



the
Church
and
Its Volunteers

Office for Church Life and Leadership

Definitions and Introduction

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

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

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

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

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

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

For more extensive information about each component of a volunteer ministry program, order the appropriate booklet as indicated on the inside back cover.

This Booklet

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

This booklet introduces the concepts of *volunteer ministry*. The purpose of a volunteer ministry program is to enable a church to better carry out its mission. The booklet will guide you as you work with volunteers, helping you to assess the current program, to see how all the parts of the program fit together and to strengthen it.

This booklet offers a peek at the procedures and principles extensively presented in *The Ministry of Volunteers: A Guidebook for Churches*. If you want to know more about volunteer ministry or want additional guidance in setting up and carrying out a volunteer ministry program in your church, you'll need *The Ministry of Volunteers: A Guidebook for Churches*. It provides the theological basis for volunteer ministry, principles upon which the volunteer ministry is based, an extensive set of procedures or "how to's" and stories about such programs.

Ideally, this booklet will be used by people in the church that are working on an organized volunteer ministry program. Such a program will be giving attention to all or most of the components identified here.

The booklet in this series entitled "Guiding the Church's Volunteer Ministry Program" provides guidance for organizing a comprehensive volunteer ministry program.

What You Can Expect

A church which has a volunteer ministry program can expect:

- Members who feel good, fulfilled and satisfied by their volunteer work
- People who are doing things they know how to do and like doing
- People happy to participate because they understand how what they are doing fits into the mission of the church and makes a difference to the mission
- Volunteers who are sure other people know what they are doing, appreciate their work, and will help them out if they need help

the Church and Its Volunteers

Volunteerism Resource Center
at ENERGIZE ASSOCIATES
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The Church and Its Volunteers, a booklet in the series,
The Ministry of Volunteers: A Guidebook for Churches

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All activities motivated by your faith in God are ministry. Ministry is what you do as a Christian in response to God's presence in your life and in the world. You do ministry as an individual while

you go about your daily activities. You do it together with others through the church where you belong and through specific groups in the church.

A volunteer is someone who does a task without financial payment and without being forced or pushed into it. Sometimes we are asked specifically to volunteer for something at our church. Generally we don't think about what we do for our church, or in the name of our church, or as Christians in whatever setting, as volunteer ministry. Yet, the ministry of Christians is primarily the ministry of volunteers.

Carol sings in the Middletown Church choir, while Sue ushers. Tom always keeps the church yard mowed. Sally bakes cakes for special occasions at the church. Maria has taught third grade in the church school as long as anyone can remember, and her husband Ted is known for his ability to get committees moving. All are carrying out volunteer ministry within the church.

Carol is also carrying out volunteer ministry as she delivers cards and

flowers to hospital patients on Tuesdays. Tom puts in a lot of hours as president of his club in raising money for the blind. Sally's family had a rough time when Sally was called an "agitator" at work because she spoke up about the company's hiring policies, but Sally kept on "agitating" because that's what she understood the Gospel to be about. Ted and Maria stopped in Centerville to talk to Senator Stowe about housing for the elderly after the conference annual meeting. As delegates to the annual meeting, and in efforts to change public policy, they were engaged in volunteer ministry. Carol, Sue, Tom, Maria and Ted are very different people with different talents, skills, interests and abilities and they all carry out volunteer ministry—even when they don't think about it that way. So do you and other members of your church.

Volunteer Ministry

We recommend that before you read further, you and other members of your church fill out the form, "Our Church and Volunteers," on pages 4-9. You should discuss what volunteer ministry means before filling out the form. After completing it, think about the implications of your responses.

Once you have taken a look at your church's program, you are ready to read and study this booklet further. You'll find the nine elements of a volunteer ministry program introduced in "Our Church and Volunteers" with suggestions of how to organize them in your church.

How you work with them depends on your church. You could begin by

studying your church's purpose (mission statement) and working through each aspect of the program as it is presented. Or, you might choose some jobs in the church (volunteer ministry positions) that everyone knows about and describe them (write volunteer ministry position descriptions). At the same time the nominating committee could be thinking about some of the principles of identifying, matching and recruiting volunteers. Perhaps someone else could plan new ways to support members engaged in volunteer ministry in the community or beyond the local church in ecumenical, association, conference or national church settings.

Using This Booklet

Our Church and Volunteers

Introduction and Definitions

The following questionnaire can be a useful tool to stimulate your thinking about your church's volunteer ministry program and to begin to identify parts of the program which might require attention or be a good place to begin when making changes.

The questionnaire may be completed individually, but it probably will be more helpful for a group of leaders to complete it together so that they can work out consensus on each answer. If people disagree about an issue it indicates that the church needs to clarify its work in this area.

The following questions use **volunteer** to mean a person who does a task without financial compensation and without being forced to do it; **volunteer ministry** to mean the ministry of Christians or the ministry of church members; **a volunteer ministry program** to mean a church's intentional, planned work with its volunteers; and **volunteer ministry position description** to mean written information about the purpose and activities of a volunteer ministry and expectations the church has of the person who does the ministry.

