

LIBERTY BAPTIST THEOLOGICAL SEMINARY

A STRATEGY FOR DEVELOPING A TWELVE-MONTH PROTESTANT PARISH
COUNCIL AND PROTESTANT MINISTRY IN THE UNITED STATES AIR FORCE

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By

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LIBERTY BAPTIST THEOLOGICAL SEMINARY

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ABSTRACT

A STRATEGY FOR THE PURPOSE OF DEVELOPING A TWELVE-MONTH PROTESTANT PARISH COUNCIL AND A PROTESTANT PARISHMINISTRY IN THE UNITEDSTATES AIR FORCE

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The Senior Protestant Chaplain is given the responsibility for developing the entire protestant ministry of an Air Force Base. Faced with the task of how to lead other protestant chaplains, the parish council, various worship services, a religious education ministry, and protestant programs for every age group all with the intent of having one mission statement with goals and objectives for reaching this mission a strategy was developed for obtaining this outcome. Implementing the (1) Training the Protestant Parish Council Team, (2) a protestant strategic plan, (3) a schedule of monthly meetings, (4) an organizational chart, (5) guidelines, (6) job descriptions, (7) setting an agenda, (8) having division/committee reports, (9) a lay ministry roster, (10) surveys, (11) using quality improvement proposals, (12) using quality performance measures, (13) using the parish council management flowchart, (14) an annual budget and (15) chaplain fund operational instructions not only meet this need but almost every protestant ministry excelled in growth through the using this fifteen step process on how to develop a twelve-month protestant parish council and protestant ministry.

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Chapter 1

INTRODUCTION

The USAF Chaplain Service provides protestant worship services for active duty, their dependents and DOD personal. This is to include as a minimum a Liturgical worship service, a Gospel/Inspirational service and a General protestant worship service. A protestant chaplain is assigned as the Pastor for each service. Most Air Forces bases will have a mixture of protestant chaplains who are endorsed by various protestant ecclesiastical denominational bodies.

The Wing Chaplain (the head chaplain) appoints the second in command protestant chaplain (official title is the Senior Protestant) to lead congregations from many different protestant backgrounds toward a common mission, vision, and purpose statement with goals and objectives. The Director of the Chaplaincy Service Institute, Chaplain, Colonel Benjamin Perez said: “A senior protestant chaplain is to provide worship experiences and related programs for a shared faith community of Protestants. This is to include a yearly budget and materials that are required and assign protestant chaplains to areas of responsibility”.¹

The senior protestant chaplain is expected to lead a parish council made up of all protestant chaplains (3 to 4) assigned at the base. Also included in the parish council are

¹ Benjamin Perez, Director of Chaplains Services Institute, MAFB AL, interviewed by phone, March 2001.

lay people from each protestant worship service. The senior protestant chaplain is to develop a yearly program for the total protestant parish.

The Protestant Parish Council (12- 20 people) is responsible for leading and making decisions for the protestant ministry over a twelve month period. The Parish Council normally serves from September to August. The summer months are used for recruiting and training lay people due to military members moving and being reassigned to other AF bases. This also allows for training of new protestant chaplains who have arrived.

A. Background

There is a real need for improvement on how to develop and lead a Protestant Parish Council ministry. There is no mention in the AF Chaplain Manual that teaches a senior protestant chaplain how to organize, plan and implement a successful Protestant Parish Council ministry. Organizing a Protestant Parish Council is an essential link for success.

As a born-again Christian the Lord's call is to be a chaplain in the USAF. The desire is to glorify Him and to do this ministry with the ability and with the content of the gifts He has given. A senior protestant chaplain is responsible for leading other protestant chaplains, several different congregations with various styles of worship and many lay groups within the protestant ministry. The value of having a trained and organized protestant parish council can be the difference between success and failure. After resorting to trial and error, reading many books, and articles on this subject, and speaking with many pastors, chaplains, and other religious leaders. This gave way to organizing and developing a "how to notebook". This notebook is designed to provide senior protestant chaplains with the directions they need to set up this important parish council ministry.

The rationale for this project is to continue to refine this manual and bring it to a form so that other senior protestant chaplains will have an alternative planned approach that will lift a protestant chapel ministry to higher levels of effectiveness. Another goal is to offer it to the AF Chaplain Recourse Board for the purpose of making it available to all future senior protestant chaplains when attending the mid-level chaplain school. It may also be possible to reconfigure this approach to make it applicable for pastors and church leaders to enhance leadership abilities. There is a desire someday to be able to teach this as a course of study at Liberty University to the men and women who are called into church leadership positions after retirement from the United States Air Force. The ultimate goal is for God to use this to glorify His Son, and to build His Kingdom.

B. The Definition of Terms

In order to answer the question of what this project will accomplish it will be necessary to define certain terms. This should assist with overcoming challenges related to understanding how the United States Air Force communicates and operates within the chaplain ministry. The following terms will work as a guide to focus on the development of organization planning and implementation of a Protestant Parish Council.

(1) Chief of the AF Chaplain Services

This position is the highest-ranking chaplain in the USAF. This person is responsible for the entire chaplain service. He or she carries the rank of Major General.

(2) Department of Defense (DOD)

Includes all branches of the armed services and civilian personnel within this body known as DOD.

(3) Wing Commander

The commander of the base and normally holds the rank of a one star general called a Brigadier General. This individual oversees all operations of an AF base.

(4) Command Chaplain

The Chaplain to a Command AF Base who directs Wing Chaplains' assigned within that particular AF Command (normally six AF bases or more). The rank is Colonel.

(5) Wing Chaplain (WC)

The senior-ranking chaplain assigned to an AF base and is in responsible for all religious practices on the base. The rank is normally Lt. Colonel although there are some Colonels who fill this position.

(6) Senior Protestant Chaplain (SPC)

A protestant chaplain designated by the Wing Chaplain to direct, lead and is responsible for the entire Protestant Ministry at an AF base. The normal rank for this position is Major however; there are also Lt. Colonels for this slot.

(7) Protestant Chaplain (PC)

Military Men and women who represent all protestant religious worship practices recognized by the DOD and normally work under the SPC supervision. The rank is normally a First Lieutenant or Captain.

(8) Protestant Parish Council (PPC)

A group made up of PC's, to include the SPC; military/DOD lay people from each protestant worship service and possibly a Religious Education Coordinator (sometimes hired on contract for a year to help in the religious education ministry). Also included is

only one Chapel Manager (chapel managers are enlisted men and women who assist chaplains in office and mobility duties.

(9) Standing Guidelines

Standing guidelines are operational procedures to execute and follow when conducting a parish council meeting or other official PPC ministry business.

(10) Chaplain Fund Operating Instructions (CFOI's)

A set of guidelines governing how money collected from chapel worship service offerings is to be spent. The guidelines come from the Chief of the AF Chaplain Service and passed down to the Command Chaplain level. The Command Chaplain then sends them out to the various AF base chapels to use. The WC has some control and may also set his/her own guidelines for spending chaplain/chapel funds along with the existing ones from Chief of the AF Chaplain Service.

(11) Chaplain Resource Board (CRB)

This office is located at Maxwell AFB in Alabama. One area of the responsibilities is to assist chaplains, chapel managers and other chapel resource personnel in finding materials, books, web sites and other literature resources that pertain to the chaplain's ministry. This does not mean they have all the answers to chaplain's questions. This office is there to assist, guide and help whenever possible. Chaplains and chapel managers man this CRB.

(12) Non-Commission Officer (NCOIC)

Non-Commission Officer In Charge (NCOIC) This is normally the highest-ranking enlisted person assigned to a chapel. He/she works directly for the WC and oversee other

enlisted personnel who are assigned to the chapel. The NCOIC assists the WC in every day operations that involve the entire chapel program.

(13) Fund Custodian

This can be a chaplain or chapel enlisted person who is responsible for overseeing the budget process and carrying out all issues pertaining to income coming in and going out. A main responsibility is to ensure the security of all fund/property assets.

(14) Bookkeeper

The chapel enlisted person that starts the process when purchasing chapel related items. The bookkeeper and fund custodian makes sure the checkbook is balanced each month. The bookkeeper is the paper pusher for the chapel funds.

(15) Parish Council Advisory

A group of people selected to represent the total protestant parish. An annual meeting in August is designed to formulate an annual budget. A periodical meeting can be called to review the budget during the fiscal year for any updates or changes.

(16) Chaplain Fund Request Form

This is the primary document for purchasing protestant material for the chapel ministry.

C. The Problem

Armed with the understanding of the important terminology used in the chaplain world it is time to examine “what” this project will do. This project will give clear and concise direction on how to build and train an effective PPC and protestant parish ministry. There are currently no manuals or books that teach on how to organize, plan and implement a protestant parish ministry. While being assigned to four different AF

bases the SPC would gather all the other PC's. The discussion centered mainly on how to operate the protestant ministry for the next twelve months and how the PPC would fit into this picture. Being assigned at these bases the SPC had very little knowledge of how to lead the diverse groups encountered in a shared protestant mission. There was very little guidance and in some cases a lack of leadership. The blame does not fall entirely on the SPC because as stated earlier there is no manual on how to do this essential task SPC's are asked to perform.

This project seeks to remedy that situation and will assist every SPC. Try to imagine the responsibility for leading three to four PC's that are all from different denominational backgrounds, conducting different styles of worship and from different theological positions. The SPC has to place these PC's in three or four different congregations heading in three or four distinct directions. A SPC's mandate is to organize, plan and implement a successful protestant program along with developing a PPC made up of the PC's and representatives from each of these worship services.

A step-by-step model will cover a range of topics such as; how to select and train a PPC, creating a strategic plan, scheduling meetings, how to improve your chapel programs, how to give and use surveys, to how to prepare an annual budget. This will provide the SPC with the materials required assuring the development of a successful protestant parish and PPC.

C. Biblical/Theological Basis

The scriptures teach many things about worship and doing God's will by fulfilling His call on Christians. The Bible speaks of "Not forsaking the assembling of ourselves together, as is the manner of some, but exhorting one another, and so much the more as

you see the Day approaching.” (Hebrews 10:25). The Apostle Paul said in Romans 12:18: “If it is possible, as much as depends on you, live peaceably with all men.” If a SPC is going to lead a successful PPC then there must be equal respect among every worship service. There must be a willingness to get along and work together for the same purpose. So what is the common goal or goals? There are many goals to talk about and it will be up to every SPC and his/her team to decide which goal(s) to choose. A favorite New Testament goal is when Jesus Christ said, “ Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you: and lo, I am with you always, even to the end of the age.” (Matthew 28:19-20).

There are many ways a PPC can accomplish this goal. If this is not the main mission as Christians from all backgrounds then somebody has truly missed the mark. This may be offensive to some because of viewing this as a means of proselytizing. This is absolutely not the case. As SPC’s and as Christians this should keep a focus on what is important when leading New Testament believers. If there is anything more important than this statement that Jesus made then it is yet to be discovered. The “Great Commission” is the heartbeat of God, His Son, and the Holy Spirit. How one leads the PPC can certainly vary on this subject but New Testament leaders must never lose sight of what our Lord exhorts and commands us to do.

D. Methodology

As a SPC there is a great need to know how to organize, plan, train and implement a PPC. It can be difficult leading various chaplains and chapel worship groups in a direction that all embrace as a common goal. After learning from trial and error and

praying for God's guidance He gave clear directions on putting together fifteen simple and thorough steps in organizing, planning, training and implementing a PPC. There was much research done reading in areas of leadership, administration, management and developing people skills as it pertains to Christian ministry. In the following chapters these fifteen steps will be addressed in the following manner.

Chapter Two

Building a Team for Chapel Ministry: Training & Developing

Chapter One will cover how to train a protestant chaplain team (step-one). A discussion on how to select a PPC and guidelines for training this group with the help of the PC's is included. During this training a Protestant Strategic Plan (step-two) will be developed for the next twelve months. Each member will be given a PPC notebook with the fifteen steps outlined (the protestant strategic plan will be added after it is developed). This training will help meet several needs. One, it will train how to develop a clear purpose statement which will be a guiding light over the next year. Rick Warren points out in his book, The Purpose Driven Church; "Ministry design is driven by a clear Biblical purpose."² It will also empower the PPC and give them a sense of being involved and that they are making a difference. It is also a time of team building.

Chapter Three

Building a Team for Chapel Ministry: Organizing, Accessibility & Arranging

Chapter Three will address the PPC importance of having a Schedule of Monthly

² Rick E. Warren, "The Purpose Driven Church" (Grand Rapids: Zondervan Publishing House, 1995), 95.

Meetings (step-three), a Membership List (step-four) and an Organizational Chart (step-five). It is very important the PPC know when the meeting is to take place, what time and where to meet. It is critical to have the correct information such as names, addresses and work and home telephone numbers. The military uses recall rosters in cases of emergencies or if there is a need to get in touch with certain individuals. This step will keep every one aware of any PPC news or any changes that may occur. Another recommendation to consider on this schedule is a list of who will be the secretary for that month. The secretary will take minutes and within two weeks give them to the SPC for his review. After approval the minutes will be mailed out along with the agenda to each PPC member. The Organizational Chart will indicate what area of ministry each member of the PPC is involved. The OC will also give clear guidance in setting up a chain of command for the PPC. At the end of each chapter there will be a sample page of each step for the purpose to duplicate and use.

Chapter Four

Building a Team for Chapel Ministry: Instructing & Directing

Chapter Four will contain the Guidelines (step-six) and the Job Descriptions (step-seven) for the PPC to use both as an instruction manual and to know what is expected of each member during the next twelve months. In this chapter there will be a complete set of PPC guidelines, which was used at previous AF bases. The key areas of the guidelines will be discussed with important insights in guiding a PPC. There are times when people want to serve in a ministry but they don't know what is expected of them or there is little guidance for them to follow. The job description lays out a clear picture of what is

expected of each member of the PPC. At the end of this chapter there will be an example of each of these steps to read, study and to make copies for your PPC.

Chapter Five

Building a Team for Chapel Ministry: Procedures & Reporting

Chapter Five is learning how to set a PPC Agenda (step-eight) and how a Division Chairperson/Committee (step-nine) is to report on each ministry they are involved in. In order to efficiently conduct a PPC meeting it is very important to have an agenda of the topics to be covered. The PPC agenda suggested for use is designed not to exceed one-hour in time. The agenda is set up in a way that will cover all of the main topics to be discussed with time left over for final comments. The agenda should be mailed out one-week prior to the PPC meeting. This will give enough time for each PPC member to read and to make notes for questions, comments or concerns. This agenda program can be formatted using the Excel program on a computer. An example of an agenda will be supplied for examination and may be reproduced for use in PPC meetings.

In the PPC meeting one of the goals is to always try to get out as much information as possible to the PPC members. This will keep everyone informed of what each ministry is doing. To help facilitate this goal there will be an example of what a PPC division/chairperson needs to cover during this meeting. Each PPC division chairperson is responsible for turning in a written document as well as gives an oral presentation. This helps all PPC members get the correct information and assist the secretary in taking minutes. Some of things to consider reporting on are events that already occurred, events in the future, and budget for these events and should include other pertinent information.

Chapter Six

Building a Team for Chapel Ministry: Recruiting & Analyzing

In John C. Maxwell's book entitled Develop The Leader Within You, he said, "Leadership is influence."³ He further says, "People are your most valuable asset."⁴ When the SPC and the PPC presents the strategic plan and purpose statement to the protestant chapel community a thought provoking question comes to mind. Who is going to do the ministry? How can the SPC and the PPC empower other Christians to use the gift(s) God has given them? The answer to these two questions is found in developing a Lay Ministry List (step-ten). It will be recommended that twice a year a Lay Ministry List be provided to the various congregations. On this list the parish will see ministry opportunities to choose from and to be involved in over the next twelve months. When they fill out the lay ministry list the PC's will call each individual and set up a time for discussion of the ministry they selected.

It is recommended each person be given a Lay Ministry List and a spiritual gifts inventory at the chapel. This simple inventory can be a tool to use in assisting each parish member in seeing their strengths and weakness in nine of the spiritual gifts mentioned in the New Testament.

This will aid the chaplains when discussing with the individual a ministry that best fits their talents and gifts. Dr. Larry Gilbert designed the Spiritual Gifts Inventory and

³ John C. Maxwell, Developing The Leader Within You (Nashville: Thomas Nelson, Inc., Publishers 1993), 1.

⁴ Ibid. p. 13

gives the real purpose for using the spiritual gift inventory. He said, “Discovering spiritual gifts is at the very heart of the team ministry (using people where they are useable).”⁵ It should be every SPC’s desire to see believers involved in ministry. Christians who are not using their spiritual gifts are like new automobiles without an engine. They may look good but they are of little value. If a church is going to function as a team or as the Apostle Paul said, “The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body. I Corinthians 12:12. (NIV).” The apostle was using an analogy of a human body to the function of the church. He was pointing out that each believer in Christ is given a spiritual gift(s) from God to use in His service, especially in the local church. To put it simply, God has a ministry for every believer within the church. This does at least three things. First, it brings joy and fulfillment to the believer. Second, as the believer uses his/her gift(s) other Christians will grow spiritually and bring others to accept Jesus Christ as their Savior. Last of all, it brings honor to our Savior, Jesus Christ. The spiritual gifts inventory is not a divine document from God but is a wonderful tool to help new Christians as well as those who have been a Christian for some time but have never really served the Lord on a continuous basis.

The Leadership and Command book at the Air Command & Staff College Course writes about leadership styles and ways a leader can know how they are doing. It says, “Double-loop learning involves a willingness to confront one’s views and an invitation to others to do so, too.”⁶ Every leader should be willing to take the risk and ask for

⁵ Larry Gilbert, Spiritual Gifts Inventory (Forest VA: Church Growth Institute Publisher, 1995)

⁶ Distance Learning Version 3.0 ACSC, Leadership and Command, from the ACSC school, (Air University, Maxwell AFB AL) 27.

feedback from peers, subordinates and from any one else that may be affected by his leadership. One of the best ways to check the satisfaction of a protestant parish is through surveys. Surveys (step-eleven) with honest feedback can be an eye opening experience for leaders who have never used them.

Surveys are designed to give straightforward information to a leader on how a person, group or organization feels about a particular program. Wanda Vassallo, author of Church Communication Handbook said: “A well-conducted opinion survey can mean the difference between guessing and knowing how the members feel about the church programs.”⁷

There are at least two essential elements as it relates to people filling out surveys. First, developing quality surveys that target specific areas of concern. The recommended suggestion for a chapel survey is to limit it to one page. Second, is to have a plan on how to deal with areas that will need improvement. There will be six surveys presented in this project with the rationale on why a SPC should consider using these at various times through out the twelve month period. This project will give survey result data on some of the surveys used at a previous AF base (see Chapter Ten) to include a plan on how to use survey results to improve the protestant ministry (see Chapter Seven).

Chapter Seven

Building a Team for Chapel Ministry: Improving & Measuring

Quality Improvement Proposals (step-twelve) and Quality Performance Measures (step-thirteen) will help a PPC to engage in important issues as it relates to improving protestant worship and other related ministries within the parish. Let's suppose a

⁷ Wanda Vassallo, Church Communications Handbook, (Grand Rapids: Kregel Publications, 1998), 135.

congregation is surveyed on a given Sunday and one of the areas surveyed asks for their opinion in the music ministry. The majority of the comments gave a clear indication that the congregation would like more praise and worship music. Another area surveyed deals with the sound system during the chapel service. The information gathered indicates that a good number of people have a hard time hearing due to the PA system malfunctioning at various times during the worship service. What plan of action do you have in place to improve these areas of concern?

The Quality Improvement Proposal Form will give unmistakable directions to the PPC. This will be discussed in full details with a sample of the form completely filled out that was used from a previous AF base. Quality Performance Measures are needed to show monthly attendances, monthly offering reports and other important protestant statistics. This will help a PPC to be able to see highs and lows in protestant programs and any changes that may need to take place. There will be a list of programs a PPC may want to consider and reasons why a PPC needs this information. There will be several charts and diagrams from an AF base with discussion and evaluation on what each of these mean and improvements made from using this information.

Chapter Eight

Building a Team for Chapel Ministry: Problem Solving

In the military there is a chain of command that must be followed when trying to improve and solve problems. When you try to go around the chain of command things just don't work out the way they are suppose to. The PPC should also have a chain of command. This chain of command is called the Parish Council Management Flowchart (step-fourteen). In this chapter a diagram of a parish council management flowchart will

be provided. This chart will show a PPC how to handle problems or improvement proposals. By using this chart as a guide source those who need to review for final approval will never be left out. Another advantage is all PPC members will be aware of each area of concern. A copy of this parish council management flowchart will be included with “how to use” instructions.

Chapter Nine

Building a Team for Chapel Ministry: Budgeting and Purchasing

In order to operate successfully every PPC needs to have a yearly budget and operational guidance for spending money. Without a budget and guidelines for spending chapel funds a program is doomed for failure and total chaos. The Annual Budget and the Chaplain Fund Operational Instructions (step-fifteen) will help every protestant parish ministry run much smoother and with very little trouble. How to develop an annual budget and keep monthly reports and charts will be address as well as examples of each will be listed. The Chief of the AF Chaplains Service sets policy for the chaplain fund operational instructions. There is some wiggle room for modifications for these instructions. A copy of chaplain fund operational instructions is included in this chapter along with comments on the main points of interest that each PPC member should know and follow.

Chapter Ten

Conclusion

There are a couple of old sayings that go something like this, "talk is cheap" and "the proof is in the pudding". This chapter will examine an AF base, which used this fifteen-step process. A final evaluation on the success of this project is included. The base to be

evaluated is Eielson AFB in Alaska. The year this will cover is from June 1999 to June 2000. Eielson used these fifteen steps and turned a fair program into an outstanding protestant ministry with every protestant program increasing in numerical growth, financial support and increasing lay ministry involvement. Provided will be the survey results, evaluation letters from PPC members and a complete strategic chapel plan that was developed for this protestant parish.

E. Statement of Limitations

This paper does not address a WC allowing a SPC to use this program. This is limited to the examination of assisting other chaplains with an alternative approach to protestant parish ministry and leading a PPC over a period of one year.

Neither does the paper address to any great degree the possibility of chaplains and PPC members getting unexpected orders to move to another base or to be assigned temporary duty at locations around the world. It will be up to each SPC to use his/her leadership ability to know how to fill this void and keep the protestant ministry running as smooth as possible.

This paper does not offer evaluations of all fifteen steps in full details. This paper is limited in evaluating Eielson AFB, Alaska over a period of one year. This paper will offer several letters (see Appendix A-D) from senior, field, and company grade officers and enlisted ranks with their comments on the successes and failures of this project.

