

Service Teams



Service Teams

Service Teams are one of my favorite parts of the church. These teams can help build purposeful relationships in a quick and efficient manner. While many parts of the GEM come with prerequisites, positions in service teams have none. A unbeliever can greet people at the door, and a person who hasn't been around long enough to prove his or her character can join a set-up and clean-up crew without too much worry. These teams are incredibly helpful to the church, but also provide meaningful points of interaction so that purposeful relationships can be built.

Depending on the size of your church, service teams can include a whole host of activities. Parking, security, set up, clean up, greeters, stage set up and clean up, coffee, food, and more. I would actually encourage you to start as many service teams as possible knowing that this is a great path to purposeful relationships.

Many church plants start in buildings that are not their own. At Redeemer we are using an Seventh Day Adventist Church as I write this; other churches use schools or community halls. Often times renting or sharing a facility is seen as a negative. Leaders complain about having to set-up and clean-up weekly; having to coordinate with others is difficult; and not having a place in which you can establish your own identity seems to limit the church. Rather than seeing a shared space as a negative, it's important to realize that sharing space actually creates the need for Service Teams, building the potential for purposeful relationships and a great sense of camaraderie that actually helps build the church. Many churches that start with shared facilities and lots of

service teams actually see deterioration in community when they move into their own facilities. They can also struggle with mounting debt!

Churches with their own buildings often struggle to find people to serve on their service teams, thus the same people serve week in and week out until they are finally so burned out that they either quit, and/or feel so guilty that they are leaving the other service team member to do everything, that they look for another church to attend. I have heard horror stories of churches of 175+ adults in which the same two people were the Service Team for the whole church for five plus years. The church is often characterized as a stadium in which the majority of people are watching while a few people are doing the work. Unfortunately, as pastors and leaders, we have built these stadiums because we have not given a clear and direct set of instructions for how people can get involved and get to the next level.

If the tasks that I listed in the Service Team ministry are a huge burden for you, the problem is not your building situation or your people, rather it is the organizational system you are using to get people involved, trained, connected, and developed. There is hope! At Redeemer we strive to get the whole church involved in the church, and although it is not an easy work, in using the GEM, we've seen about 80% of the church become involved in serving. The purposeful relationships that have come out of this have been fun to watch, and have often driven people into community groups and other areas of ministry where people are disciplined.

If we want to engage the whole church in the church, taking the weight of the few who are weary from doing 'all' the work, we must put together an organizational system that will accomplish this goal. It's an exciting work that not only spreads out the work load, but also helps build purposeful relationships that will motivate people to be involved. There are several steps that need to be completed before actually diving into the GEM (STEPS 1-4), and then steps that are completed with the GEM (STEPS 5-8), and finally a last step, which is evaluation (STEP 9).

STEP 1: Pray and Dream Together

The first step in developing any ministry is to spend time in prayer and asking the Lord for vision and direction. While it might seem easy to just do what you have seen before, because of your demographic and culture, the work that God wants to do in your church may be entirely different than what has been done before. You might gather a few people and spend a night, or even a few weeks, praying and asking the Lord to reveal what He wants for your ministry.

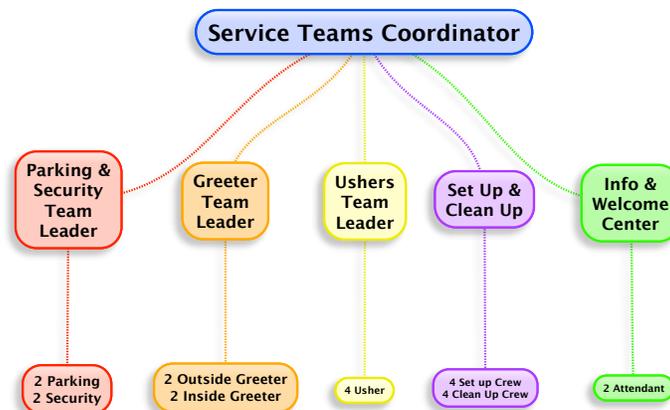
Once you have prayed together, then start talking out loud about what you have heard and what he has brought to mind – he may have even given some people visions. Make sure you take time to dream big – think in terms of 3-5 years out...think about what you would do if you had plenty of resources and people. When you dream about your ministry, you are not really thinking about what is possible right now, but rather what you want this ministry to look like as you develop it. Although your dream will probably not be possible right away, it is a picture of what you are aiming for in the long haul. So dream about what the Lord wants to do – hold nothing back!

Make sure that you are taking time to dream together as a team. Pick the people who you think would be great leaders in this area of ministry, and ask them to pray and dream together. As you share out loud about what you have heard, you'll have a great picture of what God wants to do in your church. Dream about the size of the ministry, dream about what you want to teach, dream about life-change, dream about people connecting with Jesus both as leaders and participants, dream about raising up trained and confident leadership, dream about how you will make this area of ministry fun and inspiring. Let God give you His picture of what He thinks is possible for you to accomplish.

Once you have dreamed, then you can start to figure out how to divide this dream into pieces that are possible for the season that you are in. Make sure that you keep the main dream alive (you know where you are heading), but also make sure that your immediate steps are possible.