Mission Statement of the Church

	YES	NO
1. Does your church have a mission statement (a description of its special purpose)? If YES, answer questions 2-6. If NO, skip to 7.	_____	_____
2. Has the mission statement been reviewed and either affirmed or revised in the last five years?	_____	_____
3. Is the mission statement regularly referred to as a guide and foundation for the church's program and planning?	_____	_____
4. Are volunteers in the church familiar with the mission statement?	_____	_____
5. Do volunteers understand how their volunteer work contributes to the mission of the church?	_____	_____
6. Does your church regularly establish goals for its life and program?	_____	_____
7. Who should decide if a mission statement needs to be developed or reviewed, and how it could be done?	_____	_____

Volunteer Ministry Position Descriptions

1. Is there a list of all volunteer ministry positions in the church?	_____	_____
2. Generally, do people have a good idea of what is expected of them when they accept a volunteer position?	_____	_____
3. Are there written position descriptions for at least 50% of the volunteer ministry positions in the church?	_____	_____

	YES	NO
4. Are church members aware of what other members are doing as volunteers in the community?	_____	_____
5. Do you think at least 25% of the persons from the church who volunteer in community agencies have a written position description?	_____	_____
6. Are members of the church aware of what other members are doing as volunteers in the association, conference or other settings of the church?	_____	_____
7. Who is, or could be, responsible for identifying volunteer ministry positions and writing position descriptions for them?	_____	_____

Identifying Volunteers

1. Are members of the nominating committee aware of the gifts, talents, interests and availability of most of the church members?	_____	_____
2. Is there any specific method for learning about interests and talents of new members?	_____	_____
3. Have most members of the church been given a specific or personal invitation to volunteer to do something that is suited to them?	_____	_____
4. Have most church members discussed with a representative of the church what they would like to volunteer to do?	_____	_____
5. Is there any record kept which tells what church members would like to do or have been trained to do or have an interest in doing?	_____	_____
6. When persons complete a volunteer ministry, do they have an opportunity to explore new ways of volunteering?	_____	_____
7. Who is, or could be, responsible for helping church members be aware of the gifts and interests of members so that suitable volunteer ministries can be chosen for them?	_____	_____

Matching Volunteers and Ministry Positions

1. Has every church member been given an opportunity for a specific volunteer ministry?	_____	_____
2. Has the volunteer work been shared by many members rather than by a few who have done most of the work over the years?	_____	_____
3. Has everyone changed, or had an opportunity to change, volunteer positions in the past three years?	_____	_____
4. Has everyone who is participating in a volunteer ministry been given a chance to discuss other possibilities for ministry for which they feel suited?	_____	_____
5. Can you say: "No one ever stopped participating because they simply weren't interested or prepared to do the job"?	_____	_____

Questionnaire

	YES	NO
6. Is an effort made to make members aware of volunteer ministry opportunities in the community and beyond the local church?	_____	_____
7. Who is, or could be, responsible for deciding what members will be asked to undertake particular volunteer ministries?	_____	_____

Recruiting Volunteers

1. Is a face-to-face conversation used for asking persons to serve in volunteer ministries?	_____	_____
2. Are persons being asked to take on a job given a written description of what they are being asked to do?	_____	_____
3. Is everyone who is asked to participate in a volunteer ministry given an accurate picture of how much time and effort it will take to carry it out?	_____	_____
4. Is everyone who is asked to participate in a volunteer ministry given information about what they need to know in order to do the ministry well?	_____	_____
5. Have all church members been given a choice in volunteer ministry positions?	_____	_____
6. Are persons told why they were chosen to be asked to undertake a particular volunteer ministry?	_____	_____
7. Who is, or could be, responsible for recruiting members for ministry positions within your church?	_____	_____

Training Volunteers

1. Before people take on new positions do they participate in an orientation session?	_____	_____
2. Is there some way for persons who have completed a position to pass on helpful information to the persons who take over the positions?	_____	_____
3. Are learning opportunities provided members as they carry out a volunteer ministry?	_____	_____
4. Does your church sponsor retreats, Bible study or specific courses designed to help volunteers develop new skills and knowledge?	_____	_____
5. Does your church pay for members to attend training sessions outside the church?	_____	_____
6. Are all ministry positions currently filled by people adequately trained to do them?	_____	_____
7. Within the church, who is, or could be, responsible for a training program for volunteers?	_____	_____

Supporting Volunteers

YES

NO

1. Do all volunteers receive orientation and training for their tasks so that they can go about them with confidence and work effectively? _____
2. Do all volunteers know there is someone available to assist and encourage them? _____
3. Generally, are church members aware of persons doing volunteer ministry on their behalf in the community and beyond the local church? _____
4. Are volunteers recognized and thanked by the church for their services? _____
5. Do volunteers have adequate resources to carry out their work? _____
6. Are records kept of the volunteer services of each member? _____
7. Who is, or could be, responsible for supporting volunteers? _____

Completing a Volunteer Ministry

1. When people undertake a volunteer ministry do they know how long it will last? _____
2. Is it impossible to take on a volunteer position in the church "for life" without renewing the commitment from time to time? _____
3. Does the church have a way of saying thanks to people who have volunteered on its behalf? _____
4. When a volunteer ministry is completed, does the volunteer have an opportunity to discuss how it went, what was accomplished, what was learned and what the frustrations were? _____
5. Do continuing members of church organizations have an opportunity to say "good-bye" to completing members at the end of their terms? _____
6. Are people recognized by the church or its organizations when they complete volunteer ministries? _____
7. Who is, or could be, responsible for developing ways to recognize and deal with persons who are completing a volunteer ministry? _____

Evaluating the Volunteer Ministry

1. Is there a designated group of persons whose responsibility is to evaluate the church's volunteer ministry program? _____
2. Have volunteers been given an opportunity to express their feelings about their work and to suggest changes in the church's volunteer ministry program? _____
3. Has there been at least one significant change in the volunteer ministry program during the past year? _____

Questionnaire

- | | YES | NO |
|---|------------|-----------|
| 4. Are there individuals or groups working on each area of the church's volunteer ministry program covered by this questionnaire? | _____ | _____ |
| 5. Is evaluation seen by the church as a way to improve and work for greater excellence rather than as criticism? | _____ | _____ |
| 6. Have you understood the concepts and terms used in this questionnaire? | _____ | _____ |
| 7. Who is, or could be, responsible for evaluating your church's volunteer ministry program? | | |

Summary: Review and score each session. Score ten points for each YES answer. Put the names of persons or organizations from each category in the appropriate box.