This paper is limited to surveying results from the parish congregations and not geared toward the PPC itself. Although the PPC is a part of the various congregations there is little feedback from the PPC members on their thoughts and feelings other than the letters of evaluation from a limited number of PPC members.

F. Review of Literature

A search for related materials in the Air Force Chaplain Core turned up very little information to use in developing a yearly protestant parish program and leading a PPC. The resources available were found in the "Air Command and Staff College Course" at Maxwell AFB, Al. These materials gave some input on leadership and the chain of command tools that is suggested for AF officers. An interview with the "Director of Chaplains Service Institute", Chaplain, Colonel Benjamin Perez was able to supply a definition of a SPC and what are his/her responsibilities.

Computer and bookstore searches revealed several resources by Rick Warren, Bobb Biehl and Wanda Vassallo that related to building a parish team. For example, Rick Warren's book, "The Purpose Driven Church" outlines how a ministry needs to develop a mission or purpose statement. Developing a purpose statement will keep a ministry on target and help meet the goals and objectives set by the PPC leadership team. Bobb Biehl's book, "Master Planning" helped in learning how to develop a master plan as a leader of a group in the areas of directing, organizing. Wanda Vassallo's book, "Church Communications Handbook" gives structure to all forms of communication in the local church. She offers communication guidelines on how to communicate effectively with other church staff members and how to communicate the "message" that needs to be heard. John Maxwell's book, "Developing the Leader within You", talks about leadership and that leadership can be learned. He addresses ways to develop leadership and how to use his definition of leadership which is "influencing others" to greatness.

Gary L. McIntosh's book, "Staff Your Church for Growth" give ways to take care of a team or staff. He offers tips on nurturing, motivation and ways to disciple a staff. The USAF Chaplain Service Institute Resources Division added some resources pamphlets on the principle of learning to lead and the tool of mentoring.

Several books discovered by various writers like Elmer Towns, Harold Westing, Larry Gilbert and David Pollock aided in dealing with team building and church management.

Other studies were made of the following topics: "building the laity," "lay leadership," "lay training," "spiritual gifts and ministry," "pastoral leadership styles," "spiritual growth," "church growth," "empowering people," and "Biblical studies on leadership styles."

It is apparent from the review of the recent literature there is information describing similar work as it relates to building a team ministry and a leadership council although it is called by different names. A list of these resources is included in the Selected Bibliography at the end of this presentation.

CHAPTER 2

BUILDING A TEAM FOR CHAPEL MINISTRY: TRAINING & DEVELOPING

A. Training

(1) Training: Step-One

The Bible teaches, “Where there is no vision the people will perish.” The most important person at this stage of the process is the SPC. The SPC must have a clear Biblical vision on the direction he/she believes the protestant chapel ministry can operate. Each SPC must begin by praying and seeking God for this vision. Each SPC will have to decide what the vision is for a protestant chapel ministry. One example of a vision used at another base, Eielson Air Force Base in Alaska is centered around the “Great Commission” passage found in Mathew 28: 19-20. A sample copy of this strategic plan with a protestant chapel purpose statement is available later in this chapter. The SPC works for the WC. The WC should always be in the loop for final approval. As a SPC it can be very beneficial to listen to the WC who has been where you are now. The wisdom and years of experience are worth gold and can assist a SPC when making tough decisions. This process can also help build a team and show a great deal of loyalty and trust to each other.

The ideal situation to put together a team ministry with a purpose statement would be to have all the team members from the same theological background. In the USAF Chaplaincy this is never the case. So what is a SPC to do with two to four PC's or more from various denominations with different ways of worshipping the same God? The answer to this question is found in the leader being able to pass the vision down to the other team players.

(2) Good Leaders know how to Pass the Baton

During every Summer Olympics the greatest race of all the Olympic track games is saved as the last event. It is called the one-mile relay race. There are four runners involved. Each one must run four hundred yards and the most critical part of the race is for each runner to pass the baton to the next runner and so on. Although speed is important in this race, the most important part of this race is passing the baton safely to the next runner. If this is not done correctly then the chances of success is small. John Maxwell said at a church conference I attended in Bossier City, Louisiana in 1997, "If you are a leader of people and you look behind you and know one is following then you are only out for a walk."⁸

To be a successful leader of others it is vital to be able to pass the vision to the team members. There are many books and other materials available on how to build a staff or team. Books written by Dr. Elmer Towns, John Maxwell, George Barna, Gary McIntosh and Howard Westing provide much information on this subject. The following are suggestions for how to build a protestant chaplain team.

⁸ John C. Maxwell, Enjoy Ministries, Atlanta, GA, Lay Ministry Training Conference speaker in Bossier City, LA. 1997

- (a) Start as Earlier as Possible: Since our protestant programs begin in September and run through May it should be stated that the best time to begin this whole process is June. This will allow a SPC time to build a team and to move the protestant ministry in a reasonable time frame. However, since SPC's have no control when to report at a given base the SPC will have to start soon after arrival at the new assignment.

Whenever the SPC arrives he/she should begin building relationships with the other PC's. The best place to start is to take some time and get to know each PC individually. This is an important first step because this will demonstrate that the SPC is interested in each PC and cares about their feelings and thoughts. Major General Thomas Black said at a leadership seminar in Washington DC, "People need to know they are loved and valued."⁹ Always demonstrate to subordinates a caring attitude. Let them know a SPC has their best interest at heart. At some point it is good to ask each PC to select two people from each congregation to service on the PPC.

John Maxwell points out in his book, "Developing Leaders Around You", "to believe in people."¹⁰ This should be people of influence who the PC's know are believers and not just people who may know most of the congregation. It is very important that every member of the team know Christ as his or her Savior.

⁹ Thomas Black, Navy Chief of Chaplains Services, Lecture CPE School, Washington, DC., 2001.

¹⁰ Maxwell, 106.

(b) Schedule a One to Two Day Retreat for Creating a Strategic Plan for a year:

Schedule a meeting some place off the base if possible. This is a time to build the team and train the PPC using the resources mentioned. Handout the materials ahead of time and assign each PC along with one to two PPC members work to do. This should include the PPC notebook with the fifteen guiding principles inside. Another suggestion is to have enough groups to divide Rick Warren's book, "The Purpose Driven Church" by chapters and allow the groups to give an outline of the chapter and present their ideas. This will give the team a sense of empowerment and help each one feel apart of the chapel leadership team. A caution and a warning, do not over work your team. Make this a fun time and a time of team building. This may mean the PC's may have to cover other important items. Be sure to have an agenda of how things are to flow.

Organization in any official meeting is important. Set the meeting to operate on a classroom type environment. Teach for about fifty minutes and take a ten-minute break. Before the meeting ends make sure to vote in the PPC president and vice-president. The other positions can be chosen by preference of ministry. Make sure to have refreshments available and the chapel funds should pick up the entire bill for all food and lodging. This will send the message that the chaplains care and feel this meeting is important enough to pay for it.

(c) Set Weekly Meetings with the PC and Monthly Meetings with the PPC: This is a great time to continue team building. Allow some time for to share the vision and ask for suggestions and inputs. Use this time to build a team consensus by asking for each to give ideas on where they would like to fit into this vision. This

is a time to begin forming ideas on a strategic plan and to think about a purpose statement for the upcoming year. Forming ideas and concepts at this point and begin writing them down. Leave some room for changes and corrections because after selection of the PPC training begins the PPC will also have inputs.

- (d) Use Resources for Training: The Myers-Briggs personality type indicator is a great tool for self-understanding and team understanding. Do a study on leadership styles like Elmer Town's book, "Church Growth Institute" or John Maxwell's book on "Developing the Leader Within You" are all great resources to use. A great resource available is on creating a strategic plan and coming up with a purpose statement is Rick Warren's book, "The Purpose Driven Church". Give a copy to each PC to read and during several of the weekly staff meeting cover this book chapter by chapter. This will help with ideas on how to design and write a strategic plan. Finally give each PC and PPC member a Spiritual Gifts Inventory. This is a wonderful tool for helping Christians to take a serious look at their strength and possible spiritual gifts that they can use for greater Christian service.

At this point it will be helpful to look at a previous example of a strategic plan that was created using the above methods along with inputs from the PPC. This strategic plan is from Eielson AFB Alaska. This plan will be used throughout this project as a guiding light as it relates to the fifteen steps of a strategy for developing a twelve-month PPC and protestant ministry in the United States Air Force.

B. Developing

(1) The PPC Strategic Plan: Step-Two

Now that the PC's and the PPC has gone through some training and team building it is important that to develop a plan for the next twelve months. This plan is called the Protestant Strategic Plan. The following ways are suggestions for developing a Protestant Strategic Plan:

(a) The SPC shares his/her vision and the reasons for this course of action. This vision should include these facts:

1. Is it Biblical: Rick Warren points out in his book, The Purpose Driven Church, "An effective purpose statement expresses the New Testament doctrine of the church. Remember, don't decide the purposes of the church—we discover them. Christ is the head of his church. He established the purposes long ago. Now each generation must reaffirm them."¹¹ The Protestant Strategic Plan must be centered on God's Word.
2. The Vision should be Clear and Simple to follow: Make sure the Protestant Strategic Plan is easy to read and understand. Keep it as short

¹¹Warren, 100.

as possible. Try to think of a few things that would glorify the Lord and things that only the protestant chapel ministry can do.

3. The Vision should be Quantifiable: In order to know if the Protestant Strategic Plan is successful it must be evaluated and measured. By using quality surveys and quality performance measures of the various protestant ministries it will give the SPC and the PPC evidence of how things are progressing.

(b) The SPC should have the PPC members to begin to think about the following questions and be ready to give an answer.

1. Why does the protestant ministry function? In other words, why are we here? What is our reason for having a protestant ministry?
2. Who are we as chapel protestants?
3. What are our goals for the protestant ministry?
4. What are the ways to accomplish these goals?

At this point the SPC should have one of the members to come to the front of the room and to write the responses to these questions on a large piece of paper or something that everyone can see. The SPC can ask the PPC members for inputs. This is the brainstorming process. After a thorough discussion has occurred the SPC should be able to help the PPC to formulate and put together the Protestant Strategic Plan.

(2) Sample of a Strategic Plan used at Eielson AFB Alaska

The following is an example of the strategic plan developed at EAFB Alaska during the year beginning September 1999 through May 2000. This strategic plan was developed during the PC's team building along with the help of the PPC.

EIELSON AFB PROTESTANT CHAPEL'S STRATEGIC PLAN

We believe that God is preparing us for very significant times as a congregation, and that whatever direction we take as a body must be firmly grounded in His Word. That the overall missions or purpose statement must be "The Great Commission" as stated in "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you and I will be with you until the end of the age." Matthew 28:19-20.

THE PROTESTANT CHAPEL'S PURPOSE

I Corinthians 12:12-13 proclaims, "The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body. So it is with Christ. For we were all baptized by one Spirit into one body."

In a sense, a tree may represent the protestant congregations at Eielson. In order for that tree to flourish and bear fruit, it must be nourished, and cultivated. We cannot be sincere in our worship of God without expecting to do God's Will. Likewise, we cannot do the full will of God without the guidance, which comes from a vital, personal relationship with God. With this in mind, more attention to the spiritual development of our congregational body will equip us to bear fruit by ministering to the needs of those around us.

What is it that God wants to do through the EAFB protestant chapel? Our purpose is four-fold and may be summarized as follows:

1. To bring people into the family of God through a personal relationship with Christ.
2. To develop the spiritual growth of each person in our congregation.

3. To equip every believer to use their spiritual gift(s).
4. To minister to the needs of our parish, community and the deployed world beyond.

EIELSON AFB PROTESTANT CHAPEL'S PURPOSE STATEMENT

To bring people into the MEMBERSHIP of God's family through a relationship with Jesus Christ, develop them to spiritual MATURITY, and equip them for MINISTRY using their spiritual gift(s) in the chapel and life MISSION in the world, in order to MAGNIFY God's name.

An explanation of each of these keywords is as follows:

1. MEMBERSHIP-We incorporate God's family into our fellowship.
2. MISSION-We strive for salvation, discipleship and maturity for all.
3. MINISTRY-We demonstrate God's love through our service to others.
4. MATURITY-We educate and teach God's people through discipleship.
5. MAGNIFY-We celebrate God's presence in worship.

(3) Final Thoughts on the EAFB Strategic Plan

Although this strategic plan worked well at EAFB it should not be copied. Every team is different and every PPC is different. This is given as a guiding light for you to read, study and begin forming your own vision. It should be noted that permission was granted by Rick Warrens' office to use some of the "Purpose Statements" samples he developed in his book, "The Purpose Driven Church."

CHAPTER THREE

BUILDING A TEAM FOR CHAPEL MINISTRY:

Organizing, Accessibility, & Arranging

A. Organizing

(1) Schedule Monthly Meeting: Step-Three

A question that is often asked, how often should a PPC meet? If a PPC meets too often then burnout can occur or the meeting can become meaningless. If the PPC does not meet enough then the PPC members may lose interest or the protestant ministry business could be hindered. The following suggestions are guidelines to consider when scheduling the PPC meeting.

(a) Schedule the PPC meeting at the same location. Try to schedule the PPC monthly meetings at the same location if possible. The most logical answer is this helps the PPC members get into a routine of knowing that every meeting is at the same place. At Eielson AFB the PPC meeting was always held in the Annex of the main chapel building. Wherever the PPC meeting is held try to be consistent with the location. There are exceptions to this proposal. It is recommended that during Thanksgiving and

Christmas that the PPC meeting is held at someone's home or some special that fits the occasion.

For example the SPC may want to take the PPC members to a restaurant that has a conference room. The protestant funds can pay for the meal. It is also recommended that during these months that the PPC meeting is shorten if possible. A good SPC needs to give every team a break from time to time. Rewarding the PPC members will pay big dividends as the PPC journey continues. According to Gary L McIntosh's book, Staff Your church for Growth, he says; "Rewards fall into two basic categories: intangible (social) and tangible (economic). Both are valuable to maintain proper motivation."¹² In the chapel world it is very difficult if not impossible to deal with the economic spectrum except for paying for retreats, dinners, conferences and things that meet a groups needs verses an individuals need. In other words, the SPC should not be purchasing individual gifts for any reason. However on the social side the SPC can be very resourceful and plan and budget for events like the Thanksgiving and Christmas PPC meetings.

Gary L McIntosh's book, "Staff Your Church for Growth", speaks of rewarding people by public praise. He says, "Public praise and positions titles such as "executive pastor" can be significant motivators, particularly if awarded by the staff team."¹³ Dr. Elmer Towns gives this statement in his book, The 8 Laws of Leadership, "a good leader will give rewards to encourage his or her followers to work toward their dream"¹⁴.

The PPC members have volunteered their time, gifts and talents.

¹²Gary L. McIntosh, Staff Your Church for Growth, (Grand Rapids: Barker Books, 2000), 126.

¹³ Ibid. 126.

¹⁴Elmer Towns, The 8 Laws of Leadership, (Lynchburg: Church Growth Institute, 1992), 40.

Each has reasons for being there. The SPC needs to praise the team members for outstanding service.

This only cost time and will mean the world to the team. The key is to be creative and let the PPC members know they are appreciated.

(b) Scheduling the Date and the Time for the PPC meeting. . After the PPC has a place to meet it is important to move to the next crucial items, which is setting the date and the time for the PPC meeting. Again the same reason is should be obvious.

Scheduling the date and the time of the PPC meeting should also be the same. The best time to make this happen is during the PPC's training session. An important issue should be remembered. Allow the PPC members to have inputs on these important concerns.

Each PPC member knows their schedules better than anyone else does so ask for a couple of suggestions and then try to get a one-hundred percent consensus. A sample of a PPC schedule is in section (2) of this chapter for examination and to use as a guide source.

(2) Sample of PPC Meeting Schedule

PARISH COUNCIL MONTHLY SCHEDULE FOR MEETING

<u>MONTH</u>	<u>DATE</u>	<u>TIME</u>	<u>LOCATION</u>
JUNE	_____	_____	_____
JULY	----PLANNING RETREAT-----TWO DAYS-OVERNIGHT PROGRAM----		
AUGUST	_____	_____	_____
SEPTEMBER	_____	_____	_____
OCTOBER	_____	_____	_____
NOVEMBER	_____	_____	_____
DECEMBER	_____	_____	_____
JANUARY	_____	_____	_____
FEBRUARY	_____	_____	_____
MARCH	_____	_____	_____
APRIL	_____	_____	_____
MAY	_____	_____	_____

B. Accessibility

(1) The PPC Membership List: Step-Four

The USAF has designed a system called a recall roster. Every unit or section on an Air Force Base has a list of all personnel in that unit. Whenever there is an important event such as military exercises, real world events or for any reason the commander of the unit feels he/she needs to get out information the recall roster is put into motion. The recall normally has the addresses and home phone numbers of each person in the unit. It is not unusual to find even cell phone numbers and pager numbers listed. The recall roster starts with the commander of the unit and flows down the chain until the last person on the list has been notified of the message. The message usually give a detail message to the individual of what is occurring, where to report and what time to be there. This is a very important tool the USAF uses to reach its people. Imagine trying to reach that many people without some type of helping tool. It would be impossible.

With this in mind the PPC meeting is a crucial meeting that normally meets only once a month. What if something were to occur that was urgent and the SPC or one of the PPC members needed to contact all the other people involved. Where would it start? How long would it take? What if everyone is not notified? This kind of problem could cause tempers to flair and people's feelings to get hurt. The end result could be that some of the PPC members might quit. A great way to solve this problem is to have a PPC Membership List. This list will contain the names, address, work and home phone

numbers of all PPC members. Cellular phone numbers and pager numbers can be added as well. It can be designed the same way as the USAF recall roster. The SPC can be inventive here and go with this and add whatever information he/she feels important. One caution, do not put too much information because the PPC Membership List can lose its effectiveness.

There is a television show called "Dragnet" (now reruns) that comes on once a week. The show is about two detectives who would investigate crimes in the Los Angeles area. Whenever they would interview people for information a key phrase would always come out, "give me just the facts". When designing the PPC Membership List keep this in mind. The PPC Membership List should only have just the important facts in order to reach one another.

Listed below is a sample copy of a PPC Membership List used at Eielson AFB. The names have been changed to protect the previous PPC members. Take a careful look at this list and consider how all the key information is listed.

(2) SAMPLE PAGE OF THE MEMBERSHIP OF THE PPC

NAME/PPC TITLE	ADDRESS	(H) & (W) NUMBERS
1. Charlie Davidson SPC	77 Heavenly Golden St Heaven 77777	H: 777-7777 W: 123-4567
2. Protestant Chaplain Worship Division		
3. Protestant Chaplain Religious Ed Division		
4. Protestant Chaplain Nurture/Outreach Division		
5. Protestant Chaplain Lay Organization Division		
6. John Doe President		
7. Jane Doe Vice-President		
8. John Doe Secretary		
9. Jane Doe Worship Division		
10. John Doe Religious Ed Division		
11. Jane Doe Nurture/Outreach Division		
12. John Doe Lay Organization Division		
13. Jane Doe Member at Large 0800 Service		
14. John Doe M at L 1100 Tradition Service		
15. Jane Doe M at L 1300 Inspirational Service		

C. Arranging

(1) The PPC Organization Chart: Step-Five

The Organization Chart will give the PPC members a clear and simple overview of how the PPC is designed to operate and to show who is serving in a leadership role. It also lists the areas of ministry that falls under within their responsibilities. For example, the Worship Ministry Division has a chaplain advisor and a PPC member chairperson.

The Worship Division Leadership Team will be responsible for recruiting, training and budgeting. List under the Worship Ministry Division are all the protestant ministries that fall within the worship ministry. For instance, a worship service needs ushers/greeters, lay readers, children's church, and a nursery. The chaplain advisor and the Worship Division chairperson will assist with announcements to fill these lay positions (recruiting) and to coordinate a weekly schedule of those servicing for that particular Sunday.

The chaplain advisor and Worship Division chairperson will need to set up (Training) sessions to make sure every volunteer knows what is expected. It will be necessary to plan a (budget) for all the expenses that will be needed to operate this ministry. Bobb Biehl's book, "Master Planning" says that, "An organizational chart makes clear to everyone who is responsible for what and who is responsible for whom. It is like a playing roster for a football team, a basketball team, or a baseball team. Everyone knows what his or her position is and what the relationship of the position is to all of the other positions on the team. It is this knowledge that lets people play together

in precision, harmony, and unity.”¹⁵ Organization is one of the key elements to having a successful PPC. A PPC can have the best of motives, methods and institute great principles but without organization it will be doomed for chaos and confusion. Think about the illustration Bobb Biehl refers to when using a team sport.

Image a head football coach trying to take eleven players, gives them a football on game day and tells them to get out there and win the game. The eleven players run out on the field with all the enthusiasm in the world. Suddenly one of the players asks a question, what do I do? This question sparks other players to ask the same question. The end result would be devastating. At the end of the game the score would be embarrassing not only to the coach and players but to the fans who came in groves to watch them play. The coach would probably be fired or he may even quit. The football players would be depressed and some would not come back for the second game. Some of the players would argue among themselves blaming other teammates while still others may want to fight the coach for the poor job he did. Probably the worst of it the fans would boo the team, make fun of them and would not likely return but look for another football game to go to.

The reality of this illustration is a protestant leadership team is similar because without good organizational guidance the congregation will leave and not come back. Dr. Jerry Falwell the Founder of Liberty University in Lynchburg, Virginia has often said, “if it is Christian it should be the best” and “don’t ever settle for second best”. If the PPC has the proper organization it will be on the right road that leads to victory.

¹⁵Bobb Biehl, *Master Planning*, (Nashville: Broadman & Holman Publishers, 1997), 88.

As stated earlier an Organizational Chart will bring a spirit of teamwork and an enthusiasm that gives the PPC members a sense of empowerment to do real ministry.

Another benefit to having an Organization Chart is it will reduce stress. Stress is defined in the Webster's Ninth Collegiate Dictionary as, "A physical, chemical or emotional factor that causes bodily or mental tension and may be a factor in disease causation".¹⁶ Most people feel stress when things begin to get out of control. An Organization Chart will help keep stress in check because the PPC members know what is expected of them. Many times people who want to service often feel the need to do most of it. The end result is stress builds with all kinds of feelings popping up. Because there is no organization the person will finally get frustrated and leave and probably never return.

