

Chapter 10

RECRUITING AND SUPPORTING VOLUNTEERS

The primary frustrations of many Children's Ministries Coordinators are finding, training, and motivating volunteers. Finding the right volunteers can be tough. Those who are willing aren't always skilled. And those who are outstanding often times say no. How do we find the help we need?

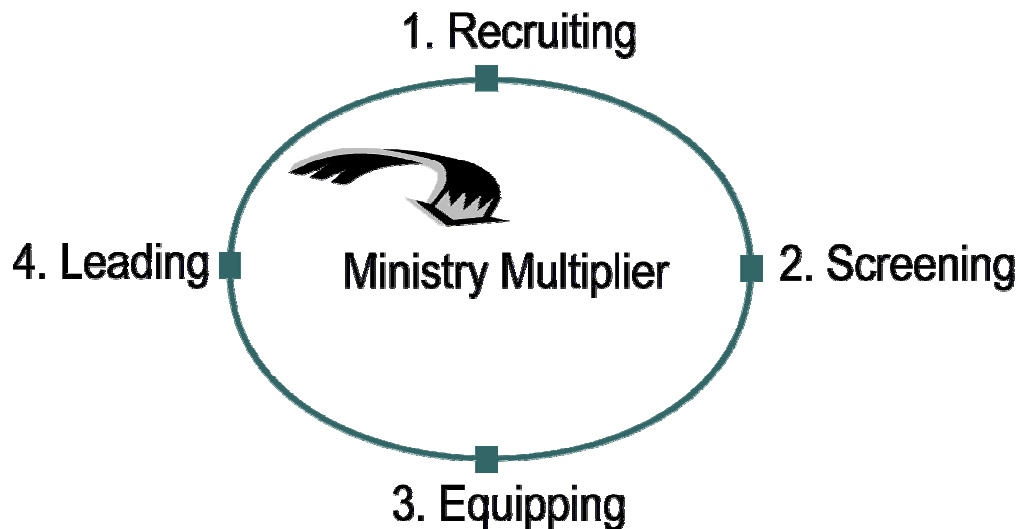
WHAT IS A VOLUNTEER?

- Someone who does not have to do it, but does it anyway!
 - You can't fire them.
 - But they can quit whenever they want to.

THE HIGH IMPACT MODEL OF VOLUNTEER MANAGEMENT

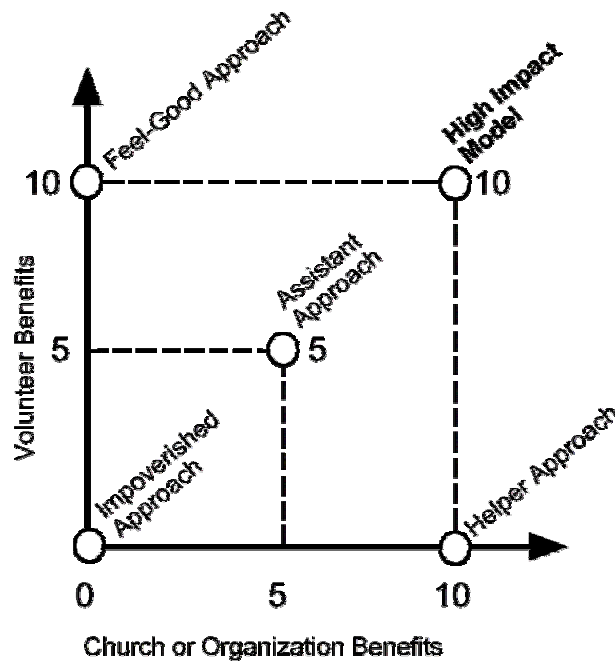
Composed of four tasks:

1. Recruiting
2. Screening
3. Equipping
4. Leading



VOLUNTEER MANAGEMENT MODELS

We use different approaches in managing volunteers. But using the high impact approach model in managing volunteers is more effective in the success of Children's Ministries if we want to groom future leaders. Let's take a look at five models of management as shown in the diagram below. The vertical grid represents volunteer benefits and the horizontal grid represents the church's benefits.