Element of volunteer ministry program	Purpose of this element of the program	Persons or organizations named to work on this	Score (# YES X 10)
Developing the Church's Mission Statement	To develop a statement of the unique mission and purpose of your church in its special place with its special opportunities and resources, and regularly to set goals to enable the church to carry out its mission		
Writing Volunteer Ministry Position Descriptions	To name, describe and record all volunteer ministries of members of the church		
Identifying Volunteers	To discover the interests, abilities and experiences of church members and to determine potential volunteer ministries for them		
Matching Volunteers and Ministry Positions	To determine which persons are best suited to, or have the most potential for, each volunteer ministry position and which positions are most suitable for particular persons		
Recruiting Volunteers	To secure the commitment of persons to particular volunteer ministries		
Training Volunteers	To orient, prepare and equip persons with the necessary information, knowledge and skills to do a volunteer ministry		
Supporting Volunteers	To undergird volunteers and their ministries and to recognize and express appreciation for their contribution		

Element of volunteer ministry program	Purpose of this element of the program	Persons or organizations named to work on this	Score (# YES X 10)
Completing a Volunteer Ministry	To help volunteers reflect on the meaning of and learnings from their volunteer ministries and help them move from one ministry to another		
Evaluating the Volunteer Ministry Program	To evaluate the volunteer ministry program and make any changes necessary for keeping it functioning effectively		

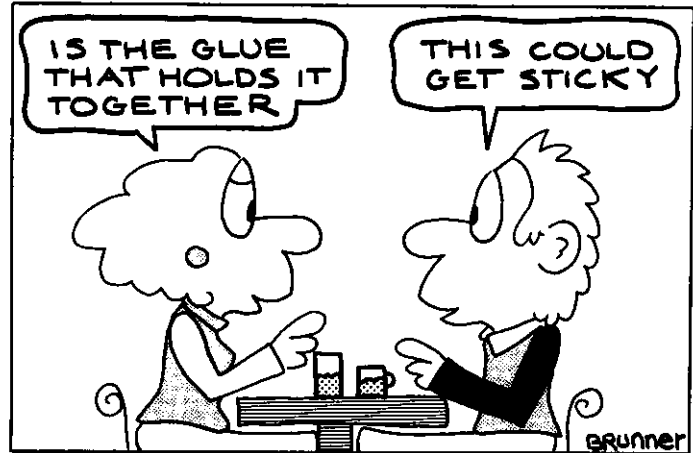
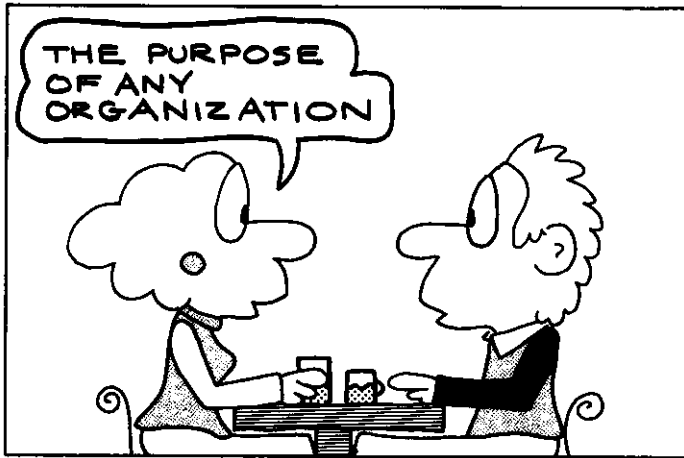
List areas in which your church appears to be strongest in its volunteer ministry program (scores of 50-60):

List areas in which your church appears to be doing some things but not others in its volunteer ministry program (scores of 30-40):

List areas which appear to need significant work (scores of 0-20):

What are some steps your church could take to begin work on a volunteer ministry program?

Developing a Mission Statement



Purpose *The purpose of this part of a volunteer ministry program is to develop a statement of the unique mission and purpose of your church in its special*

place with its special opportunities and resources, and regularly to set goals to enable the church to carry out its mission.

Background The purpose of an organization is the glue which holds it together. Without that cohesive purpose, members would soon begin to wonder, "Why am I here?" "What are we doing?" "What's it all about anyway?" and lose interest.

Most churches have a constitution or covenant that contains a statement of purpose. Yours probably does too, but you may not remember what it says. In order for the mission of the church to be personally compelling, you need to be familiar with it. Occasionally, time needs to be set aside to review the purpose, talk about what you think the purpose and mission of the church are and see how that relates to the stated

purpose. It can be renewing and energizing for people dashing around on behalf of the church to pause and consider why.