Bobb Biehl uses Moses as a person who needed organization. In Exodus 18:13-26 he tells of Moses who worked hard everyday for long hours. Moses was about to reach the height of his stress level because of all the Israelite people who needed his help and assistance. When just in the nick of time his father-in-law, Jethro, came to him and warned him, "If you do not watch out, Moses, you are going to burnout. You are working from early morning to late at night. You are seeing all the people who have any kind of problem. What you need to do is to divide up the people. Have a few people who answer to you oversee others, who oversee others, until every ten people have an overseer. Develop statutes (policies or procedures) by which these leaders will govern.

¹⁶Webster's Ninth New Collegiate Dictionary, (Springfield: Merriam-Webster Inc. Publishers, 1985), 1186.

If you divide your labor this way you will avoid burnout or an early heart attack, and will be a better husband for my daughter and a better father for my grandchildren.”¹⁷

The real point of this story is when Moses began to build a team he gave it organization. The outcome was a success and Moses was able to free himself and had time to enjoy his ministry God had called him to do.

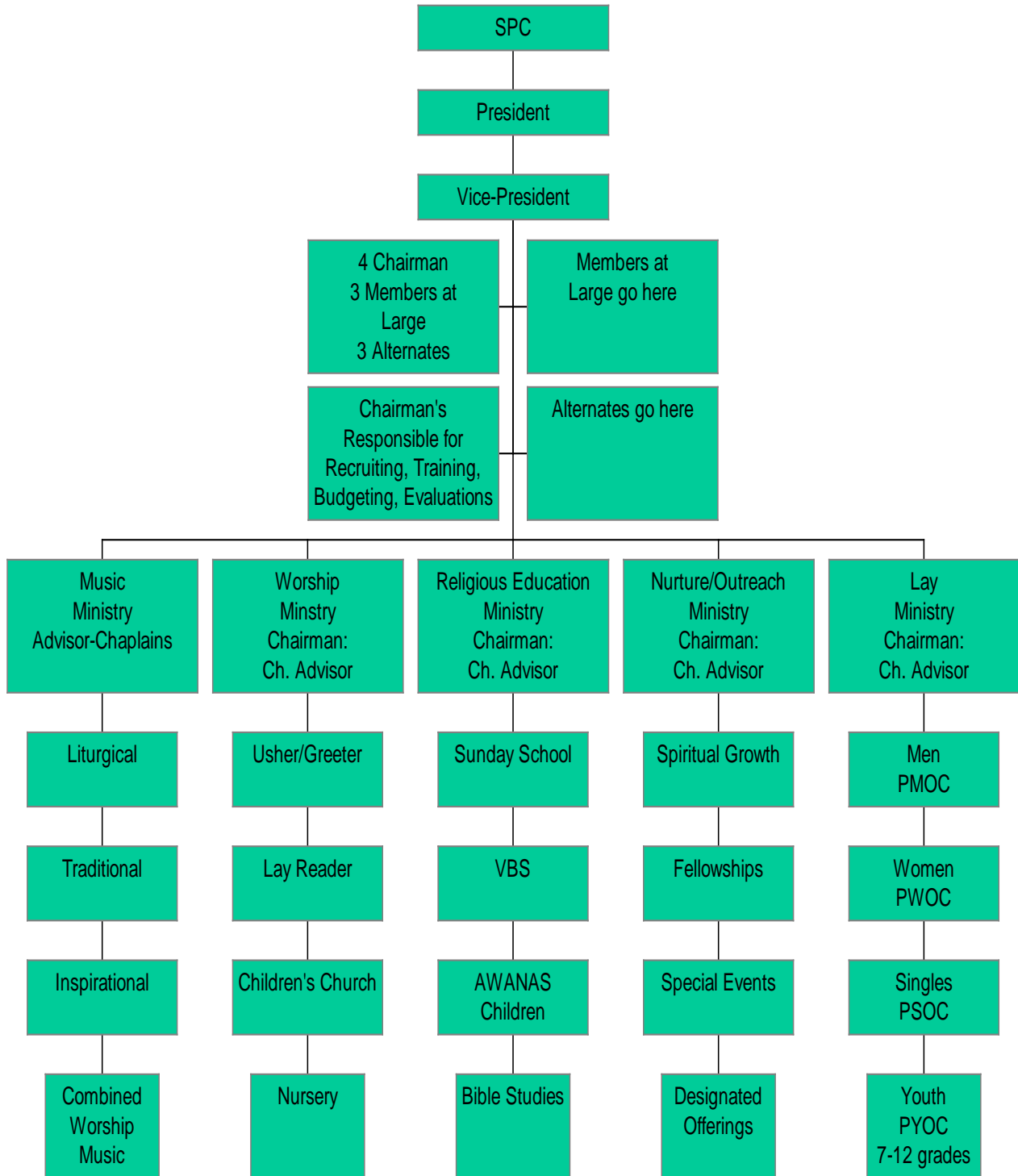
The Organizational Chart must be in every PPC. An Organizational Chart to put it simple will help PPC members be to move in a direction that is clear and will encourage an attitude of enjoying the ministry of serving on the PPC.

(2) Sample of Organizational Chart

A sample copy of an Organizational Chart that was used at Eielson AFB is presented as an example a SPC may want to use. There are various kinds of Organizational Charts that are out there. It will be up to each SPC to choose an Organization Chart that will bring the best results and teamwork.

¹⁷Biehl, 91.

PPC Organizational Chart



* If there are not a enough PC's to fill the Divisions the SPC can take a Division or appoint one of the PC's to double up on Divisions.

CHAPTER FOUR

BUILDING A TEAM FOR CHAPEL MINISTRY: INSTRUCTING & DIRECTING

A. Instructing

(1) PPC Guidelines: Step-Six

The PPC Guidelines are similar to the Organizational Chart. The Organizational Chart lays out a clear picture of the leadership of the PPC. It also shows areas of ministry each member of the PPC will be serving in over the next year. The PPC Guidelines continue the process by giving guidance on how the PPC will operate. In the USAF there are guiding principles known as Air Force Instructions. These instructions were created for the purpose of leading, guiding and directing military men, women and DOD members of how to perform certain duties while serving in the armed services. The AFI's serves as a handbook tool for how to make decisions and gives the correct procedures to follow in carrying out AF business and everyday operations.

The PPC Guidelines also serve as a source for keeping the PPC members on the right track in the decision making process. The PPC Guidelines play an important role in every phase of the PPC process. The PPC Guidelines help the PPC operate in an orderly

fashion. In almost every meeting that AF members attend there are a set of guidelines or instructions to help people know what to do and how to do it.

When preparing guidelines for a PPC a SPC should keep in mind a couple of things. The first is to keep these guidelines as short in length as possible and the second is to keep it simple so everyone can understand them. There is nothing worse than to have too many rules and guidelines to follow. In most parts of the United States if not all of it a great past time for families in the summer time is to enjoy a cookout meal. There is nothing to it right? The children get excited, mom purchases those great big stakes with all the trimmings and all dad has to do is go buy the barbeque grill. Sounds simple so far. Dad goes to the outdoor furniture store and purchases a beautiful gas grill and brings it home. Next, dad opens the huge box on the patio in the backyard while his wife and children stand anxiously around laughing and having fun and looking forward to a great meal that Dad is going to cook. As dad continues to open the box and he lays out all the different parts in a neat and orderly manner.

The next step is to read the directions and begin putting together the grill. As Dad gets out the instructions he notices the instructions are the size of a small book. The instructions are in three languages and each area of assembly has to way to many steps to follow. After reading for a while dad gets frustrated because of all the instructions and procedures he is going to have to perform. He decides to take a short cut and forget the instructions. By this time the wife and children see the frustration on dad's face and they leave the area very quietly hoping dad will not notice. Try to image how the story ends? Dad gets the grill together after working on it all day. He has several parts left over of

which he has no idea where they go. Dad is now not only frustrated but it has now turned to anger and he yells out, “ I am never going to buy another grill as long as I live.”

This story may sound a little familiar to some but the point of this story is to drive home the point of keeping the instructions or guidelines short and easy to follow. There are three suggestions recommended when putting together PPC Guidelines. A SPC should have a section dealing with:

Meetings and Organization: The SPC wants to make it clear how often the PPC should meet. It is recommended that the PPC meet once a month. It should be noted that special meetings might need to be called if necessary. The SPC does not have to list this but should cover things like the length of the meeting, the importance of starting on time and ending on time.

Wanda Vassallo points out several important factors when conducting a meeting. She says to, “start on time, regardless of who is missing. Waiting for latecomers to arrive reinforces their habit of tardiness. At the next meeting, those who are on time will probably arrive late, too, since they’ll think the meeting won’t begin at the designated hour anyway.”¹⁸ The same could be said for ending on time. If the PPC meeting does not end on time then the members may quit leaving the SPC to fill the void.

Organization to a PPC meeting is vital to starting and especially ending time. Although this subject will be covered in step-eight in greater details it is worth emphasizing that the PPC meeting have a starting point and an ending place. This does not refer to the time the meeting starts or when it ends but refers to what is supposed to happen when the meeting begins until the meeting ends. The sample page for PPC

¹⁸Vallso, 99.

Guidelines used at Eielson AFB listed under “Meetings and Organization” will provide a suggested course of action to bring organization to the PPC meeting.

- (a) Parish Council Structure and Officers: This is an important area to list for guidelines because this helps define further the leadership responsibilities of the PPC. The Parish Council Structure tells the PPC members how to conduct protestant ministry business. It describes the purpose of the PPC, which is to coordinate, assist, evaluate, and promote all of the programs of the protestant parish.

Although there is on one division chairman and one chaplain advisor overseeing the main responsibilities it is recommended that a group or committee of people within the protestant parish and that is not a part of the PPC to help accomplish the work of the ministry required. When referring to the guidelines for the PPC officers this area gives direction on how to elect the two key PPC Officers, the president and the Vice-President. This section also contains the way a PPC votes and how many PPC must be present in order to even have an official PPC meeting.

- (b) The Divisions of the PPC: The four divisions are the Worship, Religious Education, Nurture/Outreach and the Lay divisions. It is here the SPC can spell out the division areas of ministries that fall within that particular division. This again, emphasizes the main responsibilities, which are recruiting, training, evaluating and budgeting for these divisions of ministry. Remember the PC’s along with the SPC will manage the Music
-

Division with the various music coordinators that are hired on a yearly contract.

Remember this is not the same thing as the job description that is the next step. The PPC Guidelines are written for the purpose of how to operate within the realm of the protestant parish community.

(2) Sample Page of the PPC Guidelines

GUIDELINES
OF THE
PROTESTANT PARISH COUNCIL
Eielson Air Force Base, Alaska

GL-1.0 This governing body shall be known as the Eielson AFB Protestant Parish Council.

GL-1.1 This document shall be known as the “Guidelines of the PPC” and is created by the action and approval of the EAFB Wing Chaplain and applicable in all affairs of the council.

GL-2.0 MEETINGS AND ORGANIZATION

GL-2.1 The PPC shall meet monthly. The PPC President in consultation with the SPC may call other meetings.

GL-2.2 The Agenda for any meeting of the PPC shall be prepared by the SPC in consultation with the PPC President. The following is a suggested order of business:

- (1) Minutes from last meeting
- (2) Reports, oral and written, from each PPC Division
- (3) Expenditures from the previous quarter (month) and spending proposals for the next quarter (month)
- (4) After action reports, surveys, and quality performance measurements
- (5) Other business. Special meetings will follow a format that best meets its needs.

GL-2.3 PPC should faithfully attend all meetings unless excused because of duty/necessary requirement. PPC members should contact the PPC President or SPC before the scheduled meeting for an expected absence.

GL-3.0 PARISH COUNCIL STRUCTURE AND OFFICERS

GL-3.1 The purpose of the PPC is to coordinate, assist, evaluate, and promote all of the programs of the protestant parish. In order to accomplish this task, it is empowered to create Divisions, committees and Working Groups to accomplish its work.

GL-3.2 The PPC shall oversee the implementation of the vision, objectives and policies of the Chapel Program and assign responsibilities relating to the work of its Divisions. Within the guidelines established, Divisions shall be expected to and are authorized to function in the way they deem best to accomplish the assigned work. Their actions are always subject to review and approval by the PPC with final control placed with the SPC and WC. The Divisions shall refer matters that require administrative decisions to the PPC with recommendations for appropriate actions.

GL-3.3 The PPC shall be responsible for communication, strategy, long range planning, evaluation, budget planning/review and stewardship. It shall develop and propose to the SPC an annual budget to be presented at the August meeting.

GL-3.4 The Officers of the PPC shall be:

- (1) President-Selected by the SPC in consultation with other Pac's from a pool of active duty chapel attendees. (All PPC Presidents thereafter will be elected by the PPC.)
- (2) Vice-President-Elected by the PPC from the PPC membership.
- (3) Secretary- (Optional)-Elected by the PPC from the PPC membership.
 - All Officers elected or selected are required to attend a leadership training course and complete the Spiritual Gift Inventory. Service in each office will ordinarily be one year.*

GL-3.5 Selection and election of the PPC President, Division Chairman's, Members at Large and the Alternates will be accomplished in the month of May. The PPC meeting in June will serve as a time for transition and the meeting July will be designated the first official business meeting of the new PPC.

GL-3.6 The voting membership of the PPC shall be as follows:

- (1) The President
- (2) The Vice-President
- (3) The Four Division Chairman's
- (4) The Members at Large
- (5) The Alternates will vote when filling in for another member
 - The total voting membership of the PPC is eight if using this format. However, the number of PPC members will be determined by the SPC. An assessment of the Protestant Chapel Ministry will mandate the size of the PPC.

GL-3.7 The non-voting advisory members of the PPC shall be all PC's with the SPC acting as the primary advisor to the PPC.

GL-3.8 A quorum shall consist of a majority of the voting membership. In other words using this PPC as an example it would take (5) PPC members to constitute a quorum.

GL-4.0 THE DIVISIONS OF THE COUNCIL

GL-4.1 The Four Divisions of the PPC shall be:

- (1) The Worship Division
- (2) The Religious Education Division
- (3) The Nurture and Outreach Division
- (4) The Lay Division

GL-4.2 The number of persons serving on each Division will be determined by the PPC in consultation with the Division Chairman and the Chaplain Advisor to that Division. Membership in each Division shall be drawn from a list of Chapel attendees from the different worship services. Each member will attend an annual leadership training course or will be trained by the Division Chairman and the Chaplain Advisor for that Division. Each Division is responsible to the PPC and shall report directly to the PPC.

GL-4.30 Each Division will be organized to accomplish its work and shall have committees and or working groups as necessary.

GL-4.31 WORSHIP DIVISION

GL-4.312 The Worship Division Chairman will work with the Worship Division Chaplain on all matters pertaining to the Worship Ministry.

GL-4.313 Each Worship Service will have their own Worship Committee, responsible for the same areas as the Division and organized for the purpose of coordination and teamwork within each worship service and the total Protestant Worship Community. This is to include the Protestant Purpose Statement, goals and objects.

GL-4.40 RELIGIOUS EDUCATION DIVISION

GL-4.41 The Religious Education Division shall be responsible for all of those areas that pertain to recruiting, training, evaluating, budgeting and planning in religious education. This is to include as a minimum Sunday School, Vacation Bible School, and all other Children/Adult educational ministries.

GL-4.42 The Religious Education Division Chairperson will work with the Religious Education Chaplain and the Religious Education Coordinator (if one is hired) on all matters pertaining to the Religious Education Ministries.

GL-4.50 NURTURE AND OUTREACH DIVISION

GL-4.51 The Nurture and Outreach Division shall be responsible for all of those areas that pertain to recruiting, training, evaluating, budgeting and planning in the nurture and outreach arena. This is to include as a minimum spiritual development opportunities, fellowships special events and designated offerings.

GL-4.52 The Nurture and Outreach Division Chairman will work with the Nurture and Outreach Chaplain on all matters pertaining to the Nurture and Outreach Ministries.

GL-4.60 LAY ORGANIZATION DIVISION

GL-4.61 The Lay Organization Division shall be responsible for all of those areas that pertain to recruiting, training, evaluating, budgeting and planning in all lay organizations. This is to include as a minimum Protestant Men of the Chapel (PMOC), Protestant

Women of the Chapel (PWOC), Protestant Singles of the Chapel (PSOC), and the Protestant Youth of the Chapel (PYOC).

GL-4.62 The Lay Organization Chairman will work with the Lay Organization Chaplain on all matters pertaining to the Lay Organization Ministries.

GL-4.70 MEMBERS AT LARGE

GL-4.71 The Members at Large will be responsible for the following areas of ministry.

- (1) To be the eyes and ears of the Protestant Worship Service they attend. In other words each Member at Large will give a report on the atmosphere of that service. To check with the parish members who are leading the various areas in that service and make sure they have the materials needed in order to do the work. (Check the Worship Division list for ministries you will be responsible for)
- (2) To make sure that the Worship Service Surveys are given quarterly in the service.
- (3) To get with the chaplain of that service and tally the surveys and be ready to give a report at the next PPC meeting.
 - The Member at Large is not a position for complaining. The Member at Large is to help make things run smoother.

GL-4.80 THE ALTERNATES FOR THE PPC

GL-4.81 If and when an Alternate is needed he/she will resume the responsibilities of the position they fill within the PPC until the regular PPC member returns.

GL-4.82 If for some reason a regular PPC member cannot or does not return then the Alternate who is currently filling the position may become a regular PPC member upon voting approval with a quorum by the PPC membership.

B. Directing

(1) The PPC Job Description: (Step-Seven)

In order to run the race in a Biblical sense one must know which way to run. There is a need to know how to run, how far to run and when to stop running. In the PPC make-up every member has a job description. A job description to be it simply is a statement of what is required of the individual(s) that assumes the task at hand. Harold J. Westing gives several benefits of having a job description in his book call, "Church Staff Handbook". He says, "Job descriptions spell out duties, responsibilities, and limits of authority in a particular position. Even though every possible situation cannot be written out showing where authority needs to be displayed, some guidelines must be provide for doing so. Here is where role clarification exercises can be helpful. More staff conflict arises here perhaps than any other place. To who and under what circumstances is a person to be accountable is on of the major ingredients to be clarified."¹⁹

Jay A. Conger in his book, "Learning to Lead" suggests several things that a leader can do to help others with their work-related goals. As a SPC and in the position of leadership one should try to always help and encourage others to the next level. To ask someone to perform a task and not give them guidance would be a mistreatment of people resources. Jay A. Conger says in his book "Learning to Lead", "communicating clearly the results expected from others, demonstrating confidence in the abilities of others and letting people know how they are progressing toward the group's goals"²⁰ can best be accomplished through job descriptions (my statement).

¹⁹Westing, 95.

²⁰Jay A. Conger, *Learning to Lead*, (San Francisco: Jossey-Bass Publisher, 1992), 140.

It is not just enough to have a written job description to get people to follow a leader but the leader must be able to communicate his/her vision and the plans to get there. Elmer Towns, C. Peter Wagner and Thom S. Rainer published a book called, “The Every Church Guide to Growth”. In the chapter that deals with the principles of leadership, that the fourth principle of leadership is communication. They contend, “The pastor-leader must effectively communicate his plan so that the followers see the plan (understand), buy into the plan, desire to implement the plan, and will pay the price to make it happen”.²¹ This is a key process in the SPC writing the job descriptions for the PPC members. If the job descriptions are just written out and then passed out without the proper communication then the vision of the SPC may never take hold.

Another important reason for having a job description is it will give the PPC members a sense of accountability. The PPC member will understand through proper communication that taking on the position assigned means accountability to God, themselves, the PPC team and to the protestant community. Again Towns, Wagner and Rainer say under the fifth law of leadership is accountability. “People must be involved in the journey. If the pastor tries to take the journey (alone my statement) he’ll never arrive at the destination. The pastor and the people must do it together. The law of accountability says in slogan, “Followers don’t do what the leader expects (by vision or dream): they do what the leader inspects.”²² By giving the PPC a job description it will convey a message that this is what the leader expects from each member.

²¹Elmer Towns, C. Peter Wagner & Thom S. Rainer, *The Every Church Guide to Growth*, (Nashville: Broadman & Holman Publishers, 1998), 172.

²²Ibid. 172.

(2) Sample Page of Job Description

The following is a sample of a PPC Job Description that was use at Eielson AFB in Alaska. This particular PPC Job Description was used to help the PPC members know what was expected of each person and to help fulfill the vision the Protestant Chapel Parish.

JOB DESCRIPTIONS
Of the
PPC Officers
And
Division Chairpersons

POSITION TITLE: PRESIDENT

POSITION TERM: 1 YEAR

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) Provide leadership in expediting goals of the PPC.
- (3) Guide the PPC in fulfilling its stated roles.
- (4) Facilitate meetings assuring adequate discussion.
- (5) Plans and coordinates meeting agenda with the SPC.
- (6) Represent the PPC in matters that affect its purpose and actions.
- (7) Develop the leadership potential of PPC members.
- (8) Enhance the PPC's image in the parish community.
- (9) Perform as an admirable role model.
- (10) Offer continuing praise and appreciation to PPC members.

REPORTS TO: SPC

POSITION TITLE: VICE-PRESIDENT

POSITION TERM: 1 YEAR

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) Serves as acting President during absence of President.

- (3) Monitors and advises Division Chairpersons.
- (4) Plans and implements training and social events for the PPC.

REPORTS TO: PPC President and the SPC

POSITION TITLE: SECRETARY (OPTIONAL)

POSITION TERM: 1 YEAR

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) Notifies members of pending PPC meetings.
- (3) Provides a copy of minutes to PPC President and the SPC for approval.
- (4) Provides a copy of approved minutes to each PPC member.
 - If a PPC elects to use one PPC member a month to take minutes then the PPC member should follow this job description.

REPORTS TO: PPC President and the SPC

POSITION TITLE: DIVISION CHAIRPERSON

POSITION TERM: 1 YEAR

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) Organize committees, in consultation with the Chaplain Advisor, according to the PPC Standing Guidelines and with the directives of the PPC.
- (3) To meet monthly to recruit, train, evaluate and budget for the various ministries and activities with the area of responsibility.
- (4) To develop annual goals, objectives and budget according to the Protestant Strategic Plan.
- (5) To submit written reports and minutes of any meeting to the Chaplain Advisor, SPC and the PPC.
- (6) To plan and implement training and social events for the leaders and volunteers in the Division.
- (7) To make sure time is taken to praise, reward and motivate the leaders and volunteers within the Division.

REPORTS TO: Chaplain Advisor of the Division and PPC Vice-President

POSITION TITLE: MEMBER AT LARGE

POSITION TERM: 1 YEAR

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) To speak with parishioners from their worship service and to gather pertinent information as it relates to ministry.
- (3) To monitor the "Quarterly Worship Service Survey."
- (4) To make sure the Quarterly Worship Service Survey is handed out and collected.