STEP 2: Build an Org Chart

Since there are so many parts to the Service Team Ministry, an org chart is a helpful tool that will help you stay organized, build a great team while discipling, and help you involve others without being overwhelmed by the work load. Although you might be a small church, the org chart that you build should be much larger than you think it needs to be. Your org chart will give your team a vision of what is possible and how they need to disciple others as the church grows. Here is a potential org chart for the Service Teams:



The numbers next to the specific positions signify how many people that we need in that position per week. For example, where it says “2 Parking, 2 Security”, it means that we need two people in parking, and 2 people in security each week. It might be helpful in your context to write “8 Parking, 8 Security” if you think in terms of covering the whole month.

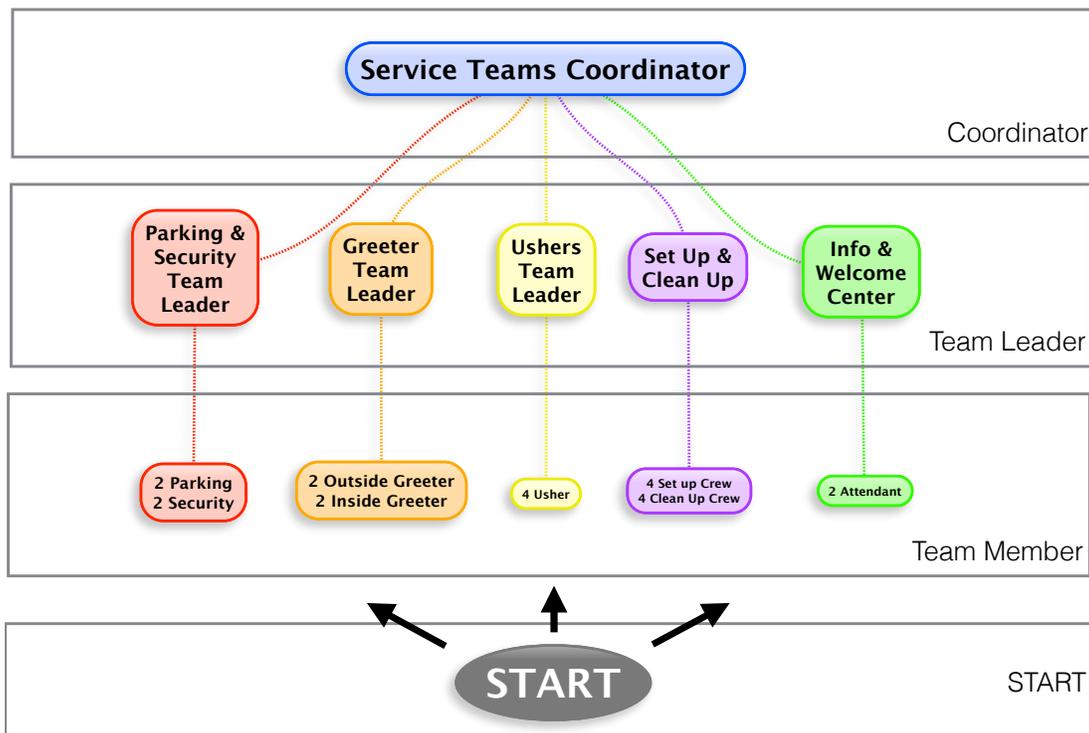
If you are just starting a church, then your thought is “that example is way too big for what we are doing...we don't need a security or parking Service Team, we only have 5 cars!” Remember that an org chart doesn't just exist to organize the present, but also helps you know the positions that you are going to need to fill in the future. Remember too that Service Teams don't only function to cover the work that needs to be done, but they also have a crucial role in building purposeful relationships in the

church. Therefore, don't be shy to start a Service Team (even a really small one) if you think that it will help bring purposeful relationships.

Often times, men, in particular, have a hard time building relationships in the church. While women can engage in face-to-face relationships, men often struggle to build relationships in this way. Men build relationships better shoulder-to-shoulder or working on something together. A good friend once told me that if you want to have a good conversation with your son, don't sit across the table, but go skip rocks across a pond together. This advice exemplifies the difference between the way women and men build relationships. For this reason, Service Teams can be tremendously helpful in engaging men in purposeful relationships, thus helping them connect in the church.

Use your org chart to figure out how to open up positions to involve people in the church. Develop the org chart in new and creative ways so that people have additional areas to serve in, and next levels to step up into. At Redeemer we try to have at least 6 team leaders in each Service Team, so that each of them only serves two months out of the year. These team leaders oversee weekly the teams, the scheduling, training, and other aspects of the Service Team.

Since you are going to use the GEM to attract people into your areas of service, your org chart should match the layout of the GEM. Here's another way to look at the org chart:



An org chart helps people see the structure of the Service Team ministry in more detail than the GEM. It helps them see the needs in the ministry (something they may never have been aware of), and how to get to the next level. Most people do not look

at an org chart and understand it innately, therefore, you must spend time explaining it. I would recommend that you include the org charts during your training sessions.