Types of Models:

- Impoverished Approach** Pastors do everything. Score: Volunteer 0; Church 0
- Helper Approach** Volunteers asked to help; They're used and abused. Score: Volunteer 0; Church 10
- Feel Good Approach** Volunteers tell where they want to serve. Score: Volunteer 10; Church 0
- Assistant Approach** Class distinction between leaders and volunteers; no effort to mentor and train for leadership. Score: Volunteer 5; Church 5
- High Impact Approach** Church-wide commitment to select and disciple volunteers; team building to reach kingdom goals. Score: Volunteer 10; Church 10

1. RECRUITING VOLUNTEERS

- Start early
- Pray for guidance in finding the right people to serve in this ministry
- Have a clear description of each job to be filled
- Create a list of prospects. Don't forget youth, parents, college students and senior citizens!
- Share further recruiting responsibilities with the leaders you recruit first
- Regularly share information with the congregation about the need for volunteers. Distribute volunteer recruitment flyers in personal mailings to your prospect list.
- Keep a supply of ministry application forms



2. SCREENING VOLUNTEERS

“Like an archer who wounds everyone, so is he who hires a fool or who hires those who pass by.” Proverbs 26:10

- Why screen volunteers?
 - to find out whom God has called to ministry
 - to match a person's gifts to ministry
 - to gauge their interest
 - to protect children
 - to protect the church from liability
 - to establish agenda harmony
- Who does the screening?
 - the Children's Ministries Coordinator
 - the leader of the ministry
 - the church screening committee
- The roles of screeners
 - the Children's Ministries Coordinator
 - accepts applications
 - consults with ministry leader
 - the ministry leader
 - casts a vision
 - shares a mission
 - applies the 7 C's
 - the screening committee
 - does background checks and interviews

- The Seven C's
 - calling to ministry
 - character—God's screening
 - chemistry—attitude, willingness
 - competency—training, experience
 - consistency/congruence
 - commitment
 - condition—mental, physical, spiritual
- Committed volunteers say with David: "I will not sacrifice to the Lord my God burnt offerings that cost me nothing." II Samuel 24:24.
- "The best predictor of future performance is past performance."
- "When volunteers fail, the fault lies with the recruiter/screener not with the volunteer."

3. EQUIPPING VOLUNTEERS



- We equip volunteers by providing:
 - ministry descriptions
 - essential equipment
 - resources: human, financial, paper
 - training: seminars, demonstration, role model/mentor
 - support, evaluate, affirm
- A Ministry Description tells:
 - title of position/ministry
 - a list of ideal/essential functions
 - a list of essential training required
 - additional skills essential to the job
 - additional ministry training

**God will give it TO you
if he can get it THROUGH you!**

- Why training fails?
 - we neglect to provide an application form and get a commitment to attend training.
 - training is not relational
 - information only

- lack of communication
- no feedback—either direction
- irrelevant
- speaker not outstanding
- How to make training relational?
 - call everyone by name; work the room and have a good time
 - take an interest in each other; share joys and concerns
 - be a support group; pray together
 - go out to eat once in a while and talk around the table
 - use humor; plan surprises
- Attracting people to training
 - call it a leadership team meeting
 - require attendance
 - take up issues
 - listen to experiences volunteers relate
 - let everyone give input
 - reinforce and give feedback
 - don't talk a lot
 - don't waste their time
- Jehoshaphat's training
 - consider carefully what you do
 - your work is for God
 - God is with you
 - fear of the Lord be upon you
 - no injustice, favoritism, bribery
 - serve faithfully, wholeheartedly

4. LEADING VOLUNTEERS

- Basic requirements
 - cast a vision
 - define the mission
 - mentor (personally advise/supervise)
 - disciple (offer spiritual leadership)
- Effective leaders ...
 - apply the Gospel—pour out love