- (5) To work with the chaplain of that worship service in complying data results and giving written results to the congregation with two weeks of survey.
- (6) To bring results to the PPC for the purpose of improving the worship service.
- (7) To give survey results to each Division ministry within their service for the purpose of improving that particular area of ministry.
- (8) To make sure that each worship service area of ministry has the supplies needed to do the task.

REPORTS TO: Chaplain of that worship service and the PPC

POSITION TITLE: ALTERNATES FOR THE PPC

POSITION RESPONSIBILITIES:

- (1) To pray regularly for the PPC.
- (2) To replace a regular PPC member when they will not be able to attend for an extended period of time and to fulfill the role they assume.

REPORTS TO: Follow the responsibilities of the role assumed.

CHAPTER 5

BUILDING A TEAM FOR CHAPEL MINISTRY: PROCEDURE & REPORTING

A. Procedures

(1) The PPC Agenda: (Step-Eight)

What is an agenda? According to Webster's Ninth Collegiate Dictionary the word agenda means, "A list, an outline or a plan of things to be considered."²³ To show up at any meeting and not have a clear direction of what is going to be considered is a waste of time and energy and does not accomplish much at all. Thinking back about the dad buying the barbeque grill with too many instructions which created problems think what it would be like if dad did not have any instructions. In both cases frustration would be the end result.

An agenda based upon the definition of Webster should include a list of the things that the SPC wants the PPC members to look at for discussion, clarification, and if the need warrants it to vote on that item for approval or disapproval. An important point to remember here when preparing an agenda is to list the most important items that must be covered. In chapter three is a listing of the Organizational Chart that has the various ministries of the protestant program. It would be wise to have these items listed on the PPC Agenda. One reason for this is it involves the PPC members.

It is vital to try to have as much involvement as possible from the PPC team. If people come to the meeting and just sit there and are not allowed to participate or do not play a role then boredom and frustration sets in and then quitting the PPC is the next step.

Gary L. McIntosh's book, "Staff Your Church for Growth", speaks of meetings and in the SPC's case using an agenda at a meeting, "provides for sharing of reports and feedback on each team member's ministry."²⁴ The agenda not only helps people on the PPC do participate but allows for further team building between the other PPC members by the sharing of reports and ideas as it relates to ministry at the chapel.

As the SPC and the President of the PPC thinks about how to create an agenda probably the most important thing to consider is the time available to cover the PPC Agenda in the meeting. No one likes to stay longer than necessary and especially if a time period is given and the event does not stop on time. There must be a starting place and an ending place. If given a chose it would be better to stop on time and begin late than the other way around. People have other commitments or other places to be and if not released on time can cause real problems between the SPC and the PPC members. The SPC may believe the meeting should go a little longer because of the importance of what is happening at that moment but it would be wise to always try to stop on time.

Think about this illustration for a moment and maybe the point will be made clear. For the SPC and the President of the PPC (the president according to step-seven is in charge of the PPC meeting) allow the meetings to run over is like go to the chapel and hearing the chaplain preaching a great sermon but always preaches to long. The congregation only gets moody and most of them tune out the chaplain once the clock

²³Webster's Ninth College Edition, 22.

²⁴ McIntosh, 109.

strikes the magic time. The PPC members will also tune out of the meeting and begin to get moody may even get up and leave the meeting.

Creating a PPC Agenda is not difficult if one bears in mind the various divisions, members at large, the music ministry and other important areas of the protestant program. A good rule of thumb in setting the time limit is for the PPC meeting not to exceed one hour. If possible try to shorten it under an hour. In order for this to occur a SPC and PPC President must have an agenda present at the meeting. A great way to help facilitate the PPC meeting and to keep it on track is to allow a certain amount of time for each area on the agenda. To make sure the time is met to appoint a different time keeper to keep everybody on the schedule. A little further in this chapter there will be a sample page of an PPC Agenda that was used at Eielson AFB Alaska.

Before a SPC and the PPC President begins the actual meeting there are a few more things to consider as part of the agenda although this will never appear on the written agenda. If a successful PPC meeting is going to take place than consider these areas as part of the unwritten agenda. Wando Vasallo provides the following tips:

- (a) “Before the meeting: The SPC and the PPC President should arrive at least 15 minutes early and talk any last minute concerns or problems.
- (b) Just before the meeting look at the following:
 1. Room arrangement
 2. Setting arrangement-make sure enough chairs are present
 3. Climate control of the building
- (c) At the meeting:
 1. Meet and greet the PPC members
 2. Handout any materials necessary to include paper and pencils for note taking
 3. Make sure the secretary or appointed secretary knows you are starting.
- (d) End of the meeting:
 1. Thank helpers
 2. Clean up²⁵
 3. Talk with PPC President about any problems or concerns (my input)

²⁵ Vasallo, 110

2. Sample Page of PPC Agenda

Go and make disciples of all nations, baptizing them in the name of the Father, the Son and the Holy Spirit, and teaching them to obey all I have commanded you, and surely I am with you always, even to the very end of the age.



Parish Council Monthly Meeting
00/00/00
13:30 PM to 14:30 PM
CHAPEL ANNEX

Meeting called by: Senior Protestant Chaplain

Type of meeting: Parish Council Meeting

Please put the min. in your PC notebook

Time keeper: PPC member

please be on time

----- Agenda Topics -----

CALL TO ORDER/OPENING PRAYER	PPC President	1 MIN
REVIEW/APPROVAL OF MINUTES-	PPC President	2 MIN
OLD BUSINESS: ITEMS STILL OPEN		6 MIN
1. COMBINED WORSHIP SERVICE UPDATE	PPC member or PC (put the names here)	1 MIN
2. CHAPEL OUTREACH MINISTRIES	PPC member or PC	3 MIN
3. EASTER SCHEDULE REVIEW	PPC member or PC	2 MIN
DIVISION REPORTS:	CHAIRPERSON	18 MIN
MUSIC: 0900, 1015 TRAD. AND 1130INSP. REPORT	CHAPLAINS	3 MIN
WORSHIP REPORT: Usher/Greeter, Lay Reader, Children's Church, Nursery	PPC member Worship Division Chairperson	3 MIN
RELIGIOUS EDUCATION REPORT: Sunday School, VBS, Bible studies, AWANA	PPC member RE Division Chairperson	3 MIN
NURTURE/OUTREACH REPORT: Spiritual development, Fellowships, Home visitations, Designated offerings, Appreciation's, Special events	PPC member N/O Chairperson	3 MIN
LAY ORGANIZATION REPORT : PMOC, PWOC, PSOC, PYOC	PPC member Lay Organization Chairperson	3 MIN
MEMBERS AT LARGE: 0900 Lit, 1015 Trad. And 1130Insp.	Members at Large names go here	3 MIN
NEW BUSINESS:		13 MIN
1. CHAPEL EXPENSES/OFFERINGS/BALANCE—	PC who is Fund Custodian	1 MIN
2. DESIGNATED OFFERING	SPC or PPC President	1 MIN
3. LAY PROGRAMS & RELIGIOUS EDUCATION	PPC member	2MIN
4. CHAPEL APPRECIATION DAY	PPC member	2 MIN
5. CHAPEL CHILDCARE POLICY	SPC	3 MIN
6. VBS SCHEDULE	RE PPC Chairperson	2 MIN
7. PARISH COUNCIL FOR 2000-2001	SPC	2 MIN
ASSIGNMENT FOR NEXT PARISH COUNCIL-NONE		
FINAL COMMENTS/AROUND THE TABLE	PPC MEMBERS/PARISH GUESTS/PC's	5 MIN
NEXT MONTH MEETING: DATE: 30 APRIL TIME: 1330 CLOSING PRAYER	PARISH COUNCIL MEMBER	1 MIN
Total Minutes of PPC Meeting:		47 MIN

B. Reporting

(1) PPC Division & Committee Reports: (Step-Nine)

In the PPC meeting it is helpful when giving a report on a particular ministry that the information covers the main areas of interest. It is also important for those who are hearing the report to understand what is being reported. Written reports will help everyone on the PPC to understand the message that is being conveyed. It cuts down on a lot of questions that may be asked and the written report will assist the secretary who is taking minutes. The written report will also keep the one giving the report from rambling on and on. There are some people who have the ability to remember what happened, how many people attended, how much was budgeted and how much the program actually cost, and the list just keeps going.

It is not a good idea to allow people just to give a verbal report on one of the major areas of ministry especially if a big event occurred recently or one is about to take place. Verbal reporting no matter how much one tries the tendency to leave out important information and then to make up for it will try to avoid participating or will talk about everything except what needed to be said.

There will be a suggested outline of questions to consider what a PPC division/chairperson needs to cover during the meeting under section B of this chapter. Each PPC division chairperson and Members at Large are responsible for turning in a written document as well as give an oral presentation.

2. Outline for PPC Writing Repots

When an detective is investigating a crime or interviewing witness there is a given set of questions that he/she will always ask.

- (1) What happened or what did you see happen?
- (2) Who was involved?
- (3) When did it happen?
- (4) Where did it happed?
- (5) How did it happen?

When the PPC conducts a meeting these set of questions are a good source to look over to help a person begin formulating what to write. Let's change the questions around just a little to help fit the PPC format of reporting. By following the sample format listed should help the PPC member report the main facts and help everyone else understand and know that ministry is doing. The format is as follows:

- (1) What is the ministry that is being reported on? In other words what program, event or endeavor is being reported?
- (2) Who is leading the event? How many are expected to participate?
- (3) When is the event to take place? Date, Time, Schedule
- (4) Where is the event to take place? Location
- (5) How is the event being sponsored? Budget, Transportation, Permission Slips (for children/youth under 18 only)
 - Keeping these simple tips in mind will help the PPC member to cover the main objectives of what needs to be covered.

According to Bobb Biehl in his book, "Master Planning" he gives six suggestions for giving a written report. They are as follows:

- (1) "I need a decision from you on the following items:
- (2) What problems are keeping you from reaching your goals?
- (3) What plans are you making that haven't been discussed?
- (4) What progress have you made?
- (5) On a scale of one to ten, how are you personally? Why?
- (6) How can I be praying for you?"²⁶
- (7) How can I help you accomplish the goal? (my input)

²⁶ Biehl, 128.

It is suggested that a PPC member use these suggestions when writing a report. The written report will also aid PPC members to receive better communication. Improper communication or communication that cannot be as clear as it should be is a main source of contention in meetings. Another reason for writing reports is it will help PPC members to gather the right information. Whenever a written report is to be turned in a person tends to think about what is being written. Other things that aid the writer is the report becomes a source of a on hands record that can be referred to latter if necessary and it will keep the PPC members from any unexpected changes.

In order for a PPC to operate and run smooth it is highly recommended that the SPC place a high priority on turning in written reports. Remember the SPC is the leader so it may be necessary for some exercise training and explaining to occur before implementation of the first PPC meeting is to be held.

CHAPTER 6

BUILDING A TEAM FOR CHAPEL MINISTRY: RECRUITING & ANNALIZING

A. Recruiting

(1) Lay Ministry List: (Step-Ten)

One of the major complaints from SPC's and from the PC's is there aren't enough volunteers to accomplish a particular ministry. It is also very common to hear from this same group of PC's that only a few people are doing the majority of the work. This may be ok for some SPC's and PC's but it will only result in burning-out the few people resources that exist. What happens next is the PC's try doing all or most of the work and burnout is not far behind. The final stage is the ministry that God called a person to do becomes less and much less enjoyable.

Burned-out is a word often used by PC's and parish members who are usually involved in too many programs at the same time. The word "burned-out" means "worn out by excessive or improper use."²⁷ According to Dr. Alan D. Wolfelt the Director of the Center for Loss and Life Transition gives seven symptoms of this burned-out syndrome.

1. "Exhaustion and loss of energy
2. Irritability and impatience
3. Cynicism and detachment
4. Physical complaints and depression

²⁷ Webster's Ninth Collegiate Dictionary, 148.

5. Disorientation and confusion
6. Omnipotence and feeling indispensable
7. Minimization and denial of feelings”²⁸

Although this article is dealing with a particular type of burnout it nonetheless gives symptoms that relates to any kind of burnout. A SPC should be aware of these seven symptoms as they relate to people doing protestant ministry. A good leader will take care of the flock God has given to love and to lead. As John Maxwell puts it, “the importance of developing people is to share in and assist you with the implementation of your dreams as a leader.”²⁹

The Bible emphasizes “Don’t be selfish: don’t live to make a good impression on others. Be humble, thinking of others as better than yourself. Don’t just think about your own affairs, but be interested in others, too, and in what they are doing.” Philippians 2:3-4.” Many times when parish volunteers are needed to start or to help run a ministry a chaplain will go to the same people and after much pleading and begging the lay person will concede and agree to help. Meanwhile the chaplain is experiencing both happy and sad feelings about what just happened. The chaplain is happy because a person was just hog-tied to lead or assist in a new or existing ministry. The chaplain also is experiencing some sadness because hog-tying is not the way to get Christians to do God’s work. The chaplain also realizes that this individual is on the way to burning out and will probably have some bad thoughts and feelings about him.

²⁸ Alan D. Wolfelt, Director, Center for Loss and Life Transition, Burnout: Signs and Symptoms Article, (Fort Collins, Colorado, 1988) 1.

²⁹ Maxwell, 103.

In order to prevent stress and burnout on a few individuals including the PC's it is recommended that every SPC develop a Lay Ministry List. The way this works is to get a group of PC's along with the PPC and ask them to brainstorm on every kind of ministry that the protestant community at the chapel is going to offer for the next twelve months. Along with this thought ask the question of what kind of people resources are needed to make this ministry a real success. For example, if the protestant chapel community is going to start a Protestant Youth Group and the goal is have at least fifty youth from grades 7-12 attend on a weekly basis how many people are needed to handle this size of a crowd. There are other questions to consider before making a Lay Ministry List for this ministry. The question of, what exacting is needed to kick-off the youth group? Brainstorming will help each ministry to make sure all the bases are covered when it comes to getting enough volunteers to accomplish this task. Brainstorming will tell a PPC how many teachers are needed, how many people are needed for youth activities, how many people are needed to help with refreshments and so on.

Included in this chapter is a sample copy of a Lay Ministry List from Eielson AFB that was used to sign-up protestant chapel attendees to do the work of ministry. It is very important that this Lay Ministry List be given out at least twice a year for people to fill out. If a protestant parish has a new comers packet then it is suggested to place one of the Lay Ministry Lists be included. Whatever kind of lay ministry list a chapel choose to use it is vital to begin with things like the person's name, address, and phone numbers. Without this information filling out the Lay Ministry List will be meaningless and non-profitable.

(2). Sample of the Ministries Information Sheet
Yes, I'd like more information about the Worship Service

NAME: _____

(LAST)

(FIRST)

Active Duty: ___ Member ___ Spouse ___ Dep

PHONE NUMBER: _____ (HM) _____ (WK)

ADDRESS: _____

Please Place an **X** as many times as you wish for each ministry listed below.

I am interested in the following ministries:

WORSHIP MINISTRY

- ___ 1. Usher
- ___ 2. Greeters
- ___ 3. Lay Reader
- ___ 4. Children's Church during worship
- ___ 5. Nursery leader during worship
- ___ 6. Music-Instrumental
- ___ 7. Music Vocal-Solo-Duet
- ___ 8. Music-Choir Member
- ___ 9. Music-Choir Director
- ___ 10. Parish Council Member
- ___ 11. Sound System

RELIGIOUS EDUCATION SURVEY

- ___ 1. Sunday School Participant
- ___ 2. Sunday School Teacher
- ___ 3. Sunday School Assistant
- ___ 4. Sunday School Bus Driver
- ___ 5. SS Assistant to RE Director
- ___ 6. Bible Study Leader/Participant
- ___ 7. AWANA Club Helper
- ___ 8. Vacation Bible School
- ___ 9. Drama for skits/plays

NURTURE/OUTREACH MINISTRY

- ___ 1. Fellowship Committee
- ___ 2. Special Events Committee
- ___ 3. Home Visitation
- ___ 4. Spiritual Development Committee
- ___ 5. Publicity
- ___ 6. Appreciation Committee
- ___ 7. Designated Offering Committee

LAY ORGANIZATION MINISTRY

- ___ 1. Men's Ministry Leader/Participant
- ___ 2. Women's Ministry Leader/Participant
- ___ 3. Single's Ministry Leader/Participant
- ___ 4. PYOC Leader: 7-8 Grade
- ___ 5. PYOC Member: 7-8 Grade
- ___ 6. PYOC Leader: 9-12 Grade
- ___ 7. PYOC Member: 9-12 Grade

RECREATIONAL INTERESTS (please check each area you're interested in)

- A. ___ Camping
- B. ___ Snow skiing/Ice skating
- C. ___ Weightlifting

- E. ___ Running/Jogging
- F. ___ Fishing/Hunting
- G. ___ Arts/Crafts

OTHER:

TALENT INFORMATION (please check each area you're interested in)

PERSONAL DATA: Privacy Act of 1974 Applies

Once the Lay Ministry List has been given to the parish it is the responsibility of the PC's to get in touch with the individuals that placed an X under the ministry division of which they are the advisor and set up a meeting with them. At this meeting the PC should thank the individual for having the desire to serve in the protestant parish. The next step is to give the person a Spiritual Gifts Inventory. Dr. Larry Gilbert designed this tool to help Christians get an idea of the possible gift(s) the Lord has given them to use for His service. Dr. Gilbert speaks of "using people where they are useable."³⁰

In the book of Romans chapter 12 and in the first letter to the Corinthians chapter 12 the Apostle speaks of certain gifts that the Lord gives to His children for the purpose of building His kingdom. It is necessary for all Christians to use the gift God has given to them. The reason the apostle Paul gives can be found in both of these passages. He says, "We have many parts in the one body, and all these parts have different functions. In the same way, though we are many, we are one body in union with Christ, and we are all joined to each other as different parts of one body. So we are to use our gift in accordance with the grace that God has given us."

To put it another way the Lord wants every one of His children to serve Him. For this reason He gave each one of His children a gift, some the gift to prophecy/preach, some to be pastors/shepherds, some to be teachers, some to be mercy-showers, some the gift of exhortation, some the gift of giving, some the gift of service, some the gift of administration and to some the gift of evangelism.

As each Christian uses the gift(s) from God the local church (chapel) will be blessed and "The Great Commission" will continue to be fulfilled, as each gift used will

³⁰Gilbert, 4

complement the other. There are several other gifts mentioned like the gift of speaking in other languages, the interpretation of languages, and the gift of healing.

There is a great debate over the last three mentioned whether or not this are still in affect today. Some would say yes while others would say these gifts died out after the Apostles passed and as the New Testament Church began to grow these gifts were no longer needed. Wherever one may stand on this issue it should not stop protestant chaplains from helping Christians discover the gift(s) God has given out to all those who receive Him as their Savior.

Now that the parish volunteer has taken the Spiritual Gifts Inventory and it has been discussed and both feel satisfied that this is where God wants them to serve. The PC should begin some training courses in coordination with the Division Chairperson. After all requirements are met then add this person to the Lay Ministry List. This will give the PC's a list of names for current and further references of the gifts and where the person is serving.

There is a sample copy of this Lay Ministry List listed that covers the four Divisions of Ministry.

3. Sample of the Lay Ministry List

This is where the Lay Ministry List will go. I am trying to figure how to cut and paste.

Having a few problems right now.

B. Analyzing

2. Surveys (Step-Eleven)

How can any organization or ministry determine how things are going? Some leaders tend to ignore the question all together and just hope that everything is going ok. While others just wish that nothing bad or good will happen and that things will just continue as usual. This is not the making of a great leader who wants to look for honest feedback and who is trying to improve the task at hand.

A great leader knows how to answer the big question of how are things going? A good leader will ask people both verbally and by using one of the best analyzing tools available. This tool is called “Surveys”. By using surveys a leader not only sees the work going on but also receives feedback on what people are thinking and feeling about the mission at hand.

A SPC and PPC will use surveys when they are appropriate to use. A SPC and the PPC will use quality surveys that will help give feedback so that the improving process will continue down a long trail that has no end in sight. Surveys are designed to give pertinent information to a PPC on how the protestant parish feels about the ministries and related programs that are in progress.

Bobb Biehl, in his book “Master Planning”, notes, “The questionnaire is for use in evaluating a program or activity. If you ask the right ten people to take ten minutes and fill out this form you will get 50 to 80 percent of the information you need to improve the program next year.”³¹ This would work well if the group is a small in size. However, in

³¹Biehl, 146.

a large congregation it is wise to give the survey to a sample of people. For example, have the ushers to give out the surveys to people at a ratio of about 1 out of 5 people. This will give the PPC plenty of information and a pretty good consensus on how people are feeling about the programs.

Bobb Biehl also adds “Every organization will differ from other organizations as to what it needs to evaluate to make sure the organization is progressing with the quality it requires of itself.”³² In other words evaluate what the SPC and the PPC is trying to accomplish. The SPC and the PPC should start with surveys that evaluate how people feel about the mission and purpose statement, the worship services, the Religious Education Division, the Nurture and Outreach Division and the Lay Ministry Division. If the surveys are created in such a way that they are short in length and cover the main objectives then the results will be constructive and can be managed in such a way that it is easy to get the right information a SPC and PPC is looking to receive.

By no means should the survey be written in such a way that people couldn't give honest feedback. This is called “stacking the deck”.

If a SPC along with the other PC's and the PPC are providing the kind of ministry that has a God honoring purpose statement with Biblical goals and objectives then the team should trust the people to do their part by giving the team good honest and constructive feedback.

There are a lot of materials available that deal with how to give and how to prepare a survey. When preparing a survey there are at least ten things to consider. There are and can be many more than ten things to consider however if a PPC will keep this ten in mind

³² Ibid, 146

it will provide for handing out quality surveys that will give the kind of information the PPC is looking for. They are as follows:

1. Know the people to be surveyed. It is always good to know the group of people to be surveyed. Know the ages, gender, and the different races that are to take the survey.
2. Target the survey. Ask the right questions and hit the key areas that should be meeting people's needs. Such as the following:
 - a. Personal Spiritual growth: Is the person maturing in their faith?
 - b. Laity development: Is the congregation or group of people able to participate freely and are there opportunities available for this ministry?
 - c. Environment and Facilities: What kind of environment is presented especially to new comers? Are the facility large enough and the temperature conducive for people to feel comfortable?
 - d. Events and programs: Are people getting the word about special events and the various ministries that are going on?
 - e. Structure of Ministries: Are we using all assets available to meet the needs.
3. Keep it short but thorough. About one page in length is the right size. Make it so people only need to take about ten minutes or so to feel the survey out.
4. Have pencils available to take the survey
5. Plan and schedule when to give the survey. Announce when the survey is going to be given out. This way the people will know and will be ready to participate.
6. Always thank the people for taking the time to fill out the survey. Praise is always a good way to pat people on the back for a job well done.
7. Give the results: Within two weeks give the results of the survey to the whole group.