STEP 3: Job Descriptions

Once you have decided on the specifics of your org chart, the next step is to build job descriptions that detail what that job entails. If you've ever worked on job descriptions before, you already know that this is one of the most boring and tedious jobs in the world. I would urge you to make this job fun by limiting your job descriptions to no more than one page (no one will read more than one page anyway), and by building a template which you can build every job description from¹. Having a template helps in your thought patterns, but it also helps keep your ministry uniform. I would suggest that a template be set for the entirety of the GEM, and not just in one ministry area. The job description should include the following:

- Title of the position (we list these as "Opportunity")
- Summary of the position
- Time requirements
- Who the position reports to
- Who reports to this position (if applicable)
- Responsibilities and Authority
- Prerequisites
- Training

Figure X is an example job description.

You might be tempted to think that certain positions on your org chart are so easy to do that they do not need a job description; this is especially true in Service Teams. Remember that you are not writing this job description for yourself, but rather for the person who has never done this job before. The job description is for the purpose of clearly explaining the specifics to anyone who wants to be involved. Although a tedious task, you will find that doing this 'behind the scenes' work will pay great dividends in the next steps. If writing job descriptions is not your areas of expertise, you might have an evening in which you invite a few friends to help you put these job descriptions together. Remember that job descriptions can be edited, so your first efforts will not be your last. Keep a great filing system for easy editing access².

¹ One job description template should be used across all ministries, not just within Service Teams. Changing templates means more training. Keep it simple!

² If multiple people are involved, use "Dropbox" or other cloud services. The worst scenario for working as a team is that the team shares your computer. The second worst scenario is that you try and use email as editing tool. Like a software company, add something like v1.0 or v1.2 when you make major revisions. This will help you keep organized and know which version is your most recent.

FIGURE X
Redeemer, Service Teams.
Job Description for Greeter Team Leader

Opportunity: Greeter Team Leader

Summary: The Greeter Team Leader helps attract people to the Greeter Team, trains the Greeters, schedules the Greeters, and evaluates Greeters in their role. Greeters are typically the first impression of Redeemer, therefore we want to have greeters who are welcoming, informative, and helpful.

Time Requirements: Greeter Team Leaders serve 2 months out of the year. They give 2 hours per Sunday attracting team members, training, connecting, and evaluating, and 1 hour during the week for scheduling.

This position reports to: Service Teams Coordinator

Responsibilities and Authority:

- Attract people to the Greeter Team.
- Train people to be Greeters.
- Connect new Greeters with other Greeters for mentoring
- Develop new Greeter Team Leaders
- Evaluate the Greeters and give suggestions for improvement as necessary.

Pre-requisites:

- Redeemer is your home church; this means you regularly attend.
- Have been a Greeter.
- Recommended by the Service Teams Coordinator and another Greeter Team Leader.

STEP 4: Develop Training

At this point in the process, you have still not invited anyone to serve in the Service Teams; you are still working behind the scenes. As you think about inviting people to serve, you now need to offer training for the job descriptions that you put together. Although you might train multiple job descriptions in one training session, remember that each job has certain nuances that need to be thought through.

Training for Service Teams will typically be “On-the-Job” training. In other words, you want to take people who sign up to serve in Service Teams, connect them with someone who is already serving, and let them do the work together. However, before you train them for the specific task (or pair them up with someone to do so), make sure that your training includes the vision behind the Service Team. In other words, ushers not only help people find empty seats, but they also play an important role in making sure that people feel comfortable. When a team member first joins, you might put them through an ‘Orientation Training’ in which you share the vision, job description, and org chart (10 minute overview) and then train for the actual job duties (OTJ training). As you think about your training, make sure you include the following:

1. An explanation of the end goal of the training.

What are the results that you want from this training? If I train people correctly, what is it that I am hoping that they will do? Remember that others cannot see the

vision that you have in your head. How can you articulate the 'end goal' you have in your mind so that others can see the purpose of this training?

The ultimate goal of serving is to build purposeful relationships that we can then in turn use to remind each other of God's love! What a waste it would be if someone came and served in Service Teams, did a great job in leading in their specific capacity, but then missed the love of God for themselves! As you talk about the end goal of your training, make sure to include the fact that serving is a great way to build community and purposeful relationships. It is great to be able to admit the fact up front that not everything is going to go as planned, and that there will be tension that is created as we work together. However, in these moments, there is great opportunity to speak the gospel into one another's lives. This is the true end goal of the training.

2. The how to of the job

The how to of training is for the practical tasks included in the job. The people you are training need to walk away understanding not only the expectations and tasks but how to do them. There is no doubt that you have a certain methodology in mind when you think about a task that needs to be accomplished. If you do not develop training for this methodology, be prepared to accept any methodology possible, even ones you do not agree with because people will apply their own if you do not supply it for them. Since this methodology may already be inside your head, make sure that you lay out each individual step, and then do your training based upon it.

The 'how to' of training should start with thinking through all the various parts of what you want to have happen in the specific area of Service Teams. Write down each of these parts and then begin to work on a training document. Remember that most people come with some sort of prior experience; we are all a product of our experiences. This means that if you don't want to end up looking like the last church they attended, you'll have to rework the expectations in specific details.

Training includes the expectations of work that is to be done inside and outside the Sunday service. What are your expectations for hygiene, dress, being on time, or finding a sub if you can't be there? How do ushers or greeters that get caught in long conversations excuse themselves politely so that they can do their job well? Sometimes we think that the work of Service Teams is only 'behind the scenes' and doesn't make as much impact as what happens on stage. This perspective is short-sighted. Teach all the members included in Service Teams to greet people, to pray for people while serving, and to be aware of what the Holy Spirit is doing as people come and go. Although this doesn't seem like a specific how to for Service Teams, it is a necessary how to for the overall job that you'd like them to do.