- listen to God's voice
- take the Bible as authority
- depend on prayer
- balance their whole life

5. MULTIPLYING MINISTRY

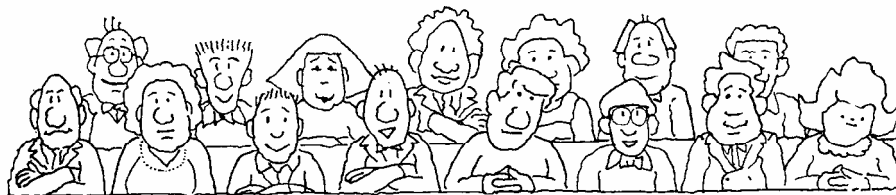
- Always be mentoring leaders
- Increase responsibilities incrementally
- Mentor someone to take your place
 - encourage their personal growth
 - ask them to team up with you
 - gradually turn responsibility over

HIGH IMPACT PRINCIPLES

- A volunteer is a child of God
- Church leadership needs to practice human stewardship too
- Recognize a volunteer's enhanced value
- Serving is a privilege
- Volunteers are capable partners
- The essential functions of a leader are to recruit, screen train and disciple

ADVENTIST RISK MANAGEMENT GUIDELINES FOR SCREENING VOLUNTEERS.

Sample guidelines from various churches are provided by Adventist Risk Management for Children's Ministries coordinators and other children's leaders. You can use them when screening volunteers, and in some places you may want to adapt them to suit your needs.



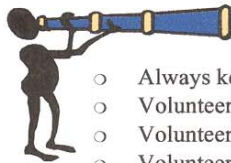


Adventist Risk Management, Inc.

The risk management service of the Seventh-day Adventist Church worldwide

- Children will be supervised by adult(s) at times
- Children's programming will be conducted on an abuse free no-harassment tolerated basis at all times

Safeguarding Children's Ministries Volunteer Management - Best Practices



Focus On Mission

- Always keep your MISSION the primary focus
- Volunteer orientation is Mission driven
- Volunteer practices and policies are Mission focused
- Volunteer dismissal is in support of your Mission

Opportunity for Best Practices in Children's Ministries

The local church should take reasonable steps to safeguard children engaged in church-sponsored activities by choosing individuals with high spiritual and moral backgrounds as leaders and participants in programs for children.

Church Manual Revision — 2000

Page 120

Churches Are Vulnerable

- Community of Trust
- Ignorance of Facts concerning Child Abuse
- Lack of Safeguards to protect children
- Numerous Opportunities to work with children
- Easy Access to children without screening requirements
- Constant Need for Volunteers to work in Children and Youth ministries



Organizational Responsibilities

- Duty to Protect all Children from Harm
- Safe Participation in Church or School Activities
- That all Activities are properly supervised by trained employees or volunteers
- Proper Maintenance of Facilities to limit opportunities for Harm
- Duty to Exercise Reasonable Care in Staffing that will include:
 - Careful Selection of Employees and Volunteers
 - Appropriate Training of staff members and volunteers
 - Proper Supervision of staff members and volunteers
 - Appropriate Action when it is necessary to remove staff members
 - Duty to Report all incidents of suspected child abuse in accordance with the law

Responsibility to Children & Adults

- Adults with known prior acts of child abuse or other inappropriate conduct will not be allowed to participate in church-sponsored children's ministry programs
- Appropriate steps will be taken to avoid the suspicion of adults involved in supervision through the use of the following protective measures:
 - The Six month rule will be used to get acquainted with new volunteers
 - Two Adult rule will be practiced at all church sponsored activities
 - Require all adult volunteers to participate in an annual child abuse awareness program
 - All allegations of inappropriate conduct will be promptly investigated by the church and appropriate corrective measures taken
- If allegations are made against an adult for inappropriate conduct with a child we will respect the individuals rights and treat all matters involving the situation on a confidential basis
- We have a duty to conduct all activities in harmony with the counsel of Matthew 7:12