Listed next are six survey samples that were used at Eielson AFB, which used these seven principles when producing a survey.

WORSHIP SATISFACTION SURVEY

Your satisfaction with the quality of worship is vital...Your in-puts are important!
Please complete this survey and give it to one of our ushers as you leave. Thank you for your participation.

Worship service attended: 0800 0915 1100 1300 1700

	Active Duty: Retired:	Member Member	Dependent Dependent		
	1	2	3	4	5
	Very Dissatisfied	Neither Satisfied Nor Dissatisfied			Very Satisfied
1. My level of satisfaction with Music: (consider hymn & choir selections, singing)	1	2	3	4	5
2. My level of satisfaction with the Liturgy/Worship: (consider format/order of service, scripture reading, presentation of prayers)	1	2	3	4	5
3. My level of satisfaction with the Sermons/Homilies: (consider the length, relevancy, content)	1	2	3	4	5
4. My level of satisfaction with the facility: (consider cleanliness, decorations, sound, heating and cooling system)	1	2	3	4	5
5. My level of satisfaction with the Worship Atmosphere: (consider friendliness, reverence)	1	2	3	4	5
6. My level of satisfaction with the involvement of Laity in the Worship Service: (consider scope of opportunities such as readers, ushers, servers, and choirs)	1	2	3	4	5
7. My over all level of satisfaction:	1	2	3	4	5

Strengths and/or improvement opportunities: _____

SPECIAL NOTE: The rationale for this survey is to gather information for the purpose of gauging how the congregation feels about their Worship Service experience. This survey also is presented in order to find areas for improvement.

Eielson AFB Chapel Worship Service Survey

It is the desire of each Chaplain and Service Representative to meet the spiritual needs of our people. We would appreciate your help in letting us know if we are meeting those needs as well as sharing with us the areas we can improve.

A. GENERAL INFORMATION

1. My military status is:
 - a. AD Member/Dependent
 - b. Retired Military: Member/Dependent

- c. DOD Member/Dependent d. Other _____
 2. My marital Status is: Married Single Single Parent Widowed

B. WORSHIP SERVICE

1. Concerning Scripture Readings I would like:
 ___More ___Fewer ___To Keep As Is
2. Concerning Hymns/Congregational Singing I would like:
 ___More (how many? ___) ___Fewer (how many? ___) ___To Keep As Is
3. I would like to hear sermons on the following subjects:

4. Concerning our Order of Worship I would like:
 The following changes: _____

C. RELIGIOUS EDUCATION

- Concerning Christian Education:
1. I attend Sunday School-yes or no ___YES ___NO WHY
 ___3 hours apart ___ needed more infor. ___Other
2. I would attend Sunday School if a. ___ Worship & SS schedules were
 not three hours apart b. ___ Knew more about SS c. ___Other

D. WORSHIP SERVICE TIMES & LENGTH:

1. I prefer our Worship Service start time to remain a. ___as is
 b. ___1115 c. other _____
2. Length of service I prefer: a. ___ 1hr. ___ b. ___ 1hr 15min 30min
 c. ___1hr. 30 min. d. ___other
3. If changing Worship time means moving to another location that is suitable and approved by
 our worship committee I am willing. Yes or No

*PLEASE GIVE THIS SURVEY TO ONE OF THE USHERS ON YOUR WAY OUT
 THANK YOU FOR PARTICIPATION*

SPECIAL NOTE: The rationale for this survey was due to the fact EAFB has only one chapel. One of the
 Worship Services was dissatisfied about their times slot. Instead of making a change (micromanaging
 style) this survey was developed to gather information for the purpose of gauging how the congregation
 feels about their Worship Service time. This survey also is presented in order to find areas for
 improvement.

My *FIRST IMPRESSION* of the Eielson Chapel Worship Services

Worship Service Attended: 0800 0915 1100 1300 1700

Active Duty: ___ Member ___ Dependent
 Retired: ___ Member ___ Dependent

Other: _____

1. I learned about the chapel services through (please circle)
 a. Newcomers Briefing b. The "Goldpanner" c. ECTV
 d. Called the Chapel e. A friend f. Chapel Billboard
 g. Schedules (posted around base) h. Other _____
2. I was invited by a chapel attendee YES NO
3. I was warmly greeted by the ushers and/or parishioners YES NO
4. I sensed a warm, caring atmosphere YES NO
5. I liked the style of worship YES NO
6. The bulletin/insert was attractive, informative, & easy to follow YES NO
7. The hymns/songs were familiar and complimented the service YES NO
8. Children's Church was beneficial for my children (if applicable) YES NO

9. The sermon was about the right length YES NO
10. The sermon met my needs/expectations YES NO
11. My over all satisfaction with the service is one of being: (Circle)
- | | | | | |
|--------------------------|---|--------------------------|------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Very Dissatisfied | | Neither Satisfied | Satisfied | Very Satisfied |
| | | Nor Dissatisfied | | |

12. Areas for Improvements in the worship service, other:

PLEASE GIVE THIS SURVEY TO ONE OF THE USHERS ON YOUR WAY OUT
THANK YOU FOR PARTICIPATION

SPECIAL NOTE: The rationale for this survey is to gather information for the purpose of gauging how new people feel about their Worship Service experience. This survey also is presented in order to find areas for improvement.

Eielson AFB Chapel Religious Education Survey

It is the desire of each Chaplain and Service Representative and our Religious Education Coordinator to meet the spiritual needs of our people. We would appreciate your help in letting us know your desires and needs concerning Christian Education. **Thank you for your participation, personal time and opinions! (please circle all your answers)**

Please indicate which service you attend: 0800 1100 1300

A. GENERAL INFORMATION:

1. My military status is:
 a. AD: Member/Dependent b. Retired Military: Member/Dependent 2. My marital status is: Single
 Married Single Parent Widowed

B. WORSHIP SERVICE:

1. I currently attend: Sunday School--Chapel Bible Study--Home Bible Study
2. The best time for me to attend a study group/seminar is:
 a. During Sunday School (Meets each Sunday at 0930 at Crawford Elementary)
 b. Day of the Week: SUN MON TUE WED THUR FRI SAT
 c. Time of the Day: _____ to _____

C. TYPE OF SYUDY GROUP/SEMINAR THAT YOU PERFER:

1. Size of Group: Small (6-14) Medium (15-30) Large (31+)
2. Location: Chapel/Annex II Home/Dorm Other _____
3. Length: School Year 12 weeks 6 weeks Weekend
 One Day 4-6 week Video Series Other _____
4. Study Leader: One Designated Leader Leadership Shared among participants
5. Group Involvement: Little (Lecture Only) Moderate (Lecture/Discussion)
 Extensive (More Discussion/Less Lecture)
6. Material: Bibles Only Topical Books (w/study guides w/o guides)
 Video (w/study guides w/o guides) Other _____

D. TOPIC OF STUDY SEMINAR DESIRED: (Prioritize by number, your 7 choices)

- | | |
|--|---|
| <input type="checkbox"/> Sunday School Curriculum | <input type="checkbox"/> World Religions |
| <input type="checkbox"/> "New Couples Growing Together | <input type="checkbox"/> Book of the Bible _____ |
| <input type="checkbox"/> "How did we get our Bible?" | <input type="checkbox"/> "Marriage Enrichment |
| <input type="checkbox"/> "Understanding our basic Christian Faith" | <input type="checkbox"/> Family Enrichment |
| <input type="checkbox"/> "Applying the Bible to Current Issues" | <input type="checkbox"/> Parenting |
| <input type="checkbox"/> "Developing Your Prayer Life" | <input type="checkbox"/> Divorce Recovery |
| <input type="checkbox"/> Financial Planning w/ Christian Emphasis | <input type="checkbox"/> Lay Ministry/Leadership |
| <input type="checkbox"/> "Life Style Evangelism" (Sharing Christ) | <input type="checkbox"/> Discovering My Spiritual Gifts |
| <input type="checkbox"/> Other: Please list _____ | |

We welcome your additional comments! Please use the back of this survey.

OPTIONAL

Name: _____ Phone: (D) _____ (H) _____

Comments:

YOUR OPINION IS IMPORTANT...

Tell us what you think of our service ...for your Wedding/Vow Renewal! Please rate our service using the following indicators: We will use this survey for improvement.

1 2 3 4 5
Poor Marginal Average Excellent Outstanding

1. ADMINISTRATIVE STAFF

- a. Did we answer all your questions? _____
- b. Were we able to meet your rehearsal/wedding scheduling needs? _____

2. CHAPEL WEDDING BROCHURE

- a. Did it answer your wedding/vow renewal questions? _____
- b. Were guidelines clear? _____

3. CHAPLAIN

- a. Was the pre-marital counseling helpful to you? _____
- b. Was your ceremony an enriching experience? _____
- c. What was your overall feeling about the service received? _____

4. CHAPEL FACILITY

- a. Did it meet your wedding party's needs? _____
- b. Was it clean? _____

Thank You for your time!

Name of Couple _____ Date/Time of Wedding _____

Chaplain who performed ceremony _____

Please feel free to use the back of this sheet for additional comments!

YOUR OPINION IS IMPORTANT...

How Are We Doing?

Dear Friends: We, the Chapel Staff want to serve the Eielson community as best as we are able, quickly and efficiently. We would sincerely appreciate you taking a few moments of your *valuable* time to let us

know how well we served ***YOU!*** Please put an “X” on the satisfaction scales to answer the following questions, or “N/A” if it doesn’t apply.

THANK YOU FOR YOUR TIME!

1. When I call the chapel, the phone was answered promptly.
 ☺ ----- ☹ ----- ☹
2. When I call the chapel, I am not placed on hold for too long.
 ☺ ----- ☹ ----- ☹
3. Chapel office personnel were courteous and helpful.
 ☺ ----- ☹ ----- ☹
4. Chapel office personnel gave me the information/assistance I needed.
 ☺ ----- ☹ ----- ☹
5. If the information or person I needed to talk to was not available, office personnel told me that and then offered to take my name and phone number so that someone could get back with me.
 ☺ ----- ☹ ----- ☹
6. If I needed an appointment, office personnel put me in contact with or left a message a chaplain quickly and professionally.
 ☺ ----- ☹ ----- ☹
7. I found the chapel facilities to be clean and comfortable.
 ☺ ----- ☹ ----- ☹
8. The chaplain saw me no later than 10 minutes after my scheduled appointment time.
 ☺ ----- ☹ ----- ☹

Please use the back side for questions 9 and 10...

9. Additional comments or suggestions:
10. Details of a specific situation would like us to contact you:
11. If you

Name _____ Phone (D) _____
 (Optional) (H) _____

Thank you for Helping Us Serve You Better!

CHAPTER 7

BUILDING A TEAM FOR CHAPEL MINISTRY: IMPROVING & MEASURING

A. Improving

(1) The Quality Improvement Form: (Step-Twelve)

Now that the PPC has developed the survey and has given the survey to the various worship services or other protestant programs the PPC deems necessary the question is, “what do we do with the feedback received”? At Eielson AFB the PPC did the following in scoring and evaluating the surveys given:

- The surveys should be given one to two weeks before the upcoming PPC meeting. This will give an opportunity for the PPC to view the results

1. Set an overall goal of averaging 4.5 out of a possible 5 scoring system. This comes out to roughly a 90 % satisfaction rate. Most AF surveys aim about 90 percent for overall satisfaction for meeting people’s needs.
2. Score the numbered surveys by individual worship services and then score the surveys as collective group. This will give a PPC information on the satisfaction level on each worship service and the overall combined satisfaction rate.
3. Write down every comment made by the parish for the individual worship services. Give them to the PC in charge of that worship service and let him/her pick the top five overall comments made by the congregation for improving the worship service.
4. List the top five areas for improvement in the worship service bulletin within two weeks. Tell the congregation here are the top five overall areas for improvements from the survey given a few weeks ago. Ask them to place a number 1-5 in the order of there priority for improving the worship service. For example, 1 is the first priority, 2 is second and so forth. Collect the inputs and at the next PPC meeting share the information for improvement. The PC and the Member at Large along with any other people chosen from that particular congregation should begin brainstorming on ways to improve that area. This is where the Quality Improvement Proposal comes into play. By following the guidelines set forth the QIP will lead the group to devise a solution. If the area for improvement falls under one of the four divisions then the chairperson and advisor chaplain should monitor the progress to make sure the group is on track.
5. Form a consensus on the improvement to be made and put the plan into action. It is also suggested that the PC of that service let the congregation know what the correction is and when it is going to begin.
6. Report improvement suggestions at the next PPC meeting. Let the PPC know what was discovered and the means for improving the worship service or related ministries.

This process is really a simple process and provides improvements that the parish desires. This process demonstrates to the parish that the PPC team cares about their thoughts and their inputs for making improvements. Jay A. Conger in his book, “Learning to Lead” quotes the “Center for Creative Leadership” on the topic of what to do with feedback. The quote is, “Feedback refers to the process of giving someone accurate information about the impact of his or her behavior on you, other people, and/or the completions of a task. We give feedback all the time—as managers, as parents, as spouses, as friends, as co-workers. Feedback is the method we use to change behavior, improve performance, deal with stress, and enrich relationships. To be constructive, feedback should be intended to (a) motivate the receiver to continue effective behavior, or (b) supply information that will help solve a problem, or (c) enable the person to become more productive. Only when the intention is to be helpful, and that information is communicated, will the recipient be likely to accept the information and use it in a positive manner.”³³

This quote may have more of a reference to people rather than programs although it mentioned the point is using feedback can and should produce positive change. If an organization decides to change without proper feedback then the changer(s) are setting themselves up for trouble. When people are involved and changes need to be made then the people should have some input into the change.

The QIP is divided up into ten sections. Each section is designed for a specific purpose. The ten sections will be listed and reasons given for each section of the QIP with three samples of QIP’s used at Eielson AFB Alaska.

³³Conger, 104.

(2) Sample Page for the **Quality Improvement Proposal Form**

Eielson AFB Chapel Protestant 0800-Liturgical 1100-Traditional 1100-Inspirational (circle one)

1. WHAT IS THE TASK OR PROCESS IDENTIFIED FOR IMPROVEMENT?

This is the section where you place the area for improvement taken from the top five areas for improvement.
Example: Area for Improvement: Need to organize, train and schedule Sound Techs to operate the soundboard.

2. WHO IS THE PROCESS OWNER?

Which area of ministry and who should be involved in improving this service. For example
PROTESTANT CHAPLAINS, WORSHIP DIVISION, 1100 TRADITIONAL SOUND TECHS,

3. WHO ARE THE CUSTOMERS OF THE PRODUCT OR SERVICE?

Who is receiving the service? For example
1100 TRADITIONAL WORSHIP PARISH, MUSICANS, CHOIRS, CHAPLAINS, LAY READERS, CRY ROOM

4. HOW IS THE PROCESS CURRENTLY ACCOMPLISHED?

How is the service being offered at this time? For example
LOOK FOR VOLUNTEER TO OPERATE THE SOUND CONTROLS AS THEY ARRIVE TO WORSHIP-NO SCHEDULE
TRAINING-ON HAND WITH LITTLE OR NO HELP FROM STAFF

5. HOW CAN THIS PROCESS BE IMPROVED?

Here is where the group brainstorms for ways to improve the program. For Example
ADVERTISE FOR VOLUNTEERS IN CHAPEL BULLETIN ANNOUNCEMENTS
RECRUIT, TRAIN AND MAKE A QUARTERLY SCHEDULE FOR SOUND SYSTEM OPERATORS TO FOLLOW-HAVE
QUALIFIED PERSON (S) AVAILABLE FOR TRAINING.
DEVELOP EXPECTATIONS-MUST BE TRAINED, 30 MINUTE SHOW TIME BEFORE THE SERVICE, DO AUDIO CHECK
ON ALL MIC'S, SOUND CHECK ON ALL CD'S AND TAPES FOR THAT DAY'S SERVICE, TO HAVE THE MUSIC-
CHOIR DIRECTOR BE PRESENT BY 1030 EACH SUNDAY AND HAVE SOUND SYSTEM READY BY NLT 1050
TO UPDATE THE TAPE ON SOUND SYSTEM-TO TYPE IT INSTEAD OF USING A MARKER
DEVELOP A BOOKLET ON HOW TO OPERATE AND FOR TROUBLE SHOOTING PROBLEMS THAT MAY OCCUR
TO MARK EACH MIC BY LETTER OR NUMBER SO SOUND TECHS. KNOW WHERE THEY SHOULD BE SET-UP

6. HOW WILL THE PROPOSAL IMPROVE QUALITY?

How will this help meet the need? For example
GIVE THE 1100 TRADITIONAL SERVICE A QUALITY SOUND SYSTEM
GIVES STRUCTURE AND GUIDANCE FOR SOUND SYSTEM OPERATORS

7. THE AMOUNT OF TIME NEEDED TO INCORPORATE THE PROCESS

Some improvements can almost be put into place immediately while others should take no more than 90 days: For example

8. PROGRESS TIMELINE

- 30 DAYS-TO ADVERTISE FOR VOLUNTEERS, TO MAKE TEMPORARY SCHEDULE FOR VOLUNTEERS
- 60 DAYS-SET UP AND HAVE COMPLETED SOUND SYSTEM TRAINING WITH QUARTERLY SCHEDULE FOR OPERATORS TO FOLLOW
- 90 DAYS-DEVELOP A SOUND SYSTEM HAND-BOOKLET PLACED IN THE SOUND ROOM FOR OPERATORS TO FOLLOW AS NEEDED

9. PROCESS PROPOSAL

OPEN (DATE)

CLOSED (DATE)

Date started

Date improvement was implemented

10. THE PROPOSAL SUBMITTED TO PARISH COUNCIL (DATE)

SUBMITTED

Quality Improvement Proposal Form

Eielson AFB Chapel Protestant 0800-Liturgical 1100-Traditional 1100-Inspirational (circle one)

1. WHAT IS THE TASK OR PROCESS IDENTIFIED FOR IMPROVEMENT?

TO HAVE A TRAINED-QUALIFIED AND EFFECTIVE USHER MINISTRY

2. WHO IS THE PROCESS OWNER?

1100 TRADITIONAL SERVICE-CHAPLAINS, USHERS AND CAPT. VANGILDER (HEAD USHER)

3. WHO ARE THE CUSTOMERS OF THE PRODUCT OR SERVICE?

1100 TRADITIONAL WORSHIP PARISH, GUEST (VISITORS) AND CHAPLAINS

4. HOW IS THE PROCESS CURRENTLY ACCOMPLISHED?

BE EARLY-NO TIME SPECIFIED-HAND OUT BULLETINS, COLLECT MONEY AND COUNT- COUNT # PEOPLE
TRAINING-2 HOUR TRAINING AT CHAPEL-ON-HAND AT WORSHIP SERVICE
PROVIDED USHER SCHEDULE FOR TEMPORARY USE

5. HOW CAN THIS PROCESS BE IMPROVED?

DEFINE TASK OF USHERS RESPONSIBILITY-BY WAY OF A CHECKLIST
PROVIDE TRAINING IN CLASS ROOM AND DEMONSTRATION/PRACTICE IN CHAPEL
TO LET USHERS KNOW ABOUT SIGNIFICANT PROGRAMS COMING UP SUCH AS, COMBINED WORSHIP
TO HAVE A SHOW TIME OF NLT 1040
TO BE NEATLY DRESSED/SHIRT AND TIE-SUIT IS OPTIONAL
TO PROVIDE A CHECKLIST FOR USHERS- THINGS TO DO BEFORE SERVICE, DURING/AFTER WORSHIP
TO HAVE CLEAR/EASY TO FOLLOW INSTRUCTIONS ON COUNTING THE OFFERING-PUT IN CMP'S OFFICE
TO PROVIDE A DIAGRAM FOR WORSHIP SET-UP FOR OUR SERVICE

6. HOW WILL THE PROPOSAL IMPROVE QUALITY?

GIVE THE 1100 TRADITIONAL SERVICE A WELL-TRAINED-QUALIFIED AND EFFECTIVE USHER MINISTRY
GIVE THE 1100 TRADITIONAL SERVICE USHERS STRUCTURE AND GUIDANCE

7. THE AMOUNT OF TIME NEEDED TO INCORPORATE THE PROCESS

8. PROGRESS TIMELINE

30 DAYS-DEFINE USHER ROLES-CHECKLIST AND DO A TWO WEEK TRIAL PERIOD, PROVIDE DIAGRAM OF
WORSHIP SET-UP, SET TRAINING DATE BY 7 MARCH--HAVE SCHEDULE FOR USHERS READY
60 DAYS-TO HAVE COMPLETED THE USHER TRAINING AND BE FULLY OPERATIONAL

90 DAYS-

9. PROCESS PROPOSAL OPEN (DATE) CLOSED (DATE)

8 February 99 15 Apr 99

10. THE PROPOSAL SUBMITTED TO PARISH COUNCIL (DATE)

SUBMITTED ON SUNDAY 21, FEBRUARY 1999

Quality Improvement Proposal

Eielson AFB Chapel Protestant 1100-Traditional

1. WHAT IS THE TASK OR PROCESS IDENTIFIED FOR IMPROVEMENT?

To sing more congregational hymns

2. WHO IS THE PROCESS OWNER?

Primary: Chaplains

Secondary: parish

3. WHO ARE THE CUSTOMERS OF THE PRODUCT OR SERVICE?

1100 Traditional Service; Parish; and chaplains

4. HOW IS THE PROCESS CURRENTLY ACCOMPLISHED?

We are currently singing three songs in our service

5. HOW CAN THIS PROCESS BE IMPROVED?

To have a choir director lead the congregational hymns

To start off with a praise song from hymn book

To have the choir more involved with congregational hymns

To have our service committee look at this and address it with solutions

6. HOW WILL THE PROPOSAL IMPROVE QUALITY?

More congregational participation the more fellowship, better music, better environment

7. THE AMOUNT OF TIME NEEDED TO INCORPORATE THE PROCESS

8. PROGRESS TIMELINE

30 DAYS-Chaplains to pick out praise hymns for opening song

To hire a choir director to lead congregational hymns

60 DAYS-To have our service committee to work on this issue if the need arises

90 DAYS

Everything in place and operating

9. PROCESS PROPOSAL OPEN (DATE) CLOSED (DATE)

April 10

April 17

10. THE PROPOSAL SUBMITTED TO PARISH COUNCIL (DATE)

At the May meeting on the 21st

B. Measuring

(1) Quality Performance Measures (Step-Thirteen)

At the US Stock Market Building in New York City there are graphs, charts and diagrams posted in certain areas inside the building for the purpose of showing the rise and fall of stocks. People who invest money in the stock market read these charts because this gives information on whether to buy or sale a stock. By having charts and statistics on certain topics of interest can assist a group or organization in seeing exacting what is going on both in the past, present and sometimes even in the future (when setting goals to reach).