3. How to get to the next level

In every training session, you should address the next step on the GEM. If you are training Ushers, take time to tell them about the next step, Usher Team Leader. You might include the expectations, prerequisites, and time commitment. Although not everyone who is an usher will become a Team Leader, the few who will take that next

step have just learned how to do so. Make sure you include the next steps that a person should take if they are interested in going to the next level.

4. How can I live on mission inside and outside the church with this training?

The training you are doing has ramifications for building the kingdom that goes beyond the church. The skills that people have as a result of what you have just taught can be used in their homes, neighborhoods, communities, and beyond! Isn't it wonderful to think that one training could have so many potential practical uses? In order to make this a reality, you'll have to help people connect the dots.

In *Engage the Church*, we spent time learning about living on mission inside and outside the church. We learned that mission includes working in all parts of our community for the purpose of building purposeful relationships. Remember, just like church, one of the end goals of knowing how to be a part of Service Team is building relationships with people whom you can hear from and speak to the life giving words of the love of God. In the same way that this is our goal inside the church, this is also our goal outside the church. How can we build purposeful relationships with people, through the skills we have learned (or are doing) on Service Teams, so that they can hear that they are loved by God? The training you are giving is a 'key' that will open the door to many opportunities for building purposeful relationships. Here are a few ideas that you can use in your training to help people connect the dots:

Position	Internal Mission	External Mission	Non-Profit Mission
Team Member	<ul style="list-style-type: none"> • Create a clean, safe and friendly, environment. • Provide directions and information. • Help people feel welcome • Invite people to join Service Teams 	<ul style="list-style-type: none"> • Help provide a clean, safe, friendly environment in your neighborhood. • Make new people in your neighborhood feel welcome. • Teach other neighbors how to welcome people by setting example and asking them to join you. 	<ul style="list-style-type: none"> • Serve on a Service Team in the non-profit • Create a safe, clean, and friendly environment at the non-profit events. • Teach people in the non-profit how to serve on a service team.
Team Leader	<ul style="list-style-type: none"> • Lead your team through training, caring, and discipleship. • Make sure that all positions are covered each Sunday. • Training team members. • Invite people to join Service Teams, and Service Team members to be Team Leaders 	<ul style="list-style-type: none"> • Host a “Nextdoor” group or “Community Watch Group” in your neighborhood • Provide similar Service Team functions at a neighborhood school, club, or community event. • Grab some neighbors and clean another neighbor’s yard together. 	<ul style="list-style-type: none"> • Lead a Team in the non-profit • Teach Service Team duties in the non-profit.
Service Teams Coordinator	<ul style="list-style-type: none"> • Listen to God’s vision for the Service Team. • Set up and maintain organizational structure for Service Teams. • Train Team leaders and team members. • Help Service Teams live on mission inside and outside the church 	<ul style="list-style-type: none"> • Work with local schools or non-profits to set up Service Teams for their special events. • Work with the City or County on committees that involve helping in the community. 	<ul style="list-style-type: none"> • Set up and maintain organizational structure for Service Teams. • Train the Service Team Leaders.

All this organizational structure and training is wasted unless we are building purposeful relationships inside and outside the church. It is exciting to think that the Holy Spirit has gone before us preparing people’s heart to hear God’s love, and even to speak God’s love back into our hearts. In our compartmentalized world of work, sports, family, church and automatic garage doors that keep us all separated, to see our training as the keys to opening the doors for purposeful relationships is helpful for disciples who know they are called to go and make disciples.

You might use a team of people to develop training for each position. We have always found that experienced people (and professionals) are invaluable to help us

create training. This is because they have been trained to think through so many scenarios, that they offer incredibly helpful and time-saving suggestions. It is also helpful to call other churches to find out what their training programs are like and adapt useful ideas to your situation.

Practical thoughts on training:

If you want your training to be successful, there are some easy planning items that you might consider.

First, provide childcare, food, and drinks. Recognize that people are giving up time for training, so make it as convenient as possible for them. We do most of our training on Sundays directly after the service and we provide lunch and childcare each time. If you can limit the training to shorter periods, make sure these time frames are convenient for families. Be mindful that if Dads sign up to serve, you are making a widow servant out of the mom. Dads are not always conscious of the fact that their whole family will be impacted by their decisions to serve; this is a great conversation to have.

Second, training is never a one time activity. Although you might have an intensive training once or twice a year, you can also do VIP trainings throughout the year if you plan well. I introduced the concept of VIP trainings in *Engage the Church*. The idea is to share Vision, Instruction, and Pray, all in about 10 minutes. You might do the VIP times at the beginning of a new rotation of Team Members. In VIP times you can reiterate the vision, give short but useful instructions, and pray for the team. Think of all the other creative ways that you can train: emails, podcasts, blogs, or videos. Don't inundate your people, but by providing a variety in your training will actually help people feel connected and cared for.

Third, training needs to be multi-tasked. When setting up your training system, think about the following steps and how you might incorporate them into the training.