While a mission statement or purpose is the glue that holds an organization together, it doesn't give many clues about how to accomplish the mission. You need specific goals to do that. A church that is working toward specific goals in behalf of a stated mission is more likely to have members who feel good about what they are doing. The members know the reason for doing what they undertake and have a sense of accomplishing something that has meaning and is valued.

Principles Keep in mind the principles listed below as you develop a mission statement.

Your church's mission statement should reflect its uniqueness, and will be

different from the mission statement of other churches because of its theological understanding, the needs of people in your community, the gifts of

members, its history and tradition and its resources.

Every member should be familiar with the mission statement.

The mission statement should periodically be reviewed and revised.

Every member should have an opportunity to help shape the church's mission statement.

The broad statement of mission should be translated into more specific goals which are set regularly to focus the church's activity.

Every person who takes on a volunteer ministry should know how his or her ministry contributes to the mission and the goals of your church.

Annually, or every two or three years, have a congregational meeting devoted to reviewing and revising the church's mission statement. The focus of the meeting should be on having members share what they hear God calling them to be and do. This might mean studying Bible passages that describe the church and its mission. It could mean looking at creeds and other statements of faith.

Because your church's mission statement is shaped by the church's location and the needs of the people in your community, you'll need to consider what's happening in the community. Are lots of people moving to your community? Is it changing in other ways? What

are the specific problems and needs of people in the community?

Each group and organization in your church could plan to spend one meeting studying the mission statement, suggesting changes and planning activities and programs that would contribute to its accomplishment. Ask the official board, or another group, to coordinate the results and share them with the congregation. Your pastor could devote one, or several, sermons to the biblical and theological understanding of the church's mission, pointing out implications for your church's mission statement.

How to Do It

The booklet "Developing a Mission Statement" gives detailed, careful designs for implementing the suggestions above and additional procedures. It is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the series may be ordered separately or in a notebook with the other booklets in the series.

Church Planning describes specific methods of moving from purpose to goals to strategies and actions.

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

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

Related Resources

Preparing Volunteer Ministry Position Descriptions



Purpose *The purpose of this part of a volunteer ministry program is to name, describe and record all volunteer ministries of members of the church.*

Background Perhaps you have taken on a volunteer ministry and suddenly realized, "I don't really know what I am supposed to do!" A way to avoid confusion about the responsibilities and requirements of a ministry is to develop a description of the position and have it available for persons being asked to volunteer for that position. When Maria decides to take on a new volunteer position at Middletown Church her replacement will need guidelines. Whom do I call when I'm sick? Do we have the pictures suggested in the teacher's manual? Will I be expected to teach the third grade class as long as Maria did? Such questions won't arise if an adequate description is written and available for each volunteer ministry position within the church. They can also be written for positions in the community and beyond the local church.

As the descriptions are prepared, you may find that some information isn't available. This is an excellent opportunity to deal with such concerns as term of the position and qualifications for it. Most church members would have to guess how many volunteer positions there are in their church. You probably have a good idea of how many committees there are, but have you counted church school teachers, officers of youth and women and lay organizations, greeters, ushers, altar guild, bulletin folders, people who cook Easter breakfast, leaf rakers and Communion bread bakers? Descriptions of all positions within the church are used to recruit new volunteers and to support volunteers who are at work.

Keep in mind the principles listed below as you prepare volunteer ministry position descriptions.

Every moment of our lives provides opportunities for ministry. What we do in the life of the church should be experienced and affirmed as meaningful ministry.

Each volunteer ministry position filled by church members should be named.

The information contained in a volunteer ministry position description enables a church to know the kind of person needed in each position and helps persons know if a position is

suitable for them. See an outline of a volunteer ministry position description which begins below.

Organizations and agencies outside the church should be encouraged to develop ministry position descriptions which help people see how an opportunity for ministry is offered.

Because there are different expectations and requirements for persons who serve as chairpersons of committees, descriptions need to be developed for the chairperson and for members of each committee.

Principles

There are several steps to follow in preparing volunteer ministry position descriptions. First, list all ministry positions within the church.

Determine who has the necessary experience and information to fill out each position description. People who have served in each position should be asked for information. Creative and fresh ideas may come from persons not involved in the church.

Ask each committee or task force in your church to set aside one session for

working on a position description for its members. Challenge them to clarify tasks and develop methods of support for members.

Request ministry position descriptions from your association and conference, so that members of your church will know about these ministry opportunities.

Ask community organizations and agencies that use volunteers to provide position descriptions. You may need to offer the assistance of church members in developing them.

How to Do It

The outline of volunteer ministry position descriptions here refers to the church. When used with another organization, it will need to be adapted.

1. Name or title of the position. Identify the specific position by a word or phrase.
2. Purpose of the position. Describe why the position is necessary and how it contributes to the mission of the church.
3. Type of work. Describe the kinds of activities required in this position.
4. Term of the position. Specify how long the person is expected to serve, telling when the term begins and ends.
5. Expectations the church has of the volunteer. Describe the volunteer's responsibilities and expectations, which are often assumed but not stated.
6. Accountability of the volunteer. Tell who represents the church in expecting the volunteer to carry out specific responsibilities and to whom the volunteer can turn for assistance and support.
7. Relationship to staff. Describe the relationship of the volunteer and the pastor and other paid church staff, including how arrangements for secretarial services are made.