Six Month Rule & Volunteer Selection

- Adopt the practice that no adult will be considered for a volunteer leadership role in a church sponsored children's ministry program until they have been a member of the congregation for a minimum of six (6) months
- Require all adult volunteers to complete a Volunteer Service Information Form in order to be considered as a candidate for volunteer service at your church
- Appoint a small committee (3-5 members) Volunteer Service Review Committee to conduct the evaluation of all volunteer applicants for children's ministry programs.
- Determine the appropriate level of volunteer screening required for all volunteer positions involving children's ministry programs
- Conduct a basic level of screening for all adult volunteers that would include the following elements:
 - Personal interview of the volunteer applicant by the leader of the children's ministry department i.e. Sabbath School department leader, Pathfinder Director, Adventurer's Director etc...
 - Completion of the required Volunteer Service Information Form in full and signed by the adult volunteer
 - Personal reference checks by the Volunteer Service Review Committee
- If additional level of screening is warranted for the volunteer position it should be completed before the adult is allowed to work in the program
- The Volunteer Service Review Committee will notify the appropriate leader and the adult volunteer when their application for volunteer service has been approved
- All information received and the Volunteer Service Information Form will be kept on a confidential basis and kept in a locked file at the local church
- **Levels of Screening for Volunteer Service**

Basic – All Volunteers

- Personal interview of volunteer applicant



- Resist becoming involved in a prolonged discussion of why screening of volunteers is a mandatory requirement at your church. Handle these types of questions in a private meeting with the individual who is raising the objection to the screening process
- Carefully review all Volunteer Service Information Forms to be sure that they are completely filled out including a the signature of the applicant
- Personally invite a volunteer applicant to complete any missing information and resubmit their form for consideration. Any objections to specific questions on the form should be addressed and the applicant encouraged to participate in the screening process in order to maintain the integrity of your program. Keep the FOCUS on your mission.
- Don't short cut the screening process. All volunteers need to complete a minimum basic level of screening
- If the applicant continues to refuse to cooperate with your established screening process they should not be allowed to serve in a volunteer position involving children.



Key Elements for Volunteer Training

- Education on the Mission of your Children's Ministry program
- Understanding of the expectations, code of conduct and rules that will be followed in your program in relating to and interacting with children
- Awareness education on child abuse (physical and sexual) and what steps your church has taken to prevent the occurrence of child abuse incidents in your program
- Good Touch – Bad Touch education and training on how to affirm children in an appropriate manner
- Education on how to determine the appropriate level of supervision to conduct your program in a safe manner at all times
- Make it clear that failure to comply with the established code of conduct and rules may result in the volunteer being asked to no longer participate in your program
- Use professional members (teachers, physicians, attorneys, social workers etc...) of your church family and invite them to help you conduct the training of volunteers in order to bring credibility and support for your child protection efforts

Adventist Risk Management provides these guidelines and forms to assist with the development of safety and risk control programs. Adventist Risk Management assumes no responsibility for the management or control of the insured s safety activities. Liability on the part of Adventist Risk Management, Inc. is hereby disclaimed.



Adventist Risk Management, Inc.
Providing Solutions To Minimize Risks

June 2001

Children's Ministries Volunteer Purpose and Policy Statement

(Purpose Statement)

The congregation and staff of the _____ Seventh-day Adventist Church are committed to providing a safe environment to help children learn to love and follow Jesus Christ. At this time, the disturbing and traumatic rise and recognition of physical and sexual abuse of children has claimed the attention of our nation, our society and this church. Churches with programs for children are not insulated from those who abuse kids.

Therefore, the _____ Seventh-day Adventist Church believes that it is vitally important to take decisive steps to ensure that the church and its programs, to the best of its ability, are safe and provide a joyful experience for children and youth.

The following policies have been established and reflect our commitment to provide protective care of all children when they are attending any church sponsored programs or activities at the _____ Church.