- Tell me what to do
- Let me watch you do it
- Let me do it with you
- You watch me do it
- I do it by myself

Training at Each Level of the GEM:

Make sure that you provide specific training for each level on the GEM. While you might want to start out with Orientation Training for the process of going from the START to team member, you also want to provide separate training for the next two steps (Team leader and Service Team Coordinator). The more specific the training, the more confidence you will build in your team. Training that gives specific instruction brings security in doing the task well.

At first, you can do a large training for each level of the GEM, but as your church grows, you will want to divide your training up into the areas of your org chart. You

might do five different Orientation Trainings, one for Parking/Security, one for Greeters, one for Ushers, one for Set Up/Clean Up, and another for the info and welcome center.

Developing training will take time, but it will pay great dividends as your church begins to grow. Many churches grow to a certain point (say 150 people) and plateau until they realize that their growth has been limited by the fact that they have not really set up an organizational system or trained anyone. Sometimes churches that don't recognize this problem can thwart growth for years; they say they want to grow and to see people come to know Jesus, but the work that they are doing behind the scenes doesn't match up with this mission. This was certainly the story at Redeemer. We had seven years of relying on the people who came to us disciplined/trained by other churches to do the work at Redeemer. I can't tell you that setting up an org chart, writing job descriptions, or developing training is easy work, but I can tell you it is profitable work for your ministry: it will pay huge dividends both in your ministry and wherever God calls your people over their lifetime.

USING THE GEM

Now that you have done the behind the scenes work, you are now ready to start working with the GEM. Keep in mind that the GEM has two penultimate purposes: First, it serves to show people how to get connected into the church. Second, it serves to help you (as the leader) know how to get people connected and onto the next level. The GEM's ultimate purpose is building purposeful relationships inside and outside the church, all the while doing the work that God has called us to.

STEP 5: Get People involved Using the GEM (Attract)

The first goal in building purposeful relationships through Service Teams is to get people involved. How can we get people who have just joined the church (been a part for six months or less) to start thinking about serving in Service Teams? How can we get them from the "START" to "Team Member" and beyond?

As discussed in *Engage the Church*, one of the main reasons that people do not get involved is because they do not know what they are signing up for. What do we mean by team member? Therefore, to get people involved, you must spend time clearly articulating what is expected for each position on the GEM for Service Teams. You can do this task by answering the following five questions:

- What you are asking the person to do
- What their commitment will be
- The prerequisites (if any)
- The training requirements
- The next step(s) to take

Here are examples that you can use for each segment:

Service Teams

Team Member

Service Teams provide a ready, clean, friendly, and safe environment as the church arrives and uses the buildings for services and events. Service Teams include Greeters, Parking/Security, Ushers, Set-Up/Clean-Up, and Info/Welcome Center.

PRACTICALITIES:

- Service Team Members serve during the Sunday Service and at special events. Service Team Members are asked to work before, during, and/or after the services and events.
- Service Team Members attend a orientation training before they serve.
- Service Team Members are asked to serve two non-consecutive months per year.

PREQUISITES:

- You want to serve at Redeemer

NEXT STEPS:

- Fill out a connection card or Email or call the church office requesting more information on various Service Teams. Find the one that's right for you and join!

Contact Info: info@theredeemerchurch.com

Service Teams

Team Leader

Service Team Leaders oversee a specific Service Team. Team Leaders help attract people to the service team ministry and help train. The Team Leader schedules people during his/her rotation, and makes sure that all positions are filled.

PRACTICALITIES:

- Team Leaders are responsible to attract, train, build, and develop their teams.
- Team Leaders are responsible to schedule teams for each Service, and make sure all positions are covered.
- Team Leaders commit to giving 10 hours per month which will be used to attract, train, build, develop and schedule their teams (including Sunday Service), two months of out the year.
- Team Leaders commit to meeting with the Service Team Coordinator on a monthly basis.

PREREQUISITES:

- An existing team member of the team that you would like to lead.

NEXT STEPS:

- Communicate your desire to be a Team Leader with your existing Team Leader or the Coordinator.

Contact Info: info@theredeemerchurch.com

Service Teams

Coordinator

A Service Team Coordinator is one who is responsible for the entirety of the Service Teams and their duties. They manage the Team Leaders, and Planning Team Members to create safe, clean, ready, and friendly environments for the church to enjoy.

PRACTICALITIES:

- Time commitment is approximately 3 hours each week outside of Sunday Services.
- Works with Team Leaders to attract people to Service Teams, make sure positions are filled, Team Members and Leaders are being trained, and that team members are stepping up to the next level.

PREREQUISITES:

- Must be a believer, and a member of Redeemer who has a track record of serving and giving.
- Must be an existing Team Leader.

NEXT STEP:

- Contact the existing Service Teams Coordinator

Contact Info: info@theredeemerchurch.com

Once you have defined each position on the GEM for Service Teams, you can now invite people to be involved. Since the GEM is divided up into 10 slices, it works to 'market' one ministry from the front per month. If your church is starting with fewer slices (church plants should start with just three to five slices), then this only increases the amount of time for promotion.