Outline of a Volunteer Ministry Position Description

Position Descriptions

Outline (continued)

8. Qualifications sought. Describe the kind of person wanted in the position, specifying experience, abilities, personal qualities and the amount of time necessary.
 9. Support of the volunteer and resources available. Describe what the volunteer can count on receiving, including training and orientation for the job, opportunities to be with others or to work alone, money and materials.
-

Related Resources

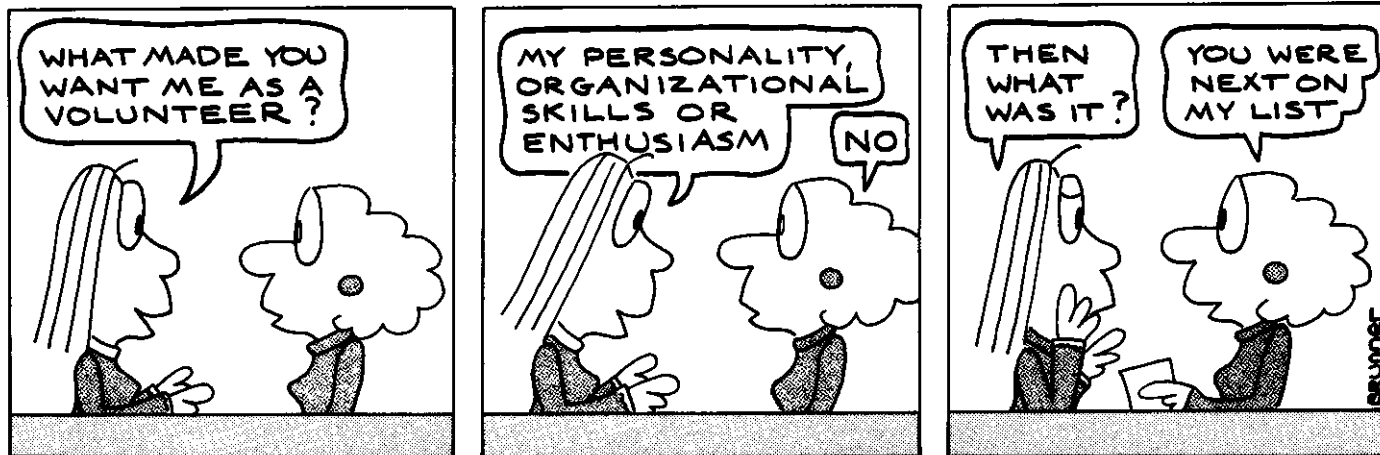
A section of the booklet "Volunteers and Volunteer Ministries" contains extensive procedures and detailed designs for writing volunteer ministry position descriptions. It includes samples of completed descriptions which indicate the type and amount of information that are appropriate in a description. The booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the series may be ordered separately or in a notebook with the other booklets in the series. *The Ministry of Volunteers in the National Settings of the United Church*

of Christ contains ministry position descriptions for all volunteer positions in the national structure of the United Church of Christ.

Good to Be Together, a Faith Exploration resource, contains a design, "Alive and Well in Our World," for discovering and celebrating a church's outreach through its programs and its members.

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

Identifying Volunteers



The purpose of this part of a volunteer ministry program is to discover the interests, abilities and experiences of church members and to determine potential volunteer ministries for them.

Purpose

Each person is a unique combination of talents, skills, knowledge, interests, needs and experience. These gifts determine what persons feel comfortable and competent doing. Not everyone shows all his or her abilities to the casual observer. Sam draws well and is asked to illustrate the church's annual report, which he does cheerfully and well. But if Sam were asked what he'd like to do, he'd say that he would like to arrange the table settings for the annual meetings. Because no one has asked and because Judy and Jane have *always*

fixed the tables, Sam has kept silent. Both Sam and the church have been missing an opportunity.

Sometimes people need help in identifying volunteer positions that fit their skills and personalities. It may be that new ministry opportunities need to be created.

Often people need assistance in identifying and affirming their gifts. The church needs to be sensitive to people who feel "I can't do anything" or "I don't have any gifts."

Background

Keep in mind the principles listed below as you identify volunteers.

Each member of the church needs opportunities to engage in mission, and the church is a primary source of ministry opportunities.

The church needs to discern and affirm the gifts of its members and help them discover ministries that fit their gifts,

even if this means creating new ministry opportunities.

Persons need assistance in identifying and affirming their gifts. The church should be sensitive to this need and develop ways to help people discover their gifts and offer them in ministry.

The focus in identifying volunteers is on the persons, not the positions.

Principles

Identifying Volunteers

How to Do It

A system for collecting and keeping up-to-date information about members is essential. Information should include:

1. Volunteer ministries done in the past
2. Current volunteer ministries in the church, community and beyond the local church
3. Basic interests and concerns
4. Abilities, skills, talents, gifts, needs
5. Factors that affect availability (such as need for transportation or to be home after school)

Simply sending out a form to be filled in and returned to the church will provide some information, but the most effective way to draw out gifts and allow for creativity is through a personal interview by someone trained to do it.

Consider beginning a small group to study New Testament passages describing the gifts of the Spirit. Through sharing, receiving feedback and affirmation, persons can gain a clearer picture of their gifts and of potential ministries.

Have someone familiar with the ministry opportunities of your church meet with new members to help them identify their gifts and see what ministry opportunity is available for them.

