Discovering Your Gifts and Using Them*. Waco, TX: Word Books, 1971.

Selig, Lawrence F. *Discovering Your Motivational Spiritual Gifts*. Adult Discipleship Office, Mt. Lebanon United Presbyterian Church, 255 Washington Road, Pittsburgh, PA 15216 (412-531-3387), 1991.

¹ Publications appearing with a company description are not listed again in this section.



SOFTWARE SYSTEMS

Logos Church and School Management Software

A nationally respected church management software system, Logos is available for both DOS and MAC systems, and is developing a system for the Windows environment.

The system offers:

- Complete Accounting (General Ledger, Accounts Payable, Payroll)
- Contribution System for Churches
- Tuition/Billing System for Schools
- Membership Profiles for Churches
- Student/Faculty Profiles for Schools
- Mailing Lists, Rosters, Reports, Labels
- Word Processing Merge
- Attendance Tracking
- Visitor/Absentee Follow-up for Churches
- Resource Management (Books, Music, Sermons, etc.)
- Calendar and Facility Planning

The system comes in flexible, user-friendly packages and includes top-quality training and telephone support to ensure that your staff gets the maximum benefit from Logos.

Cost varies according to the system and components selected.

For more information:

Contact: Lowell Brown, President
Lowell Brown Enterprises
15500 W. Telegraph Road, B-15
Santa Paula, CA 93060

Phone: 800-266-3311 Fax: 805-525-2574



MicroAssist, Inc.

Servus™ Volunteer Software, Version 2.0. Servus is a software program designed for coordinators of volunteer programs. It tracks information about volunteers, including names, addresses, skills, gifts, interests, hours, schedules, placements, contacts, and awards. It also tracks information about volunteer opportunities, including contact people, needs, and project schedules. Servus can use this information to match volunteers with appropriate projects, create assignments, and even print confirmation letters. Servus provides more than 40 reports, including interest lists, placements, availability, activity statistics, form letters, and labels. It even generates graphs that allow you to better understand trends and to demonstrate your program's successes to others.

For a free demo, call 800-735-3457. Servus is available for Macintosh, MS-Windows, and MS-DOS computers for \$495. Multi-user network versions, site licenses, and quantity discounts are also available.

For more information:

Contact: Keith D. Lauver, President
MicroAssist, Inc.
Servus™ Volunteer Software
314 Washington Street
Northfield, MN 55057-2025

Phone: 507-663-1792 Fax: 507-645-2763



RUR's Volunteer EQuation EXpress™

The Volunteer EQuation EXpress™ is computer software designed to support the person responsible for volunteer recruitment and the matching of volunteers to service opportunities. The software is an integrated, multi-database, easy-to-use program structured for telephone and in-person interviewing with simultaneous matching of volunteer opportunities to volunteers or of volunteers to service needs. Match elements are user-defined. The program includes over 35 pre-formatted activity and management reports. A DOS-compatible program. The purchase price of \$880 includes program disks, a user's guide, 6-months unlimited 800 phone and modem support, and RUR's guarantee. Call 800-588-5950 for ongoing support, hardware, and on-site training pricing.

For more information:

Contact: John H. Schill, President
The RUR Group, Inc.
333-V Troy Circle
Knoxville, TN 37919

Phone: 800-588-5950



Red Ridge Software Company

Manage volunteer information and promote volunteer participation with SAM Volunteer Information Software™. Track name, address, and demographic information; each member's interests, skills, training, and assignment preferences, and availability to serve. Automatically match volunteers to assignments; track regular jobs, hours served, and the value of volunteer service dollars. Print from over 80 standard report formats, like letters, lists, mailing labels, schedules, and even certificates; or use the built-in report writer to create your letters or report formats.

SAM works with any IBM or compatible PC. Single-user systems from \$395. For a free demonstration package call 800-245-4413.

For more information:

Contact: Susan Wagener
Red Ridge Software Company
2105 Queens Way
Bloomington, IN 47401

Phone: 800-245-4413 Fax: 812-336-4495



Triggs Dunlevey Software, Inc.

TDS Volunteer File is a dynamic, integrated, computer software system designed exclusively to meet the needs of volunteer service organizations and other volunteer-involving organizations. In wide use since 1988, the program is designed to permit the user to enter volunteer personnel data and hours, and produce the needed reports with minimal data entry time. Little training time is required.

A working demonstration disc is available for \$25. The demo will permit you to enter data for ten actual volunteers and to experiment with posting hours and activities and printing reports. Demo price is deducted from actual program price at time of purchase. Basic and Version 3 will run on all types of hardware. Version 4 has been developed to take advantage of the new 386 and 486 computer processors.

For more information:

Contact: Katherine Dunlevey, President
Triggs Dunlevey Software, Inc.
TDS Volunteer File
P.O. Box 40180
Cleveland, OH 44140-0180

Phone: 216-835-5204 or 800-745-5204



Volunteer Management Resources

VMR offers three different "software resources to manage people resources."

Personnel Scheduler™ software for the Macintosh® is a simple-to-use tool that provides personalized calendars for each volunteer with his or her schedule. Cost \$25, or \$35 for a five-computer site license. If you want to improve the reliability of a person, Personnel Scheduler® provides the volunteer with a personalized calendar, giving time and date of service obligation.

VMR Networking™ utilizes FileMaker Pro™ to store, retrieve and print volunteer and ministry position information. The Willow Creek® model for gift-based ministry is followed. Cost \$25.

Volunteer Manager™ software for the Macintosh® is both a unique and simple tool that provides the essence of what is required—a good place to record job data, people data, and a link between job requirements and individual giftedness. Cost \$50.

For more information:

Contact: Kim Allen Snider
Volunteer Management Resources
10202 Fawn Court
Wexford, PA 15090

Phone: 412-935-6804