Attracting people to Service Teams should be well defined and strategic. Most ministry leaders' strategy is to announce it from the front and think they are done. How could you purposefully develop a strategy that would work in conjunction with numerous ideas for getting people involved? Here are some ideas for promoting Service Teams:

- Sunday Service:
 - Announcement by Pastor or Service Team Coordinator
 - Testimonies by Service Team Members
 - Bulletin Bullet, Slide (on screen), Insert flier in bulletin
 - Table in Foyer/Narthex with information and scheduled training.
 - GEM poster, with your info cards for each segment of your ministry on display.
 - T-shirts worn by all Service Team Members saying "Join our Service Team"
- Mid-week:
 - Email, letter, or postcard invite.
 - Phone Call
 - Facebook and/or Twitter campaign
 - Video on church website, facebook, and/or twitter.
- Personal Invitation
 - Existing Team Members, Team Leaders, and Coordinators invite people they know to serve alongside them to see if they'd like to join the team.

Whatever your methodology for inviting people to join Service Teams, think about fitting it into the larger context of your work. When do you start new rotations of Team Members? When do you need to train them to be ready to start? When do you need to get sign-ups done in order to do training? By planning backward from when you want to start new rotations, you can put your training and promotion schedule together.

Before you start your promotion, figure out exactly how many people you want to get involved, and what types of positions that you need to fill. Do you need ushers and greeters? If you need specific positions filled, make sure that you are asking for those specific positions.

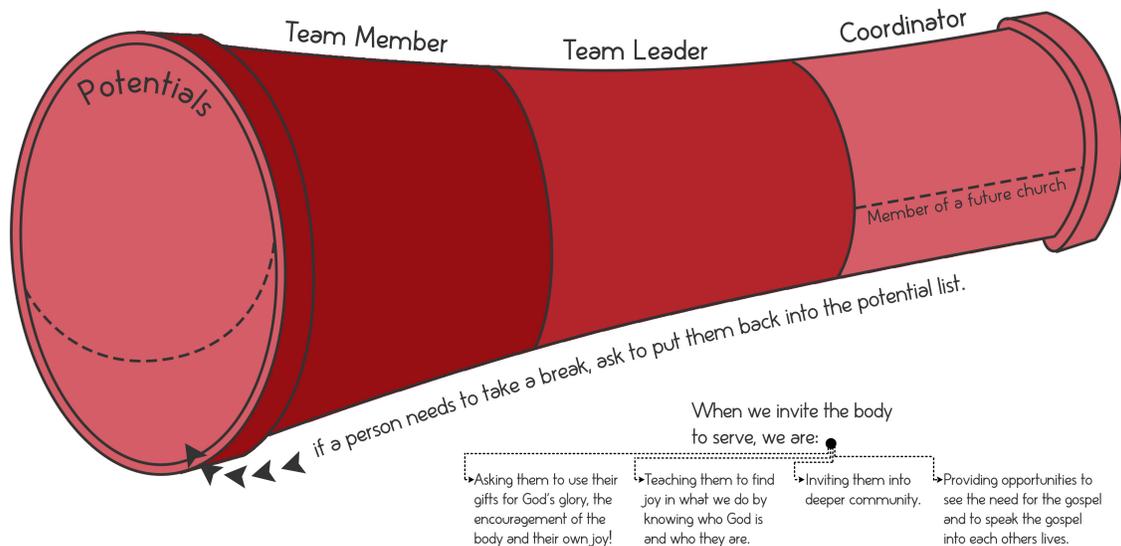
Personal invitation is still the best methodology for getting people involved in your ministry. The key to doing personal invites in an ever growing church is to make sure that you are training your whole team to do invitations. As the church grows, your ability to know or reach everyone is only limited to how much you include your team. How many people do you know? In *Engage the Church*, I introduced the concept of "Pipeline" as a way to help your whole team do the work of personal invitation. The

idea is to list each person already serving, circle those who are potentials for moving to the next level (i.e. to teacher), and then use a portion of your VIP time to invite others to serve. It is important to help your team know the correct motivations for including others; those are listed on the Pipeline. Fill this document in before coming to your VIP time, and then distribute it to your team asking if there is anyone else that we might add to the potentials list. Here's a picture of the pipeline for Service Teams (specifically for greeters). Each Service Team should have its own pipeline.

Gospel Explosion Pipeline
Service Teams

BUILDING THE KINGDOM TOGETHER

Who can I invite to do this work with me? Who can work with me today?
 Who's needs to find their joy by serving the body in Service Teams?



Your pipeline can also double as your ministry sub list. When someone is scheduled to serve and is sick, whom do they call? If you have a list of all available people handy, they can find their own sub.

Remember that the GEM has two purposes in terms of attracting people. First, to get people from the START to involved in a specific area of ministry. The second so that you can disciple people, taking them to the next level. As you think about promotion of your ministry and using the pipeline, don't forget to keep both of these purposes in mind. The hope is to help those who feel called and help them get into a team that will ultimately go and start another church.

STEP 6: Get People Trained Using the GEM (Build)

Once you have attracted people, it is now time to put your training system (developed in step 4) to work. Remember that training needs to include modeling/mentoring as well as teaching. This is why the next step is so critical.