The term chart simply means, “A sheet providing information, or to lay out a plan”.³⁴ The word statistics is defined as, “A branch of mathematics, dealing with the collection, analysis, interpretation and presentation of masses of numerical data.”³⁵

When it comes to using charts and statistics in the protestant parish ministry there are several areas a PPC should consider for use. The reason for using charts and statistics is the information these charts and statistics data can assist a PPC in understanding the highs and lows in such things as attendances and offerings. When a marathon runner is running the race he/she must know where the finish line is or else they cannot win or even be able to complete the run. When AF pilots fly the multimillion-dollar aircrafts into the wild blue yonder and don't have a destination or a target to hit then they are only wasting time, fuel and a whole lot of tax payers money.

³⁴Webster's Ninth Collegiate Dictionary, 187.

³⁵Ibid, 1137.

By collecting key data on certain key elements of ministry the PPC will be able to stay on target. When goals and objectives are created how does an organization know it is on target. The answer is using Quality Performance Measures.

These QPM's are simple to create by using the Excel Tool on the computer. An NCOIC's can design the charts using the statistics presented. It is important to use QPM's on ministries that can be measured. A PPC does not want to get into the habit of overkill on using QPM's. At Eielson AFB the PPC chose to QPM's only in three areas. The QPM's measured where the worship service attendance, the offerings and the worship service surveys. The worship service attendance and the offerings were measured every monthly and covered the past year and the present year.

How did this information help the PPC in improving the ministry at Eielson AFB Alaska? By using the Attendances and Offerings QPM's the PPC was able to better understand why there was high points and low points on the charts. For example, on the Traditional Worship Service Attendance Chart there was a decrease from last year by about 200 people. What was the reason and how would the PPC even have known this had it not been for the QPM? Some people might guess the answer is the preaching was bad, or a split occurred in the congregation. The real answer was after the PPC saw the changes in attendances and began to investigate the difference it was discovered that there was a deployment of one of the Fighter Squadron's that had been deployed. Another reason was because of freezing winter temperature and the Chapel closed on one of the Sunday's in December. At Eielson AFB the temperature can and did dip to a low of over 50 degrees below zero.

Using QPM's can aid the PPC with this kind of information. The QPM's help keep the goals and objectives alive and will show the PPC if the goals and objectives are being met. For example, after the worship service surveys were scored it gave the PPC a measurement of whether or not the goal set of 4.5 or roughly 90 percent of the congregations were satisfied with the worship experience. The PPC at Eielson AFB measured the following areas that centered on the worship service that is part of the "Purpose Statement" and the goals and objectives.

I. Worship Style

- A. Sermons/Homilies
- B. Presentation of Prayers
- C. Scripture Readings
- D. Music
- E. Order of Service
- F. Children's Church/Nursery
- G. Overall Satisfaction with the Style of Worship

II. Worship Environment

- A. Friendliness of fellow Worshippers
- B. Furnishings/Altar Appointments
- C. Decorations/Flowers/Banners
- D. Cleanliness/Neatness
- E. Sound System
- F. Overall Satisfaction with the Environment for Worship

III. Lay Involvement

- A. Readers
- B. Ushers
- C. Servers
- D. Choir Members
- E. Parish Committees
- F. Overall Satisfaction with the Involvement of Laity

The worship service surveys were given and scored quarterly and then measured in a combined protestant worship service measurement. A few samples of the statistics will be included at the end of this chapter. A complete evaluation will be listed in Chapter Ten.

Two Samples of QPM will go here

CHAPTER EIGHT

BUILDING A TEAM FOR CHAPEL MINISTRY: PEOPLE PROBLEMS & PROBLEM SOLVING

A. Team Conflicts

(1) People Problems: Positive

There is a saying that goes something like this in relation to belonging to a team. “You ought to think three times before leading or joining a staff. It is delightful and rewarding if relationships are healthy, and destructive and disappointing if they are not” (author-anonymous).

Belonging to a team can be a wonderful experience if the team has a set of rules or principles to live by. Even when there is a set of these rules things can erupt at any time. People are human beings and because of the old sin nature there will be disagreements and different opinions how things should be done or corrected.

Marriage is a beautiful institution that God created. The blessing of a man and a woman who make a commitment (live by a set of rules) to each other. A commitment to love, honor, cherish and to submit to God’s leadership and to each other. Sounds good

right. If a person has ever been married then a person knows that conflicts are real and various opinions on how to solve problems can cause heated arguments.

E. Michael Lillibridge writes in his book The People Map, four personality types that people can possess. The four types of personality types are the Leader types who are the “big picture and bottom line people. Leader types have three natural abilities. First, they are visionaries; they are able to look at the future and see the big picture and plan what needs to be done. Second, Leader types like to accomplish things. They are doers; they don’t wait for things to happen; they make things happen. Third, Leader types like to manage and direct the activities of others to accomplish the goals that they want to achieve. They are attracted to leadership roles.”³⁶ In other words these types of people like to take charge and take control.

The next personality is the People type. “They love people. People are their life. People types are the best natural communicators of the four personality types and they are attracted to jobs where they can be of service to others.”³⁷ In other words these types of people make good servants. The third type is the free spirit type. “Free Spirits certainly like to march to the beat of their own drum, doing and pursuing what feels right for them. Free Spirits need excitement and variety in their life.”³⁸ In other words these types of people like change to occur. The last type of personality type is the Task type. “The task types are the busy bees of life or the worker bees of the world. They are the people down in the trenches, who work long and hard and get things done.” In other words these types

³⁶E. Michael Lillibridge, “The People Map”, (Lutz: Lilmat Press, 1998), 13

³⁷Ibid. 18.

³⁸Ibid, 24-25.

of people take a task on and will finish it.³⁹ Does this sound like great personalities to have on a team? A team leader. A team member who wants to help get the job done and is willing to do the dirty jobs no one else wants. A free spirited individual that is willing to go along with whatever everyone else wants and a task person who will make sure the job gets done right.

(2) People Problems: Negative

If this were a perfect world with perfect people then this would be the ideal team to belong too. However, when looking at downside to these personalities one might come away with a different view. For example all of these types of personalities has Achilles Heel. According to Lillibridge the Leaders' Achilles Heel is "Hard people skills come naturally to the leader type personality."⁴⁰ In other words if confrontation is what is needed then confrontation it will be. This person is not afraid to let the "fur fly."

The Peoples' Achilles Heel is "They want to have loving harmonious relationships with the important people in their lives. Though good at the soft people skills it is the hard people skills that are so difficult for them."⁴¹ In other words these type of people get feeling hurt easy and will avoid conflict and pain.

The Free Spirits' Achilles Heel is "Starting many new project, but running the risk of finishing few. Free Spirits love the start-up phase of a project because it's so exciting. Bus as the project becomes boring, mundane, and predicable in outcome, Free Spirits

³⁹Lillibridge, 29-30

⁴⁰Ibid, 15.

⁴¹Ibid, 22.

often lose interest and jump ship.”⁴² In other words this type of person will not go the distance all the time with the team.

The Tasks’ Achilles Heel is “Task types have a natural resistance to change”.⁴³ In other words when a team needs to make a change, look out the Task types will give the team a fight for staying the way it is.

This is only a sample of the various types of personality test that are out there. Gary Smalley and John Trent developed the Lion, Beaver, Otter and the Golden Retriever types of personality. The Myers-Briggs Personality types have already been mention in Chapter Three. The truth of the matter is a team that is made up of different personality types is going to have conflicts on how best to resolve problems. The team will butt-heads from time to time.

Gary L. McIntosh gives a great analogy of what a team is like in his book Staff Your Church for Growth. He says, “ A team is like a having a baby tiger given to you at Christmas. It does a wonderful job of keeping the mice away for about twelve months, and then it starts to eat your kids.” It can also eat everything else in the house including the owner.”⁴⁴ Things may go pretty well for a while but when problem solving or learning how to manage problems occur in correctly it will threaten the very existence of the team.

B. Problem Solving

(1) The PPC Management Flowchart (Step-Fourteen)

⁴²Ibid, 29.

⁴³Lillibridge, 32.

⁴⁴McItosh, 152.

When problem solving is required “is there a tool available to help make this issue easier to manage”? The answer is yes. The PPC Management Flowchart will assist a team in learning how to handle difficult problems.

The PPC Management Flowchart is designed for the purpose to help difficult issues that need to be resolved or for minor concerns that to be addressed by the PPC.

In the military the Chain of Command was created to help keep the right people in the loop of things. It was also created to help solve problems at the lowest level. The PPC Management Flowchart acts pretty much the same way. The PPC Management Flowchart sample that will be included at the end of this chapter and was used at Eielson AFB Alaska uses the PPC Revised Strategic Plan as the example. The example is showing the revision strategic plan that was produced from the first draft and the process it will need to go through in order to be accepted by the PPC.

The great thing about using the PPC Management Flowchart is it keeps everyone in the loop of what is happening. Remember Lillibridges’ personality types and what can occur if people are not included in the decision making process.

The PPC Management Flowchart begins with the WC and SPC. It then flows to the PPC for review that includes tasking the Four Divisions to develop the plans. The Four Divisions will work with the various committees (organizations) to come up with goals, objectives and a budget. Once this has occurred then the process reverses until it reaches the WC and the SPC for final approval. If for any reason one of the groups believes something is not exactly right then it is sent back for further review and the process continues again until all team members have blessed the Revised Strategic Plan. This PPC Management Flowchart gives the PPC a sense of empowerment. The bottom line is

the PPC Management Flowchart will help any organization manage problems and resolve tough issues with ease because everyone has inputs and no one is left off the decision making process.

(2) Sample of the PPC Management Flowchart

CHAPTER 9

BUILDING A TEAM FOR CHAPEL MINISTRY: BUDGETING & OPERATING INSTRUCTIONS

A. Annual Budget

(1) Developing a Annual Budget

Who likes to spend money? The answer is simple. Everybody likes to spend money. Who likes to have enough money to be able to accomplish the mission, the goals and objectives for a twelve-month period? The answer is simple. Every SPC wants enough funds available to be able to do the ministry. I

In order for this to great ministry to happen there are several things that must occur. First, there must be a need for proper planning and budgeting. The term budget simply means, “ To plan or to provide for the use of”.⁴⁵ David R. Pollock published a book called Business Management in the Local Church. He said, “The reality of the issue is

⁴⁵Webster’s Ninth Collegiate Dictionary, 185.

that, for a church to be successful in managing its financial resources, budgets are an absolute necessity.”⁴⁶

It is recommended the planning begin with the WC, SPC and the PC's during the month of June. Each PC that is responsible for ministries that use chapel funds should get all the expenditures that were spent the previous year and to use this as a starting point for budgeting for the new year. Take a careful look to see what programs brought the most success and what programs did not. This will help to increase or decrease the amount in certain budgeted items.

A second thing to remember is to increase the proposed budget by 5 to 10 percent for programs that were a success. If the program was great chances are it will be a little better next year. If at all possible include the Division Chairperson and other PPC team members in the budget planning process. The old saying, “two heads are better than one” is a true statement. The Bible says in Proverbs, “In the multitude of counsel there is safety.” Another good reason to include the PPC team member is the need to build support and continued team building.

David R. Pollock continues in his book to explain that “Although most people in church leadership recognize this fact (budgets are an absolute necessity), many consider it a necessary evil.”⁴⁷ Organizations who do not think budgeting is a serious matter either have poor programs or do not have a general understanding of what budgets can do for an organization. When proper planning takes place than a budget will be helpful as a means for helping a PPC to plan. A budget should not run a ministry but the budget is to assist

⁴⁶David R. Pollock, “Business Management in the Local Church” (Chicago: Moody Press, 1995), 87.

⁴⁷Pollock, 87.

in conforming to the mission. The budgeting process will also keep the protestant ministry on track in fulfilling the “Purpose Statement along with the goals and objectives. Once this process has taken place and a final meeting has occurred with the PPC leadership then the proposed budget is help until the August meeting with the Parish Advisory Council.

(2) Submitting the Annual Budget

The Parish Advisory Council shall submit a summary of a proposed annual operating budget request. Such budget summary shall:

- A. Include a summary of the proposed annual operating budget for the period beginning in September and ending in August.
- B. Include a month by month breakdown of spending for each ministry.
- C. To recognize the differences in the size and mission of each ministry.
- D. To prioritize the funding from “high to low importance”.
- E. To be prepared to have justifications of some or all of the proposed ministries spending.

The Parish Advisory Council shall recommend to the WC a proposed consolidated annual operating budget that includes the budget for each ministry and each component of that ministry. The WC shall assure that the budget is consistent with the mission of the total Chapel Program.

The WC shall sign and shall direct that the Annual budget is the official budget for the upcoming year.

Listed at the end of this chapter is a sample of the annual budget prepared and was used at Eielson AFB Alaska. Remember this annual budget was prepared based upon the concerns of the PC’s, the PPC members and the protestant parish in conjunction with the “Purpose Statement” and goals and objectives of the Protestant Ministry.

B. A Sample of a PPC Annual Budget

C. Operating Instructions

(1) The PPC Chaplain Fund Operating Instructions (Step-Fifteen)

The final step of how to develop a quality protestant ministry and PPC for a twelve-month period involves establishing policy and procedures regarding the operation and the use of chaplain funds.

It should be noted here that there are two kinds of funds that can be used in the Chapel arena. First, there are appropriated funds. Appropriated Funds is money that is supplied by the United States Government. This money can be only spent on certain chapel items that deal with quality of life items unless permission is granted by the Command Chaplains Office. Appropriated dollars normally pays for people who are on contracts, for TDY's (Temporary Duties for chaplains and chapel managers for short periods of time), and for upgrades on the chapel facility.

The other kind of funds available is called, "Non-appropriated Funds. These funds come from the offerings and other types of donations given by the parish members. This money is used to do the everyday protestant ministries set forth by the PPC team. The bottom line is it operates much like a local church does.

One last thing needs to be said here before covering the proper procedures for using Chaplain Funds and that is the need for the PC's to spend some time in the pulpit on the subject of "Stewardship". Many times PC's feel this is not a necessary topic to cover but if the proper budget planning and looking to the future for God to do even greater things

than He did in the past year of ministry than teaching the parish the importance of giving should be included. When Christians realize there is a need to give in order to have quality and God honoring ministries the response is usually a good one. God does not need our money to do ministry but Christians need to learn how to give to the Lord's work.

The Chaplain Funds Operating Instructions are simple and clear to follow. The Chaplain Funds Operating Instruction involves ten areas of needed information for the PPC to operate within the Chaplain (HC) Operating Instructions 52-101/9. At the end of this chapter will be a sample of the Chaplain Funds Operating Instructions in full detail.

The ten areas will be discussed briefly and are as follows:

1. **WC Fund Responsibilities:** The WC is ultimately responsible for the entire Chaplains Fund. Although most WC give authority to the SPC to run the Protestant Ministry, the final say on spending chaplain funds is his to approve. Normally the WC will not get involved unless the amount is a large sum to be spent.
2. **Parish Advisor Council Responsibilities:** Include meeting annually for the purpose of creating an annual budget and to meet periodically if necessary to review the budget.
3. **NCOIC Responsibilities:** The NCOIC main responsibility is to make sure the chapel managers are properly trained and to inspect the Chaplain Funds Record book monthly.
4. **Fund Custodian Responsibilities:** Include the proper spending of the Chaplain Funds is conducting and for hiring contract personal when using non-appropriated funds. The Fund Custodian is responsible for ensuring the safe guard and security of all fund assets.
5. **Bookkeeper Responsibilities:** The Bookkeeper main job is to assist with creating purchase orders for the buying of materials and other related items for the parish to conduct ministry.
6. **Chaplain Fund Requests:** These are forms that must be used before any purchase can be made.
7. **Chaplain Fund Credit Cards:** Another name for these credit cards is an IMPAC card. This is used in place of Purchase Orders. If it can be purchased with a credit card instead of a Purchase Order than the IMPAC card can be authorized for use.

8. Accounting for Receipts: This is a set of instructions on how to receive, handle and deposit worship service or other types of offerings that are collected at the chapel.
9. Accounting for Disbursements: This is a set of instructions on how to pay the bills.

(2) Sample of the PPC Chaplain Funds Operating Instructions

CHAPTER 10

BUILDING A TEAM FOR CHAPEL MINISTRY: EVALUATION & CONCLUSION

A. Evaluation

In this chapter there will be an assessment of how well this fifteen-step process assisted the Eielson AFB Protestant Ministry of reaching its goal of maintaining a ninety-percent satisfaction level for protestant parish attendees. The Command Chaplains (HC) goal is maintain about an eight-percent satisfaction level of protestant parish attendees. In other words on the scale used to evaluate this process was a 1-5 scale. In order for the Command Chaplains goal to be reached an average score of four was needed. To reach the Eielson AFB goal to be reached an average of 4.5 was needed.

In the military setting there are certain items that the Command Chaplains Office needs to evaluate and so based on this premise the evaluation that was performed at this base was to use the format laid out by the Command Chaplains Office. The areas that were evaluated are in three main areas of worship. The first area is the Worship Style that has seven categories. The seven areas to be evaluated are sermons, presentation of prayers, scripture readings, music, order of the worship service, the children's church/nursery program and an overall satisfaction with the style of worship. The second area is the Worship Environment that has six categories. These six areas are friendliness of fellow worshippers, the furnishing/alter appointments, the decorations/flowers/banners, the cleanliness/neatness of the chapel, the sound system and an overall satisfaction with the environment for worship. The third area is the Lay Involvement that also has six categories. The six areas are for the readers of scripture, the ushers, the servers, the choir members, the various parish committees and an overall satisfaction with the involvement of laity.

Bobb Beihl gives a powerful quote in his book, Master Planning. He said, "Evaluation is where your focus moves from: "Do we look successful?" To: "Are we making a real difference?"⁴⁸ The old saying of the "proof is in the pudding" could mean are the people satisfied with the ministry that is being offered and is it meeting the spiritual needs of the youth, singles and families.

In this evaluation there are documents presented for evaluation: The first will be a copy of the Worship Service Survey used with written numbered results from two of the four quarters. The third and fourth quarters spanning from December 1999 through 2000. These results will show how many people actually took the survey and how it was scored

on the 1 to 5 ratio. The results for the entire year will be presented in the final analysis of the nineteen categories mentioned earlier.

The charts will show a comparison from the 98/99 year to the 99/00 year. The charts are scored on a 1-5 scoring with one being the lowest to five being the highest rating.

The PPC consisted of nine lay persons and three PC's. The group did some training (step-one) and developed a strategic plan (step-two) geared toward meeting people's spiritual needs. The PPC organized a Schedule for monthly meetings (step-three) in order to conduct protestant parish business and devised a Membership List (step-four) and an organization chart (step-five) to help assign certain responsibilities to the various PPC members. The PPC developed a set of Guidelines (step-six) to assist with knowing how to operate a PPC.

The next step was to create a Job Description (step-seven) to guide the PPC members on what each one was responsible for doing. To conduct an effective meeting the PPC organized a PPC Agenda (step-eight) that gave structure and keeps the PPC on the right track during the meeting and in the big picture of meeting the "Purpose Statement" and goals and objectives. Step-nine gave the PPC members ways to write a report that would present pertinent information to the PPC. A Lay Ministry List (step-ten) was developed to help fill key positions needed to do the ministry and to help Christians find a place to serve.

Step-eleven was a crucial part to this project because this Survey would let the PPC know how the process was going. One of the purposes of the surveys was to Improve the Quality of ministry and make it better (step-twelve) and the Quality Performance Measures (step-thirteen) was used to provide key information about the attendance's and

⁴⁸Biehl, 135.

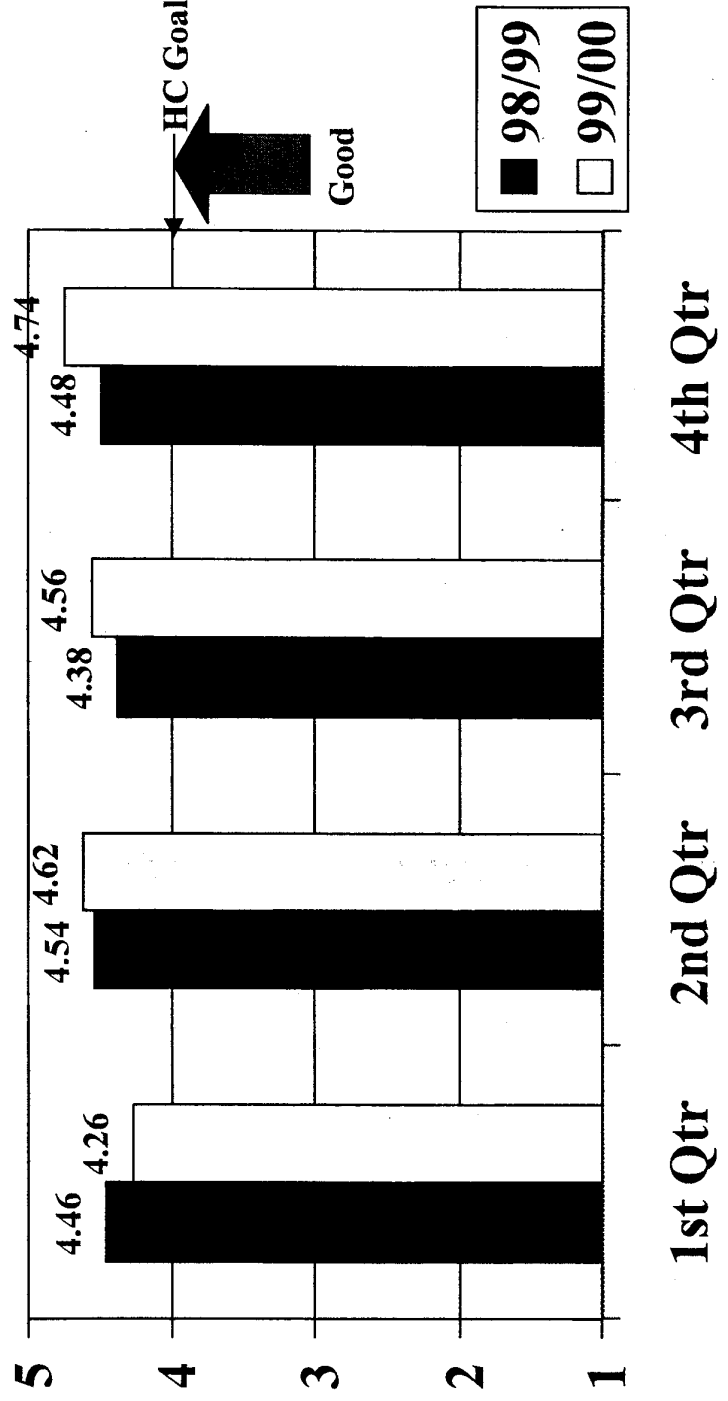
the offerings reports. Step-fourteen was created to help with problem solving issues especially when it came to implementing new changes in the Worship Services due to the feedback received from the surveys. The Parish Council Management Flowchart aided greatly in this area of managing problems and resolving conflicts that came up during some of the PPC meetings. Last of all a development of the Chaplain Funds Instructions were put in service to teach and help the PPC on how to purchase and operate within the Chaplain Funds when it came to spending money for programs.