Related Resources

Bible passages on the gifts of the Spirit include:

- Romans 12:6-8
- I Corinthians 12:4-11
- Ephesians 4:7, 11-13
- I Peter 4:10

The booklet "Volunteers and Volunteer Ministries" contains a section of extensive procedures and detailed designs for use in identifying volunteers' gifts and needs as well as a sample questionnaire. The questionnaire indicates the type and amount of information that should be recorded in identifying individuals for

ministry. This booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the series may be ordered separately or in a notebook with the other booklets in the series.

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

Matching Volunteers and Ministry Positions



The purpose of this part of the volunteer ministry program is to determine which persons are best suited to, or have the most potential for, each volunteer ministry position and which positions are most suitable for particular persons.

Purpose

Once you have collected information about church members and about the positions they can fill, you'll need a way to match persons with positions, always keeping in mind the mission of the church.

Some matches will be obvious. Others won't be quite so easy. Some people may have qualities that would enable them to participate in the church's

mission in different ways. At first glimpse, someone may not seem to match at all. Beth can sing in the choir and has skills that would enable her to be chairperson of the deacons. She also expressed an interest in setting up a nursery for the church. If all these positions are in keeping with the mission of the church, Beth may be matched with these three positions.

Background

Keep in mind the principles listed below as you match volunteers and ministry positions.

When matching persons with ministry positions, both the needs of the persons and the needs of the positions must be considered.

Careful matching enables volunteers' ministries to be significant, to use their gifts, to be suited to their temperament and to provide them with a sense of fulfillment.

Determining the best match between persons and positions is an important

Principles

Principles (continued)

and sensitive task which cannot be done mechanically nor with great precision.

The initial matching of persons and positions should identify several ministries for each person to be explored during the recruiting process.

A knowledge of motivation theories will help those who do the matching. They

will better be able to identify factors leading to a feeling of fulfillment.

Matching is best done by a small group of people very familiar with the ministry position descriptions and the gifts of the members.

Two especially appropriate times for matching are when persons join the church and when persons complete a volunteer ministry.

How to Do It

The small group might study some theories of human motivation and use them to classify ministry positions and persons to provide a perspective and specific tools to use in matching.

The small group:

1. Studies each ministry position description.
2. Draws up a description of the kind of person who would be most effective in the position.
3. Reviews the information about persons, trying to locate the persons

who most closely fit the description in Step 2.

4. Makes preliminary matches of persons and positions. It is good to have several persons identified for each ministry position and several positions for each person.

A person who isn't matched with a particular ministry position may be an indication that your church is being called to a new ministry through that person. Explore ways this can happen, remembering opportunities in the community and beyond the local church.

Related Resources

The booklet "Volunteers and Volunteer Ministries" contains a section on matching with detailed procedures for matching persons and an effective system for storing and retrieving the information needed for matching. Several theories of motivation are outlined carefully and simply and applications to the volunteer system are suggested. This booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the series may be ordered separately or in a notebook with the other booklets in the series.

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For more information about the theories of motivation described in the guidebook, see the writings of Abraham Maslow, Frederick Herzberg, and David McClelland and John Atkinson.

Recruiting Volunteers



The purpose of this part of the volunteer ministry program is to secure the commitment of persons to particular volunteer ministries.

Purpose

Recruitment is more than getting people to say "yes" to a vague request. It is asking persons to undertake a specific ministry within the church or in the name of the church for which they are well suited. Imagine the enthusiasm and commitment Beth will develop as she is recruited to set up a nursery for the church. She already said she would love to try it. Then Kay approached her saying, "Because of your experience in Centerville and your early education degree, we think you are the best person to set up a nursery for our church. We really need you because of your skills and the way you so enjoy children."

Because persons are asked straightforwardly, in person, to undertake a

ministry for which they show interest and ability, there is no longer any need to downplay the requirements of the position. The recruiter is knowledgeable and can answer questions, so each person understands what is expected of him or her.

Some common mistakes made in recruiting include: playing down what is involved in order to get a "yes"; recruiting over the telephone or in a busy hallway on Sunday morning; asking people because they are available rather than because they are the best persons for the positions; issuing a general request for volunteers and waiting for a response.

Background

Keep in mind the principles listed below as you recruit volunteers.

The more effective the previous steps have been, the more effective the recruitment.

The communication of accurate and adequate information is the key to recruitment. The recruiter shares the ministry position description and the

Principles

Principles (continued)

reasons the potential volunteer has been selected for one of the ministries.

Persons should be able to consider several positions before making a decision.

Recruiters should be familiar with the ministry positions and adequately prepared for their task.

How to Do It

There are several steps to follow in recruiting volunteers. A person is designated to talk with the potential volunteer. They get together to talk about the volunteer ministry positions that have been selected and the reasons why the selections were made. The volunteer makes a decision based on this information.

Before recruiters talk with potential volunteers, they may need a training session in which they can practice recruiting and observe others doing it.

While one-to-one recruitment is desirable, it isn't always possible or neces-

sary. Groups of ten or twelve persons might be invited to consider together a number of ministry positions. A process should be provided by which they can identify and reflect on their own skills and interests and receive feedback from others about what qualities and skills others observe in them. Following this reflection, they can select a volunteer ministry position.

For ministries beyond the local church, the primary responsibility of the church is to refer names of potential volunteers to the group or community agency which needs volunteers and is responsible for recruiting them.

Related Resources

The booklet "Volunteers and Volunteer Ministries" contains a section on recruiting with detailed procedures for training recruiters and carrying out the process. This booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the series may be

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Training Volunteers



The purpose of this part of the volunteer ministry program is to orient, prepare and equip persons with the necessary information, knowledge and skills to do a volunteer ministry.