(Policy Statement)

- I. Volunteers who work with children and youth are required to:
 - a) Be an active member of this congregation for a minimum of six (6) months, unless an exception is granted by the Volunteer Services Review Committee and approved by the Church Board.
 - b) Complete and sign a Volunteer Service Information Form and submit it to Volunteer Services Review Committee for screening and approval.
 - c) Provide personal references that will be reviewed by the Volunteer Services Review Committee.
 - d) Support and comply with the rules of conduct established for volunteer service at the _____ Seventh-day Adventist Church.

- II. All workers interacting with children must observe the "two person" rule, which means that workers must avoid one-on-one situations with children at all times.

- III. All children and youth programs must provide no less than two adults to supervise the activities of children and youth.

- IV. Adult survivors of childhood physical or sexual abuse need the love and acceptance of this church family. Individuals with such a history must discuss their desire to work with children and youth with one of the pastoral staff, in a confidential interview, prior to receiving approval to work in these areas.
- V. Individuals who have committed physical or sexual abuse and those under investigation, whether or not convicted, may not work in any church sponsored activity or program involving preschoolers, children or youth.
- VI. Opportunities for training in the prevention and recognition of abuse of children will be provided by various ministry areas of our church. Workers in these areas will be expected to participate in such training.
- VII. Workers must immediately report to the pastor or church administration any behaviors or other incidents, which seem abusive or inappropriate. Upon notification, appropriate actions will be taken. These actions may include following the guidelines and policies of the _____ Conference office, the operating protocols established by this Church and the applicable compliance with state and federal laws.
- VIII. Guidelines for volunteers who work with children and youth will be provided to each volunteer.

Voted by: _____ Church Board _____ Date

SOURCE ACKNOWLEDGEMENT:

Azure Hills Seventh-day Adventist Church and the Southeastern California Conference

Adventist Risk Management provides these guidelines and forms to assist with the development of safety and risk control programs. Adventist Risk Management assumes no responsibility for the management or control of the insured's safety activities. Liability on the part of Adventist Risk Management, Inc. is hereby disclaimed.



Adventist Risk Management, Inc.
Providing Solutions ... To Minimize Risks

June 2001

Seventh-day Adventist Church

Child Protection Policy and Procedures

(A Best Practices Model)

MISSION:

Our mission is to provide a safe, spiritual and abuse-free environment for every child who attends programs and activities of the _____ Seventh-day Adventist Church.

OBJECTIVE:

It is our objective to prevent any form of child abuse, physical, emotional or sexual and to protect employees and volunteers from false allegations of such acts.

DEFINITIONS: **Child – Nursery through Primary**
 Older Child – Junior through Earliteen

Child Abuse – is any treatment of a child that threatens the child's safety or leaves the child's life with physical or emotional scars. It constitutes any inappropriate physical contact, sexual contact or communication by any adult through the use of their authority over a child. Abuse can also occur between two children. Even if a child out of ignorance, innocence or fear may cooperate, it is still abuse.

Physical Abuse – is any injury to a child which has been caused by other than accidental means, including any injury that appears to be at variance with the explanation of the injury.

Emotional Abuse – is any verbal communication that harms a child, such as degrading, belittling, disparaging name-calling, demeaning terminology, violent or obscene language, etc.

Sexual Abuse – violates a child's sexual privacy whether by fondling, visual stimulation or by verbal remarks. It includes fondling of any intimate parts of a child's body, oral, genital and/or anal penetration by any foreign object, and oral, genital or anal intercourse, telling or asking a child to masturbate, exhibiting or showing any genital parts to a child, allowing a child to witness or watch any forms of sexual activity, showing any pornographic materials, etc...