The last thing that will be listed is the five letters of evaluation on the good and the not so good aspects of this thesis project. The letters come from the WC that was stationed at Eielson AFB Alaska during this time frame that was evaluated. The President of the PPC during the same period of time. The Vice-President, one of the PC's who worked under the leadership of the SPC who developed this project and finally from a Command Chaplain perspective on is this a workable strategy for future SPC to consider for doing ministry.

Protestant

I. Worship Style

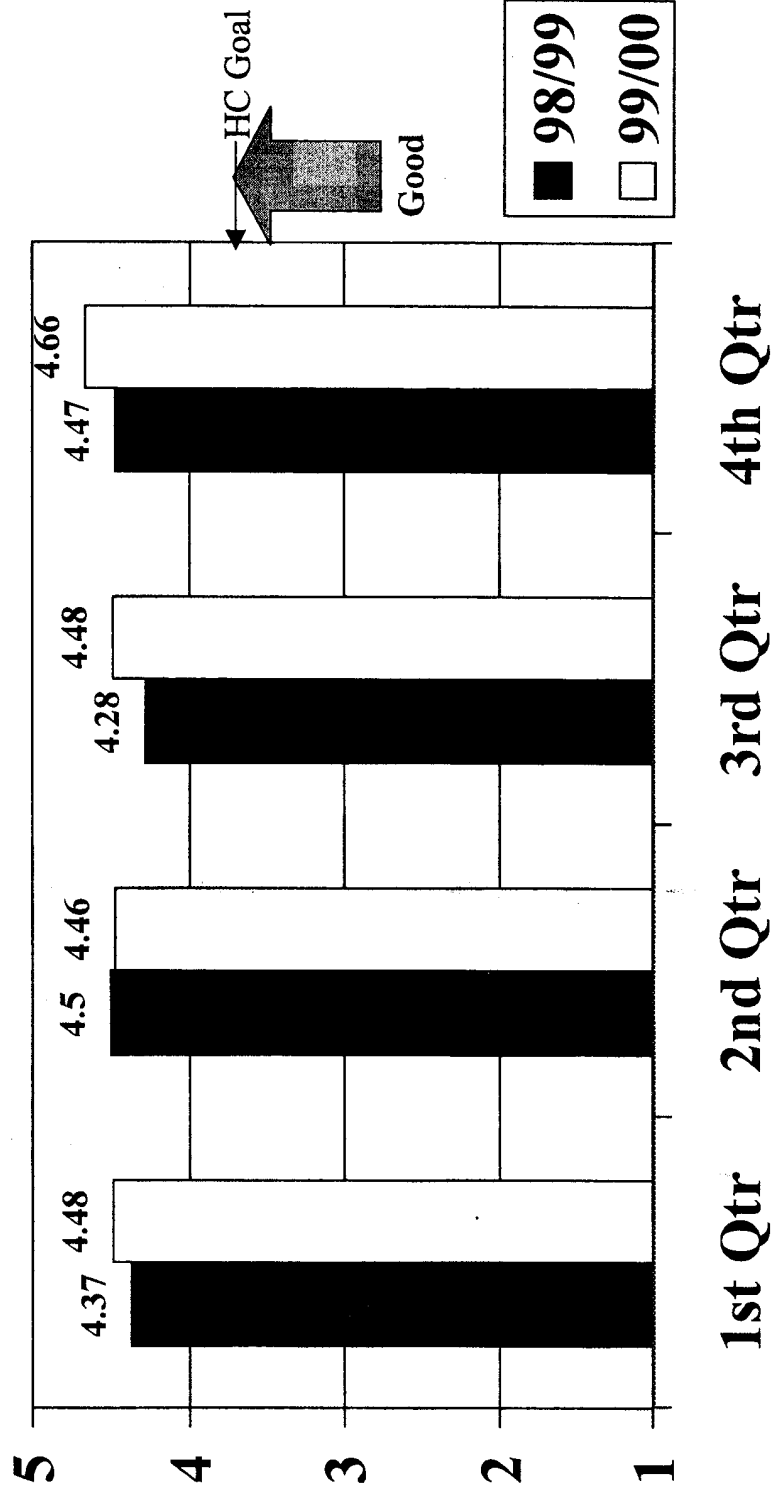
A. Sermon/Homilies



Protestant

I. Worship Style

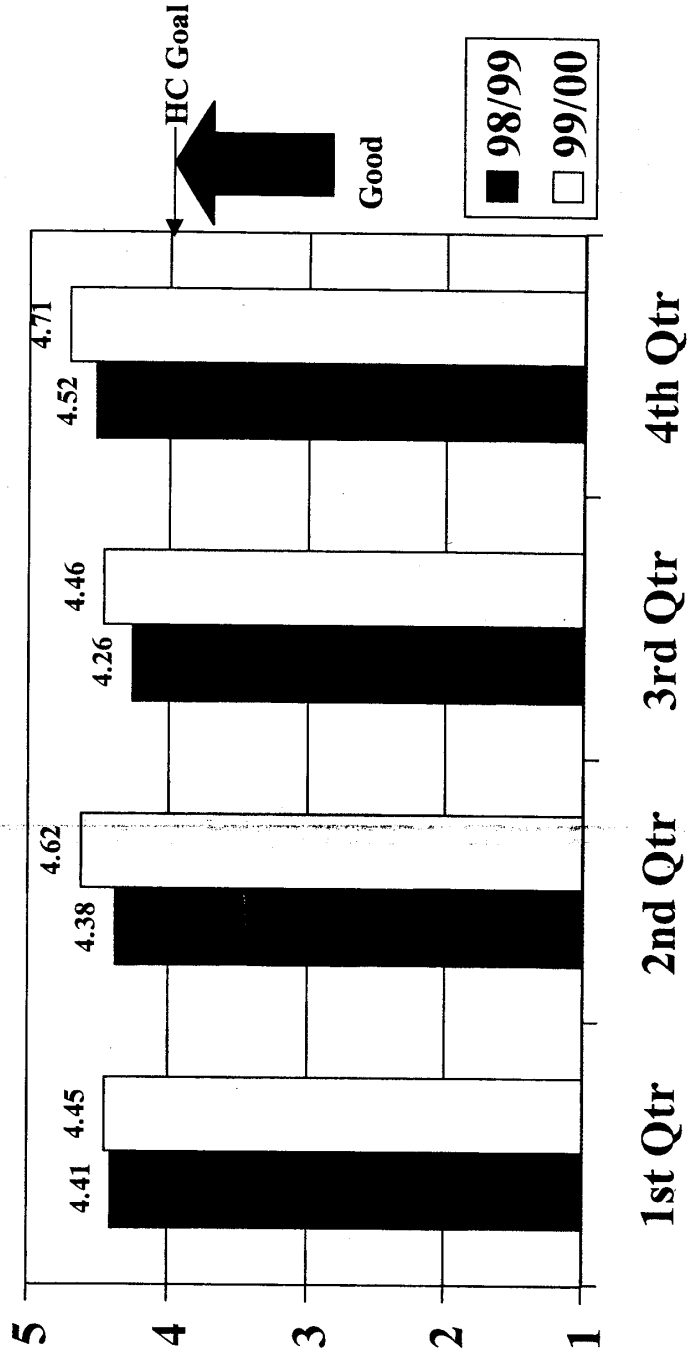
B. Presentation of Prayers



Protestant

I. Worship Style

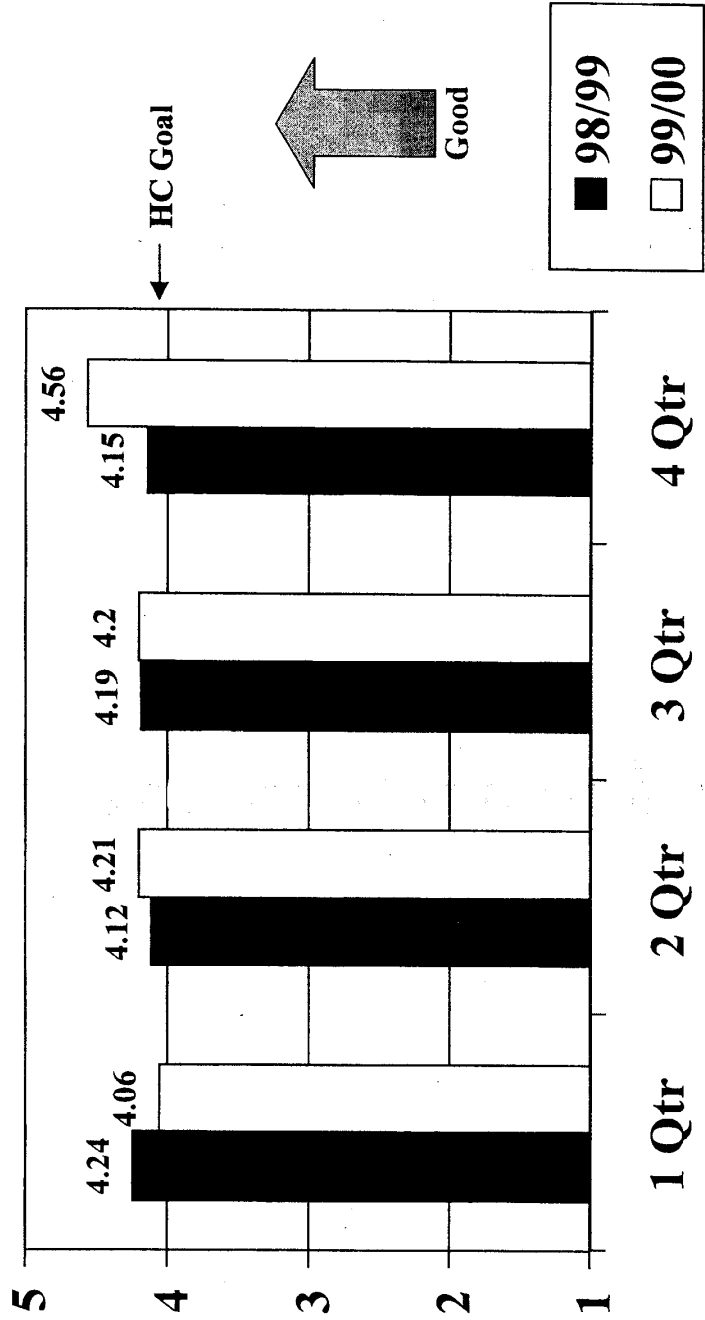
C. Scripture Readings



Protestant

I. Worship Style

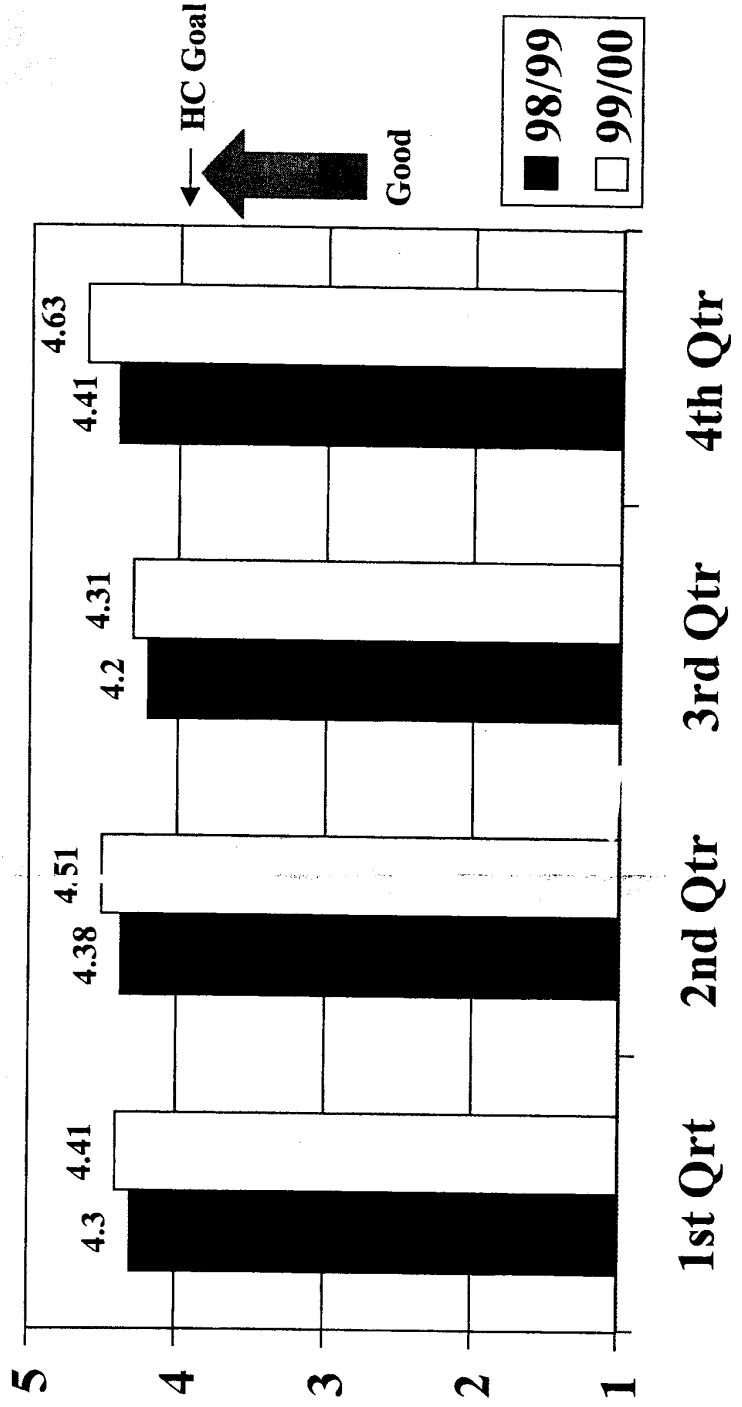
D. Music



Protestant

I. Worship Style

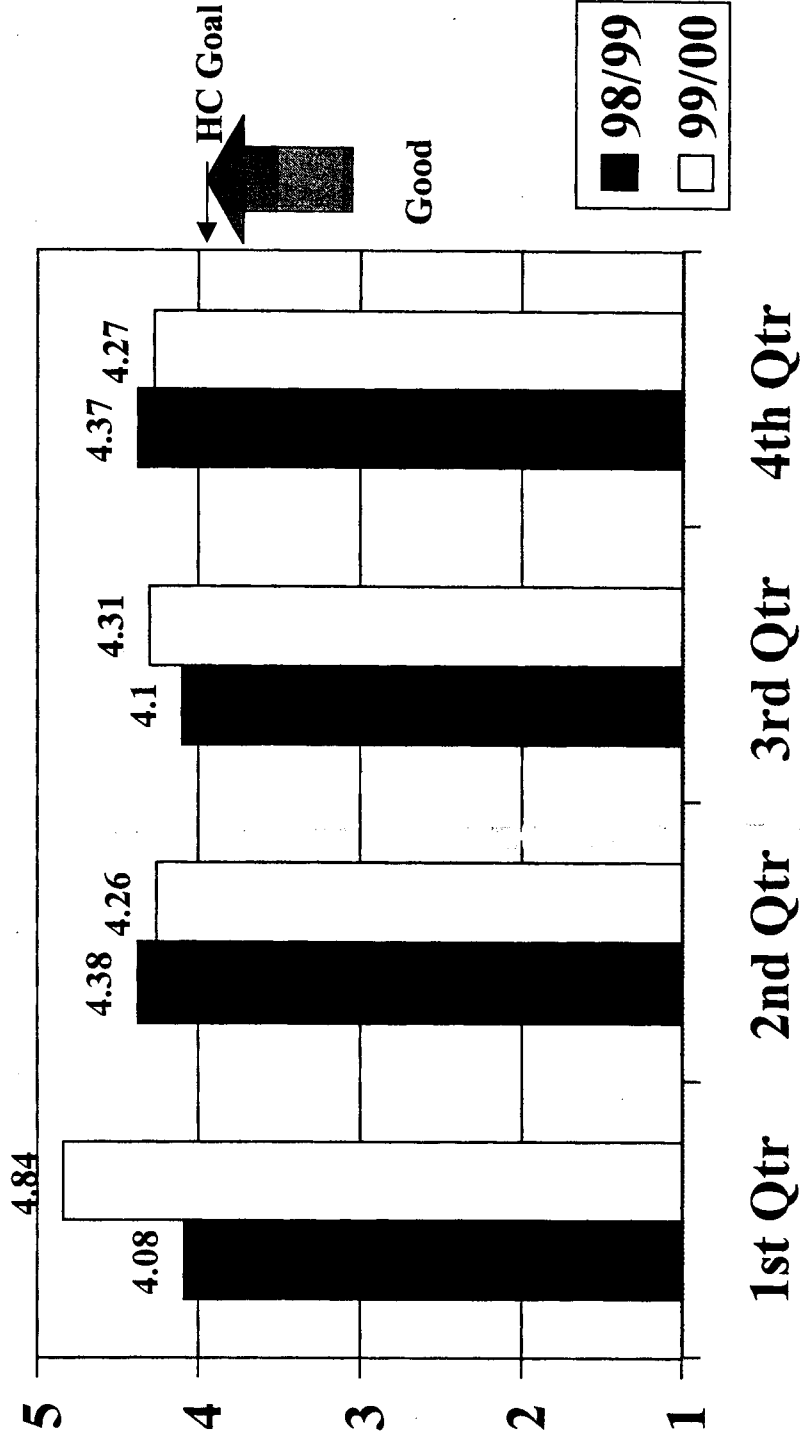
E. Order of Service



Protestant

I. Worship Style

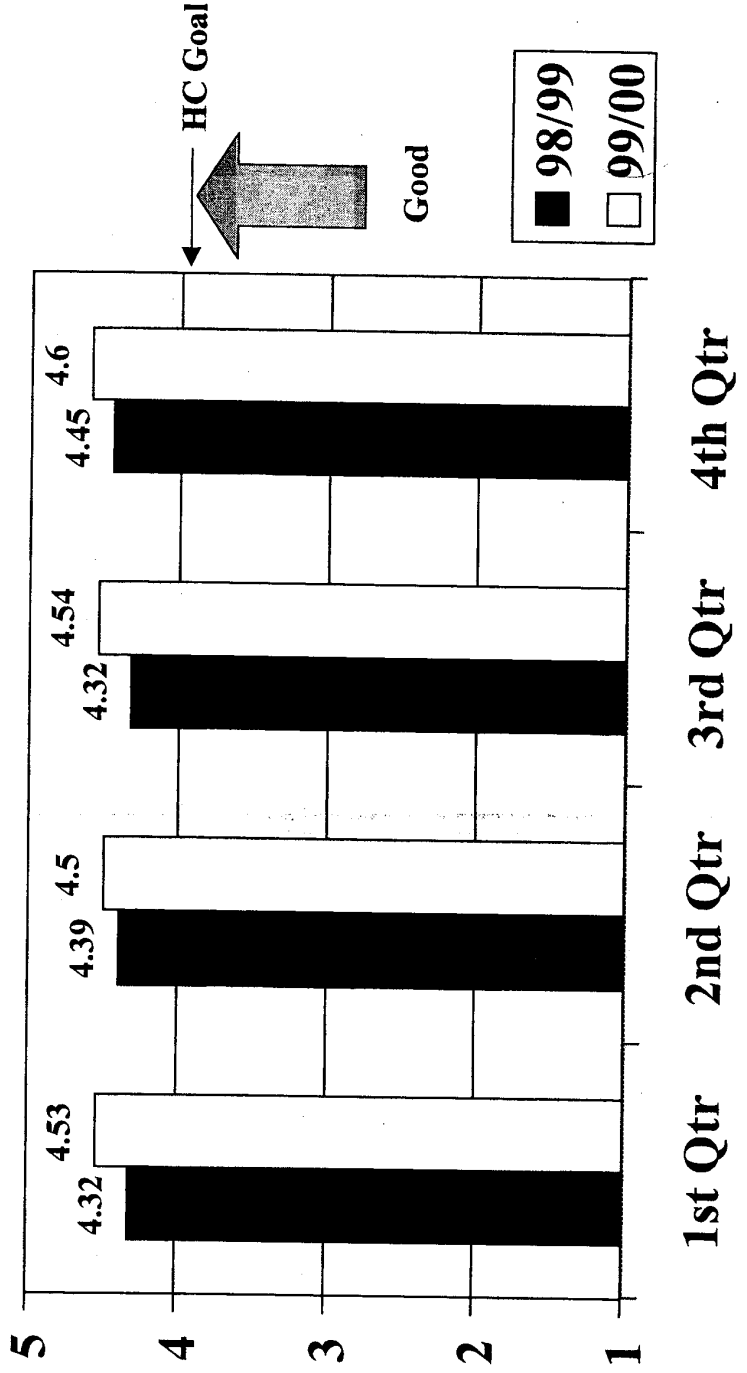
F. Children's Church/Nursery



Protestant

I. Worship Style

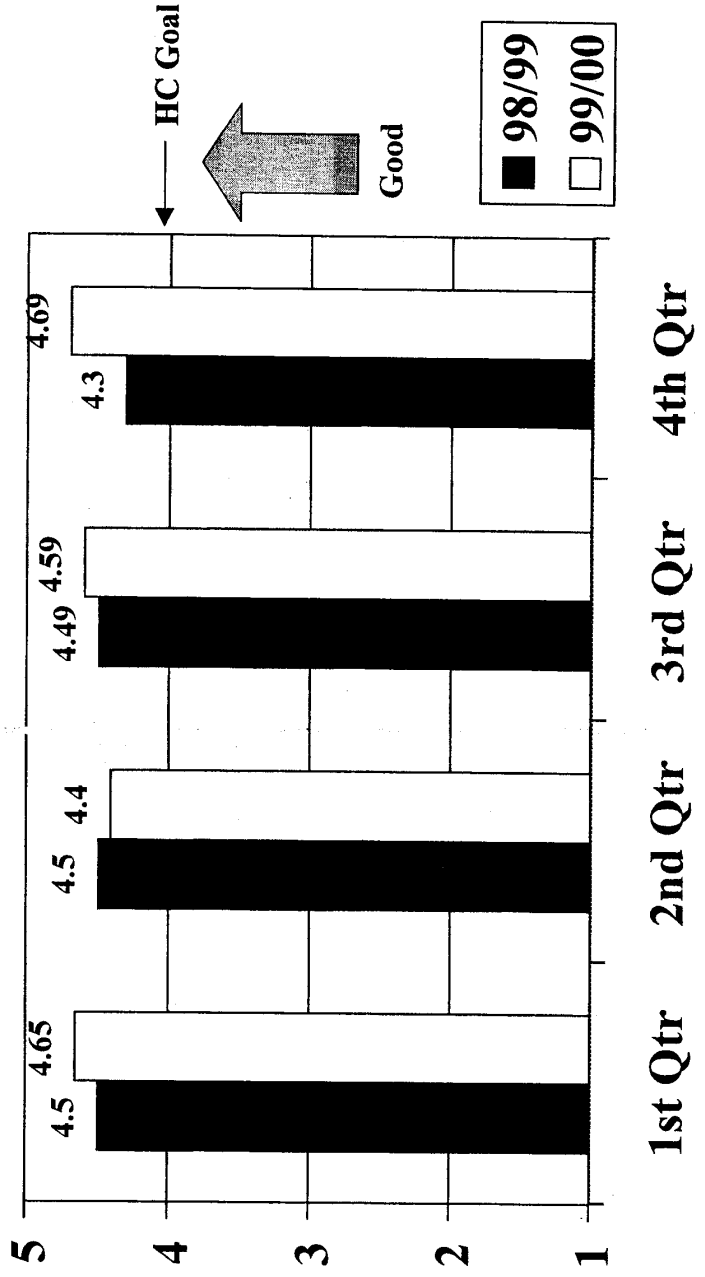
G. Overall Satisfaction With the Style of Worship