STEP 7: Get People Connected Using the GEM (Connected)

Now that people are trained, it's time to get them connected. Take time to introduce new volunteers to the rest of the team. Pair up the new volunteers with existing volunteers for a period of a couple of weeks until you are confident that the new Service Team member is confident in their role. You might ask the existing team member to call this person or email them weekly, and to check in with them before, during and after the Sunday service to see if they have any questions or need help with anything.

As established prior, the ultimate purpose for an organizational system like the GEM is to build purposeful relationships. It is important that you don't just let someone accomplish a task, but rather that they get connected while they do the task. At first this might seem awkward, but the more it becomes common place, people will say that they would be glad to do for others what someone else did for them.

STEP 8: Get People to the Next Level Using the GEM. (Developed)

Growth is innate to the GEM. A person who gets connected on the first level is aware that there are other levels. As leaders, we are aware that in order for the church to grow, we must help people get to those next levels. And, if we are going to plant or replant churches, we know that we must develop fully functional teams that we can send out. So how do you get someone to the next level in Service Teams?

Before you do anything else, pray. Pray that God would lead people into your ministry who actually desire to get to the next level. Pray that God would bring people that you could train. Pray that God would give you eyes to see these people. So many times I've gone with my own instincts and hunches and ended up with set-backs that cost me six months in training. When I get ahead of God it is typically because I'm not living in the gospel myself. I forget that God provides, and I start trying to provide. I forget that God calls and motivates people, and instead I try to play Holy Spirit. Spend time praying that God would bring the right people at the right time. You'll be very surprised with what God does.

After you've spent time in prayer, begin to assess the people in your ministry already. There are several types of people serving in your ministry. There are those that you don't even need to ask to get to the next level; they are already working every angle to get there. There are those that you know should be at the next level but they are not stepping up. And, there are those that are serving at a specific level and that is exactly where they need to stay. Your role as a leader is to figure out who is who on your team and help them get to where they need to be.

After praying and assessing, don't be afraid to challenge people who are either at the START and need to join, or that are on your team and need to move to the next level. Often times we feel as if it is rude to encourage people to step up out of their comfort zones, but it doesn't seem that God shares that opinion. The important issue is

to see God given potential and help someone achieve it. It is amazing to me how many people I have challenged to get involved or to get the next level that have come back and thanked me for the great joy they have in their hearts because they took the next step. Manipulation for the sake of filling positions is wrong and will be found out in no time; seeing God given potential and encouraging people to step out in faith will bring joy.

So what are some specifics of getting people to the next level?

Start to Team Member (Start to segment one)

Step 5 is the section on attracting people to Service Teams. Remember that attracting people to Service Teams is not a once a year activity, but rather is year round. Make sure that you are using the Pipeline during your VIP training times at least once a month to ask your team if there are any potential people we could add to Service Teams. It always amazes me how people are connected in the church, and how they know things about each other that I have no idea about.

From Team Member to Team Leader (segment one to segment two)

Once a person is serving as a Team Member, you can then ask them to take the next step to Team Leader. Be careful: Not everyone has the ability or gifting to be a Team Leader. As you look at your team members, you want to look for those who show particular faithfulness in the work they are already doing. Do they show up on time? Are they the last one to leave? Do they come prepared? Do they help others? Do they ask good questions? Do they make good suggestions? Do you enjoy working with them? Do they have a good grip on the task they are doing? Once you have determined who those team members are, then start to ask them if they'd be interested in leading the team. It is likely that 25% of those you ask will say yes, 25% will say no, and 50% will say maybe. Invite those in the yes and maybe group to attend the teacher training without any commitment to jump to the next level. The idea is not to 'bait and switch' them, but rather to build confidence through training and encouragement. As they enter into training, make sure you listen for their fears and self-assessed shortcomings. Teach into these fears and shortcomings, but also remember that speaking the gospel is as important as any instruction that you'll be giving. Often times we think that training is the answer when in fact people are quite competent on a mental level, yet it is their heart that holds them back. To encourage with the fact that we are loved by God is an amazing fear breaking tactic, and one that can only be claimed by those who know Christ.

Once they have received training, some will be ready to be a Team Leader, while others will still be on the edge. Take those who are ready and pair them up with an existing Team Leaders for mentoring until they are ready to take a Team by themselves. This could take one week or a whole year. Make sure that the mentor knows that they are free to speak into the life of the Team Leader, and that any suggestions and encouragement would be very helpful. For those who are not ready, ask them to Lead

once (like taking over while you are on vacation), making sure to encourage them. At this fragile stage, encouragement is a must! It is important to give opportunity to these potential Team Leaders; do everything you can to keep them involved while you help build their ability and their confidence.

Team Leader to Service Team Coordinator (segment two to segment three)

The Coordinator is the person who sees the big picture of the Service Team ministry. This person understands the organizational structure of Service Teams, and knows how to plug holes when things are not going as planned. Coordinators also know how to coach Team Leaders and Team Members, encouraging them in their roles.

Some Team Leaders have such a good grip on what they are doing, that you know that in a pinch, you could ask them to do just about anything and they would help you. This is a good sign that this person might be a Coordinator. When you recognize people like this, ask them to assist you for a while by helping with scheduling, training, and other tasks that you are doing. As you watch them growing in their skills, give them more responsibility. It is exciting that you are training a person that could potentially go out with the next church planting team.