PROCEDURES:

- All employees and volunteers, who work with children, must complete a Children's Ministries Staff Information Form. No changes are allowed on this form without the consent of the Church Board and legal counsel.
- All employees and volunteers agree to comply with the _____ Conference Child Protection Policy and Procedures.
- New members who desire to work with children and youth must have been an active member of the local church for a minimum of six (6) months before they are allowed to work with children.
- Adults shall supervise children's programming and activities at all times.
- All workers shall observe the two person rule in children's programming. This means there will always be a minimum of two (2) adults supervising any function in order to avoid the following situations:
 - Workers will avoid being alone with a child at all times. This protects both the child and the adult from possible harm and allegations.
 - A child shall not be assisted in using the restroom unless there is a second adult near the area who understands the reason for the assistance.
 - No child shall be disciplined unless in visual contact with another adult who is aware of the situation that requires discipline. Any form of corporal punishment is strictly forbidden.
- No "child" (see definitions) shall be released to go to the restroom unless a parent, guardian or two adults accompany them.
- No child will be released to any adult other than his/her parents or legally appointed guardians without the expressed written permission of the parent or guardian.
- It is recommended that all children's activities be conducted in classrooms or offices that have windows for easy supervision. All other rooms should be kept locked at all times.
- Any church sponsored activity or program involving minor age children conducted off-premises must have the approval of church leadership.
- The church board must approve all overnight activities or trips in advance. All minor age children participating in these activities must have a signed parental

permission slip for each trip as well as an emergency medical treatment release. Parents and /or guardians will be informed of the adults who will be responsible for the supervision of the activity or trip.

- Any behavior which seems to be abusive or inappropriate, shall be reported to the church administrator or pastor for investigation.
- Members who know of any individual who has been convicted of, pled guilty or no contest, or admitted to committing physical or sexual abuse and regularly attends services should advise the pastoral staff of this information. Church leadership will be responsible to carefully monitor said individual's involvement at church functions.
- Individuals who have been convicted of, pled guilty or no contest, or admitted to committing physical or sexual abuse may not work or volunteer in any church sponsored children's ministry, earliteen, youth or senior citizen program or activity.

Voted by: _____ Church Board _____ Date

SOURCE ACKNOWLEDGEMENT:

Beltsville Seventh-day Adventist Church and the Potomac Conference

Adventist Risk Management provides these guidelines and forms to assist with the development of safety and risk control programs. Adventist Risk Management assumes no responsibility for the management or control of the insured's safety activities. Liability on the part of Adventist Risk Management, Inc. is hereby disclaimed.



Adventist Risk Management, Inc.
Providing Solutions ... To Minimize Risks

June 2001

Sample Volunteer Application Form

Name: _____ Sex: _____

Address: _____

Telephone: _____

E-mail address: _____

Driver's license number: _____

Social Security Number: _____

Occupation: _____

Employer: _____

Birth date: _____

Marital status: _____

Name of spouse: _____

Names of children and ages, if applicable: _____

Desired position: _____

Children's program: _____

Age level: _____

Previous ministry experience (program, age level, position):

Church membership: _____

Address of your church: _____

How long have you been attending this church?

Membership date:

Write a brief statement of your Christian beliefs:

Please provide two non-family personal character references (these people must be from outside our church):

Name: _____ Name: _____

Address: _____ Address: _____

Telephone: _____ Telephone: _____

Have you ever been arrested, convicted, or pleaded guilty to a criminal act? _____

If so, please explain:

I affirm to the best of my knowledge that the information provided on this application is correct. I authorize any reference or church listed on this application to supply any information that may pertain to my character and fitness to work with children. I hereby release any organization or individual from any liability from any damages that I may incur.

Signature: _____ Date: _____

Sample Reference Check Form

Name of applicant: _____

Address: _____

How long have you known the applicant and in what capacity?

How well do you know the applicant?

Comment on the applicant's family background.

Comment on the applicant's personality and character.

Comment on the applicant's spiritual journey.

From your assessment, how well is the applicant suitable for working with children?

Would you recommend this applicant?

_____ with no reservation _____ with some reservation _____ not at all

Name of reference: _____

Address: _____

Church: _____

Position or Occupation: _____

Referee's signature: _____ Date: _____