Purpose

Even though volunteers have seen a position description and have been assured that their skills match the requirements of the position, it isn't fair to turn them loose without any training. Training often is the key to effective ministries and to a sense of achievement and fulfillment.

At Middletown Church the new members of the board meet with the outgoing board for orientation. That is training. Sue was teamed with Joe when she became an usher so that Joe, who was an old hand at it, could "show her the ropes." That's on-the-ministry training. Maria was delighted with the panel

discussion on "Early Childhood Behavior" sponsored by several churches. When the church paid Bill's travel costs to attend a seminar on conducting a stewardship campaign, it was showing that it valued training.

The kind of training needed and the areas that need attention may be pinpointed during the matching and recruiting of volunteers. Beth admitted that she didn't know anything about state regulations concerning nurseries as she had recently moved to town, so she was glad when a course based on meeting state requirements was pointed out to her.

Background

There are three categories of training that need to be offered to volunteers:

1. **Orientation** is helping persons prepare to do a ministry before they actually begin. For a committee

member, it may mean becoming familiar with recent minutes of the committee, learning about the procedures and purpose of the committee and talking with present and former members about what is

Principles



Principles (continued)

involved in serving on the committee. It may be a retreat with all committee members focusing on meeting skills.

2. **On-the-ministry training** occurs while the person is engaged in the task. This should be intentional training with specific, established learning goals. It was not enough that Sue was teamed with Joe, but both had to know what Sue needed to learn and how Joe could help her.

3. **Continuing education** is growth and development that happens outside the regular duties of the ministry. It may be ongoing or concentrated study of the Bible, church history, ethics and Christian beliefs or basic skills in communication, decision making and human relations. It may be very specific training for a very specific aspect of ministry.

Training may occur on an individual basis or a group of persons may be trained together.

How to Do It

The first step in training volunteers is to determine what kinds of training are needed for each volunteer ministry. Ask persons who have been involved in the volunteer ministry the following kinds of questions:

1. What would someone beginning this ministry need to know to do it well?
2. What kinds of skills would be useful in this ministry which persons aren't likely to have before they are recruited?
3. What experiences, training or resources have been helpful to you in this ministry?
4. What would you want to say to the person who follows you in this ministry?

Discover what training is being provided currently and see how well it covers the needs that are identified.

Determine what training is most needed and whether it must be done on an individual basis or whether a group of volunteers could participate.

Identify training resources in the community, in other churches and in the association or conference.

Don't overlook the possibility of providing training for persons whose ministry is beyond the local church if other training opportunities are not available for them. Ask people what would help them minister effectively in other settings of their lives. Use this information in planning training events.

Related Resources

The booklet "Training Volunteers" contains extensive designs and detailed suggestions for ascertaining what training is needed and setting it up, as well as an elaboration of the principles of training volunteers. This booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the

series may be ordered separately or in a notebook with the other booklets in the series.

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Supporting Volunteers



The purpose of this part of the volunteer ministry program is to undergird volunteers and their ministries and to recognize and express appreciation for their contributions.

Purpose

Volunteers give freely of themselves, but they are not free! While they do not expect to be paid money for their contributions, they expect, need and have a right to other forms of compensation. Joy, the mother of two small children, expects—and needs—a chance to work with other adults when she volunteers. Bob expects—and has a right to—a volunteer ministry where he can figure out problems on his own without interruptions, to give him respite from the harried interaction with people he works with as an intermediary in a personnel office. Kay became a member of the stewardship committee in part because she knew she would learn about motivation, and new knowledge is one thing she seeks. Jack joined the altar guild because he never could

understand how the women (and it was all women until Jack joined) decided what colors to use each Sunday, and he was sure there was some reason for it. Besides, he rather liked the idea of trying something new. The expectation of these kinds of compensation for time and skills is legitimate.

But support is offered in other ways, too. Knowing that there's money in the budget for flowers for the sanctuary on special occasions is support for the altar guild. Having the stewardship materials at the church for the first meeting of the committee is a form of support. Knowing that Paul is available for questions from Bob enables Bob to work alone, but have the support of someone else.

Background

Keep in mind the principles listed below as you support volunteers.

Clarity about the task to be undertaken

allows the volunteer to be confident rather than confused.

Adequate orientation and training are

Principles

Principles (continued)

forms of support that allow the volunteer to be effective.

Persons should be available for the volunteer to relate to on an ongoing basis for encouragement and help with questions or problems.

Acknowledge contributions of volunteers and find ways to say thanks publicly and privately.

Provide the necessary materials needed to do the ministry.

Reimburse volunteers for any expenses incurred in carrying out the ministry.

Help the volunteer feel included and informed about other activities and plans of the church.

Explore with the volunteer ways to increase responsibility, expand the ministry or seek new opportunities.

Keep good records of the work done by volunteers and be able to provide a recommendation when requested.

Find ways to express your support of volunteers engaged in ministry beyond the local church.

Emphasize the relationship between faith commitment, church membership and volunteer ministry within and beyond the local church.

How to Do It

There are a variety of ways to support volunteers. If you have developed volunteer ministry position descriptions using the outline given in this booklet, review the description of support in each one. From these you should have a good sense of what kinds of support are being offered already. Don't overlook ministry positions in the community and beyond the local church.

Evaluate each volunteer ministry using the principles in this section. If some-

thing is missing, work on it.

Appoint a committee or task force to develop support plans on an ongoing basis for all your church's volunteers.