Don't wait until there is a need to take people to the next level

One of the biggest mistakes in any organization is to wait to attract and train until there is an opening. In other words, we don't start looking for ushers until our existing ushers tell us they need a break, starting today. We have all been there...up a creek without a paddle. In short...we don't attract and train until we are in the middle of a problem. Why is this? We know that God said he will build his church, we know that we are called to make disciples, and we also know that people who are currently serving will need a break. We must anticipate the need.

No matter what your current need is, your role in the church (more specifically in Service Teams) is to get the whole church involved in the life of the church. Imagine the day when a Greeter can say "I need a break", and you can reply "no problem" without grimacing or immediately panicking. This day is possible when you don't wait to take people to the next level, but pray, assess, train and develop people constantly.

Service Teams are a wonderful place for new people to get connected! By serving, they'll not only use their gifts, bring glory to God, and edify the church, but they'll also meet people. Meeting people leads to purposeful relationships which lead to community. What a fantastic outcome to a ministry that just looks like a bunch of people serving.

STEP 9: Evaluate Constantly

The term evaluate refers to assessment or measurement. So in order to evaluate, you have to know what you are assessing or measuring. In reference to Service Teams, we want to assess and measure if our efforts in using the GEM are actually working. We want to look at our results and evaluate whether or not our systems need to change.

One of the easiest evaluation tools is your org chart. If you built an org chart and placed numbers on each position, you can evaluate STEP 5 (Get people involved) and STEP 8 (Get people to the next level) by updating your numbers. The evaluation is not “is every position full” but rather “are we making progress?” If you are not seeing progress in having people join Service Teams, then you need to revise the way you are doing STEP 5. If you are not seeing people progress to the next levels of the GEM, then you need to revise the way you are doing STEP 8. In our office, the org chart for Service Teams, along with the numbers of people involved and open positions are posted on the wall. This serves as a constant evaluation tool for us to either celebrate how we are doing STEPS 5 and 8, or as a sign that we need to revise our efforts. Here are some questions that might help in evaluation using the org chart:

- Do people in our church know what positions that are in need of filling?
- Have you made progress in filling the open positions in the last month?
- Does your “Pipeline” have the same names in the same sections as they did last month?
- Are we able to confidently fill positions when people need a break?

The answer to these questions will most likely give you another set of questions. Answering those questions will result in making revisions to the efforts you have made in STEPS 5 and 8 to help you continue to move forward.

Outside of the org chart, another easy evaluation tool is a simple survey. Once during each rotation you might ask your Team Members, Teams Leaders and Coordinators to fill out a short survey to help you evaluate the training they have received and the connectedness they feel. This survey will help you evaluate STEPS 3, 4, 6, and 7. Here’s a sample of a survey that you might use:

Redeemer Service Team Survey

Name: _____

Date: _____

Position: Team Member Team Leader Coordinator (circle one)

Team you are in: Greeters Parking/Security Ushers Set-Up/Clean-Up Info/Welcome (Circle one)

Answer the following using the scale:
1 Strongly Disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree.

1. I understand my role and my duties in Service Teams	1 2 3 4 5
2. The training I received in Service Teams enabled me to do my job well.	1 2 3 4 5
3. I feel like I am a part of the team.	1 2 3 4 5
4. I got to know other Service Team Members by serving	1 2 3 4 5
5. I understand how to get to the next level in serving	1 2 3 4 5
6. We used the 'pipeline' to help get others on the team	1 2 3 4 5
7. I feel like I could take a break from serving if I needed to.	1 2 3 4 5
I suggest that...	
Comments:	

When you receive the results of the survey, this will help you evaluate what needs to change in the training and the way in which people feel connected in Service Teams. The survey is not conclusive evidence that something needs to change, but it is a great starting point for discussion.

Both these tools are great for creating a way to evaluate what you are doing. You might also consider doing a meeting for your Team leaders to get their evaluation. There are several methods by which we can evaluate, and each method comes with its own built in biases. Whatever you do, don't see evaluation as an attack, but rather that somebody is taking the time to help the ministry improve. There is no ministry that is done growing and changing, just like there is no perfect iPhone. It is great that Apple constantly fixes bugs, provides updates, gives new software, and replaces outdated hardware. Imagine if Apple produced their first iPhone and then just spent the next twenty years defending it instead of improving it. Seems obvious when we are pointing at a piece of hardware like a phone, but in essence all ministry is a piece of hardware

that helps us build purposeful relationship; why wouldn't we want to improve it in every way we can?

Now that you have a basic understanding of each step you might be feeling overwhelmed. As you look at what needs to be done, remember the way to eat an elephant is always one bite at a time. With everything else to do, it might seem difficult to spend this much time working on this one ministry. It helps to focus on just one step at a time.

Start with one service team...the one that will make the most impact in the church right now. Build that one service team, and once you have a Team Leader in place, start building another service team. You'll be surprised how building teams will become easier once you have done it once or twice.

There is a lot of work to do if you are going to have a thriving Service Teams Ministry at your church. Remember what we said at the beginning though, Service Teams are one of the best ways to connect people in your church. Serving together typically means building purposeful relationships. I can look back and think of friends I have had for 20 years that started out because we were serving as greeters together. What a fantastic ministry to lead and to be a part of.