Plan a worship service on the theme of volunteer ministry.

Provide child care services so fathers and mothers of young children can volunteer.

Related Resources

The booklet "Supporting Volunteers" contains extensive, detailed designs for support of volunteers and a two-page list of suggestions of ways to recognize and support volunteers. The booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet

in the series may be ordered separately or in a notebook with the other booklets in the series.

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Completing Volunteer Ministries



The purpose of this part of the volunteer ministry program is to help volunteers reflect on the meaning of, and learnings from, their volunteer ministries and help them move from one ministry to another.

Purpose

Volunteer positions or assignments should have clear beginnings and clear endings. Maria should not be expected to teach the third grade church school class at Middletown Church until she can proudly say, "I taught third grade through good classes and mischievous ones, through six curriculums and 50 years." Maria should be able to celebrate—and everyone in the church with her—that "I started teaching the third grade a long time ago, but now I know that my commitment to this

ministry will end in June and then I'm moving on!" The length of service should be clearly spelled out in the position description (e.g., from September to June, for one year beginning in January, etc.).

The completion of a volunteer ministry is a time for recognizing the contribution and saying thanks to the volunteer. The volunteer should be encouraged to reflect on what's been accomplished, what's left undone and what lies ahead for him or her in ministry.

Background

Keep in mind the principles listed below as volunteer ministries are completed.

The church should formally say thanks when a term of ministry ends, including

those in the community and beyond the local church.

The volunteer should have an opportunity to talk about experiences, recalling

Principles

Completing

Principles (continued)

highlights, summarizing accomplishments and identifying learnings.

The ministry position description should be reviewed and revised in light of the volunteer's experiences.

The volunteer should be helped to assess personal growth and to discover new possibilities for volunteer ministry.

How to Do It

One person or group could be responsible for keeping track of when volunteer ministries end.

Consider an interview with the persons completing ministries. If they served in a group, the interview might take place in the group. You might ask for responses to:

1. This ministry position has been...
2. The major frustrations of this position have been...
3. The training I received for this position included...
4. I felt supported in this ministry position because...

5. The following resources were helpful to me in the ministry...
6. The highlights of this ministry for me have been...
7. The major accomplishments were...

As part of the interview or at another time the volunteers should review their ministry position descriptions and suggest appropriate changes. They should also have an opportunity to talk about volunteer ministries that interest them and be given assistance in discovering them.

Related Resources

The booklet "Completing Volunteer Ministries" has extensive materials on completion of ministries, including a report and evaluation form, an interview outline and a service for recognizing volunteer ministries. This booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover. Each booklet in the

series may be ordered separately or in a notebook with the other booklets in the series.

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Evaluating the Volunteer Ministry Program



The purpose of this part of the volunteer ministry program is to evaluate the volunteer ministry program and make any changes necessary for keeping it functioning effectively.

Purpose

Just as Maria's life and the life of the church were enhanced when she was given an opportunity to take a look at her volunteer ministry and make a change, so will the life of the church be enhanced by a periodic review of its volunteer ministry program. Because

the effectiveness of the program depends on each component's being done adequately, you will need to consider each component during the review. Plan ways to implement necessary changes.

Background

The evaluation will address itself to the following issues:

1. Regular review, revision and update of the statement of purpose and goals of the church.
2. Regular review, revision and update of the volunteer ministry position descriptions.

3. A regular review of information about members that is sensitive to their changing interests, abilities and availability for volunteering. This will include making sure that new members are integrated into the volunteer program.

Principles

4. A review of training needs and of opportunities available.
 5. A review of the support program for volunteers.
 6. A review of how all components of the program are being held together and coordinated. Is there good communication between persons responsible for the different elements of the program?
-

How to Do It

An annual review of the volunteer ministry program is a good practice. Bring together all persons responsible for an aspect of the program. Ask the group to evaluate how well each step in the program is being done, identify new or improved methods and make plans for carrying these out. Information may need to be supplied by one person, but all should feel free to express an opinion on how things appear to be going. You may wish to create a checklist with elements to be evaluated such as:

1. Is the church's mission statement current and does it provide guidance for the volunteer ministry program?
2. Have ministry position descriptions been written for all volunteer ministries within the church?
3. Have training opportunities been provided for all volunteers with orientation before the task begins and for growth and development during the ministry?

4. Is there a good adult education program providing ongoing opportunities for growth in faith and faithfulness?
 5. Is every volunteer adequately supported, including those who serve in ministries in the community and beyond the local church?
 6. Do all volunteers have an opportunity to talk about their experience at the completion of a ministry in order to share achievements and frustrations and to consider and be challenged to new volunteer ministries?
 7. How well are the elements of the program working together and the persons responsible for each aspect communicating and coordinating the program?
-

Related Resources

The booklet "Guiding the Church's Volunteer Ministry Program" contains an extensive checklist for each element of the program and a meeting outline that could be used for an annual review. The booklet is part of the series *The Ministry of Volunteers: A Guidebook for Churches*. These booklets are listed and described on the inside back cover.

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The Ministry of Volunteers: A Guidebook for Churches

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

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

The Church and Its Volunteers

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

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

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

Guiding the Church's Volunteer Ministry Program

(includes the evaluation component)

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

Developing a Mission Statement

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

Training Volunteers

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

Volunteers and Volunteer Ministries

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

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

Supporting Volunteers

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

Completing Volunteer Ministries

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

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