Protestant

II. Worship Environment

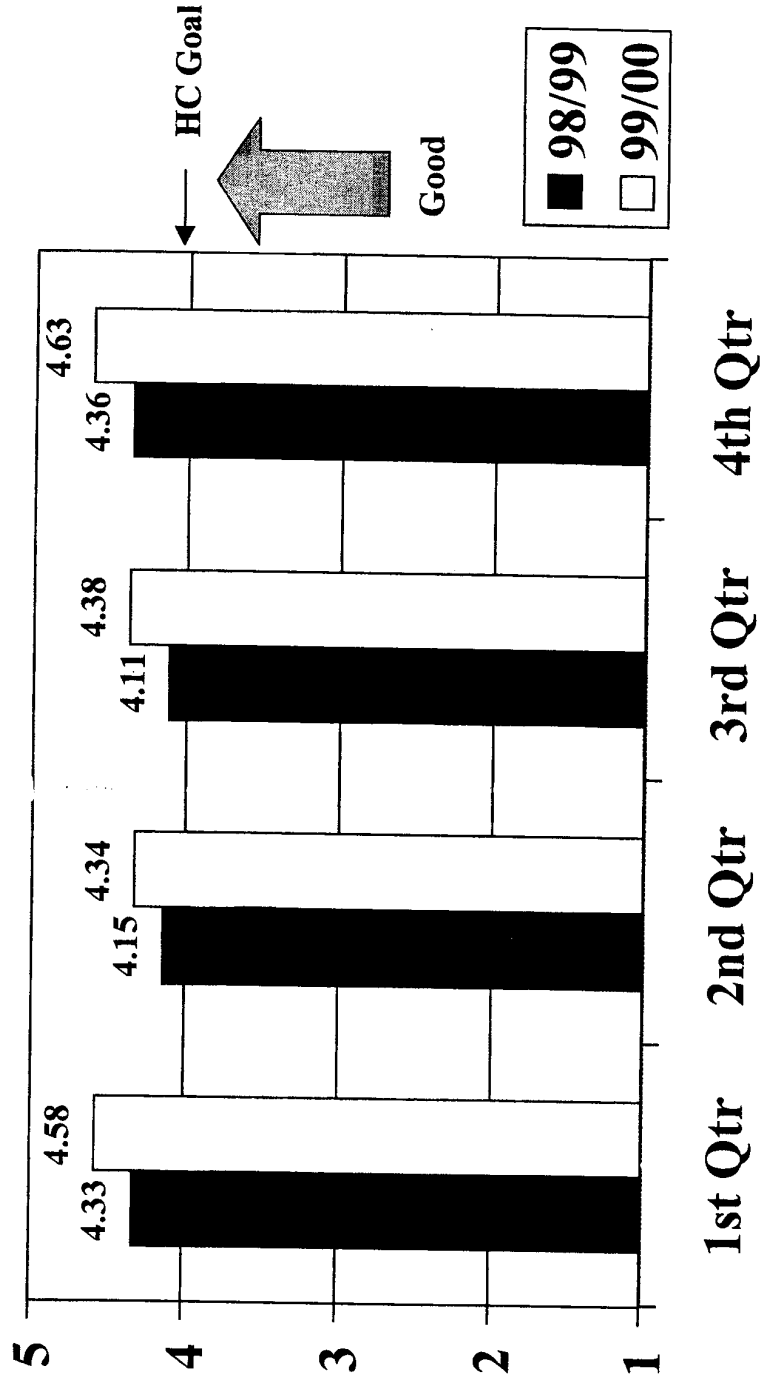
A. Friendliness of Fellow Worshipers



Protestant

II. Worship Environment

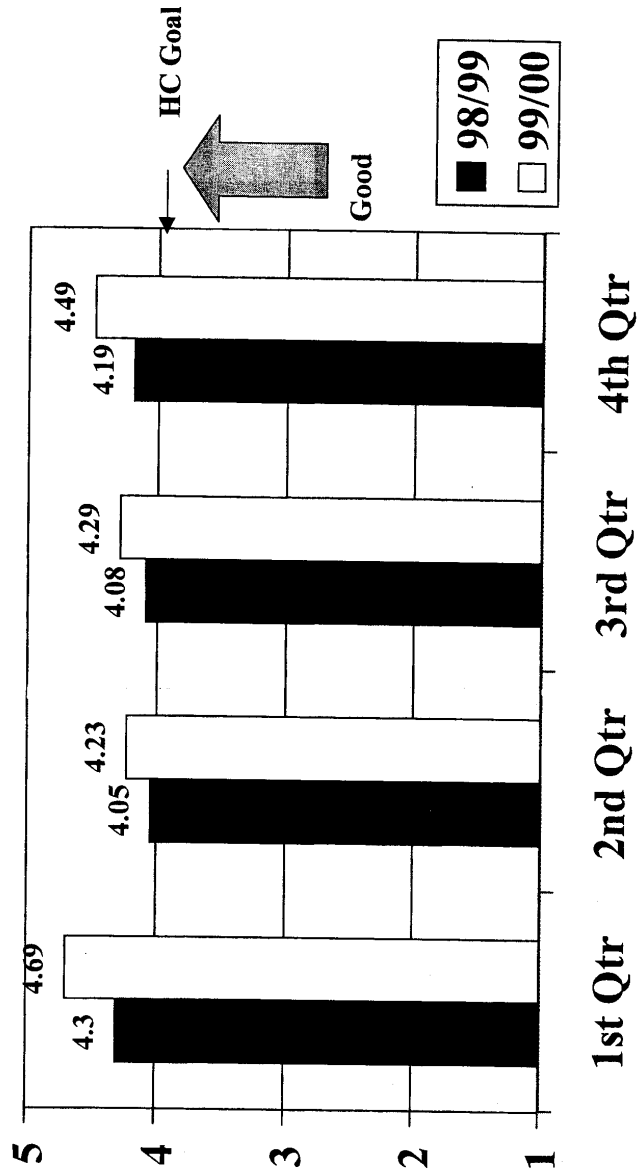
B. Furnishings/Altar Appointments



Protestant

II. Worship Environment

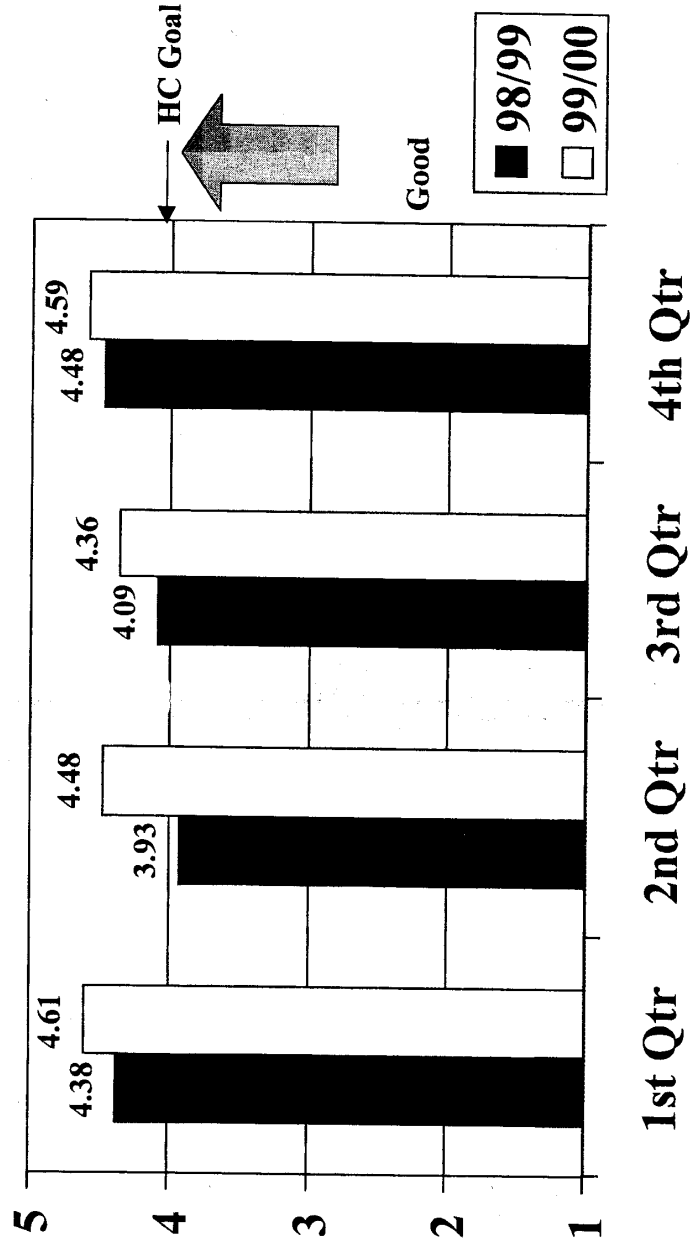
C. Decorations/Flowers/Banners



Protestant

II. Worship Environment

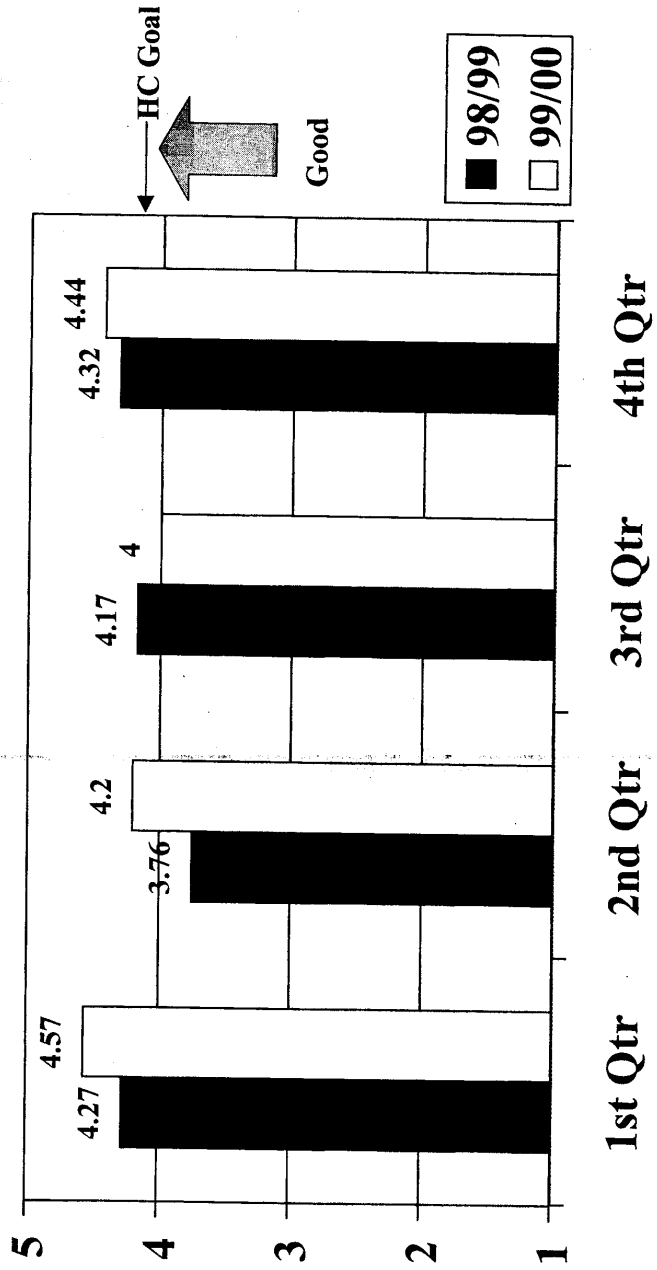
D. Cleanliness/Neatness



Protestant

II. Worship Environment

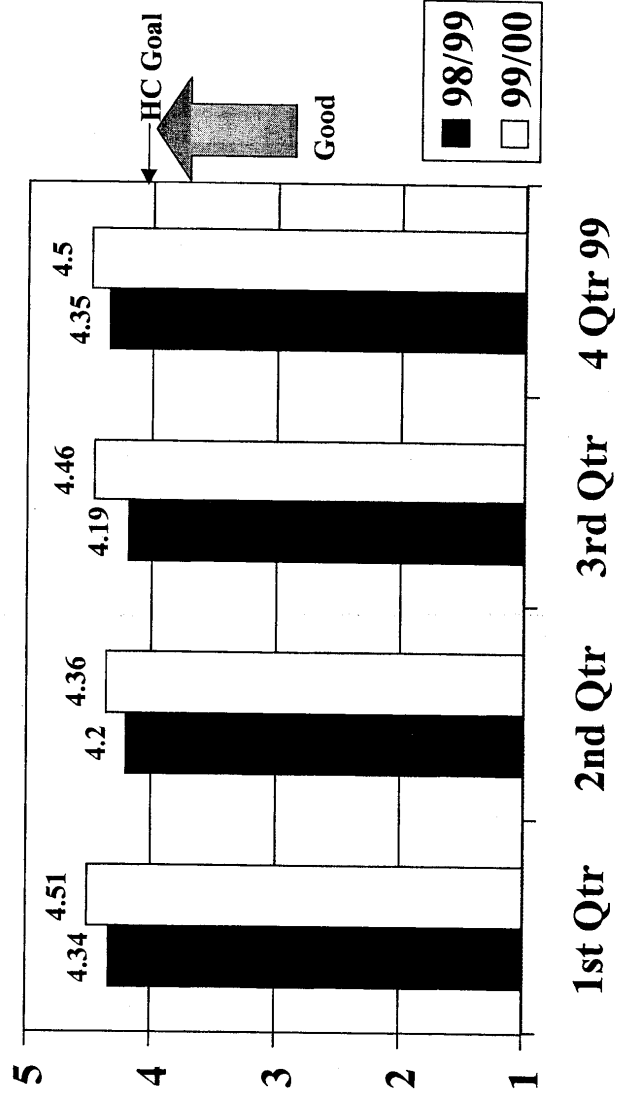
E. Sound System



Protestant

II. Worship Environment

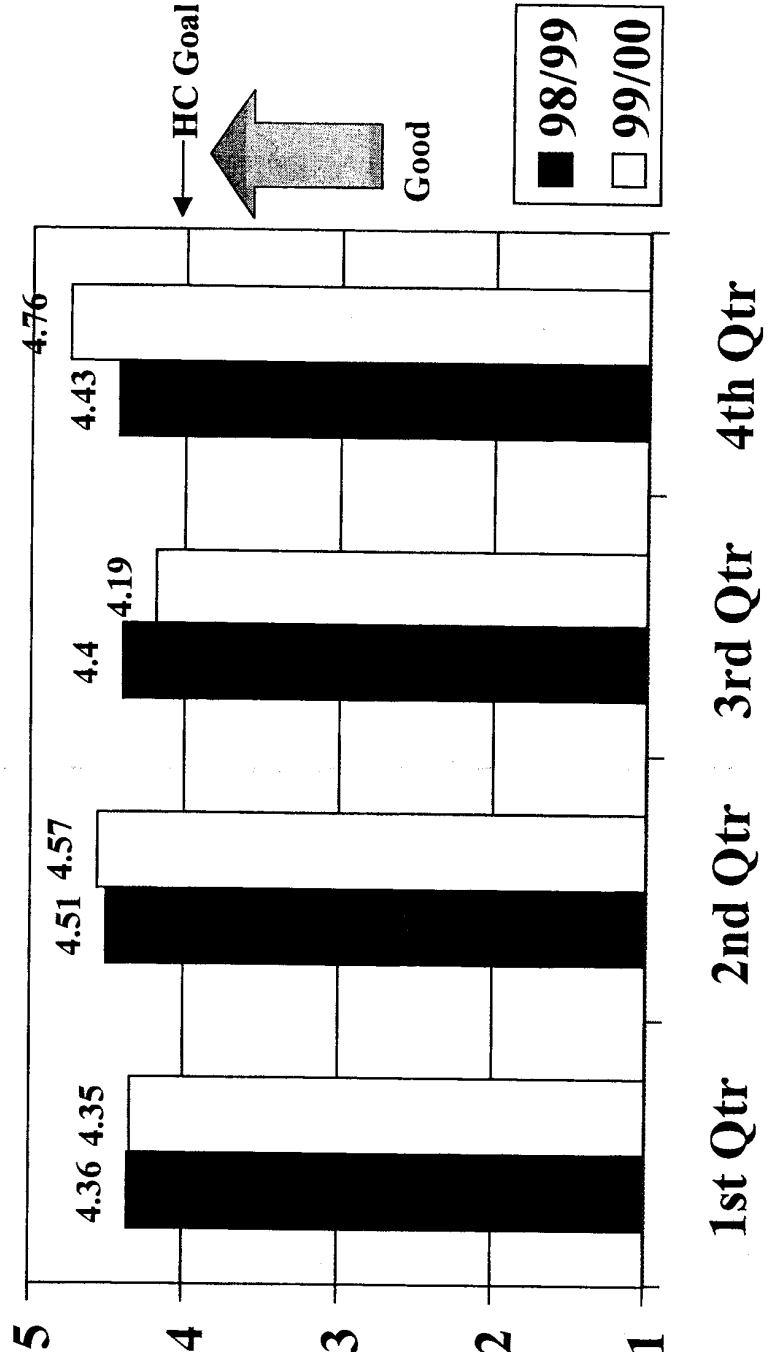
F. Overall Satisfaction With the Environment for Worship



Protestant

III. Lay Involvement

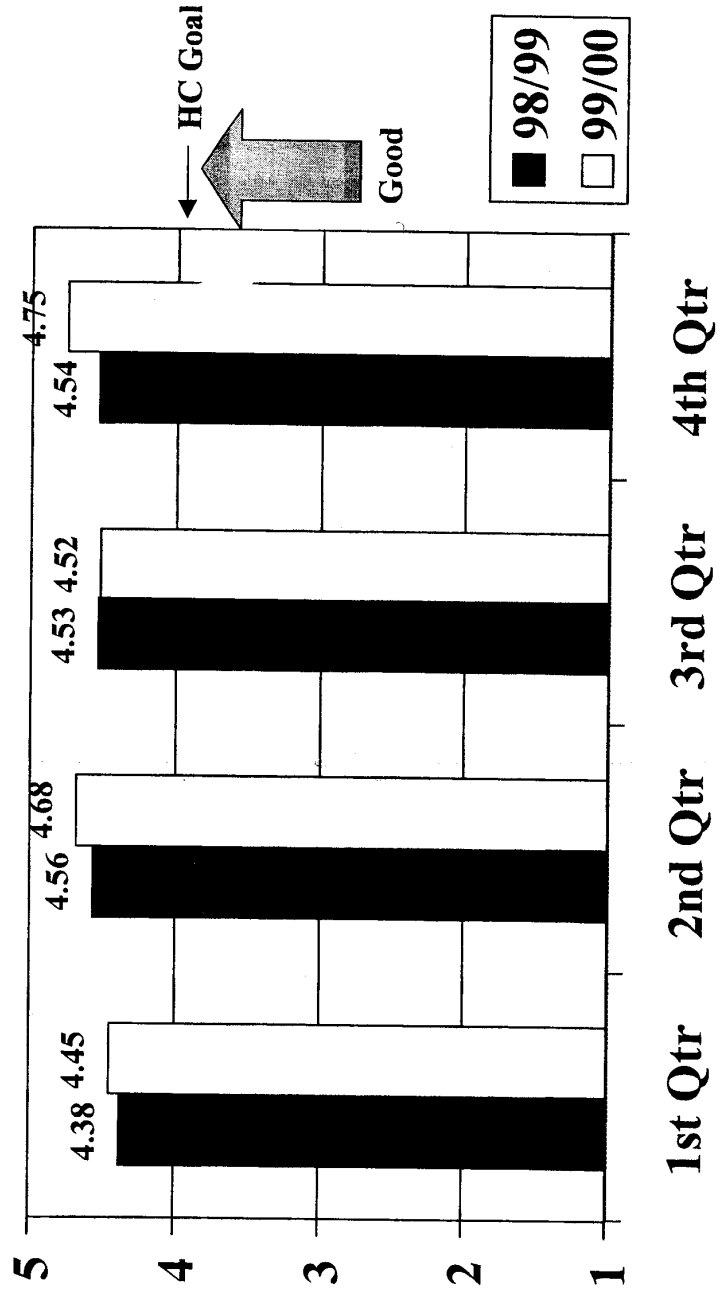
A. Readers



Protestant

III. Lay Involvement

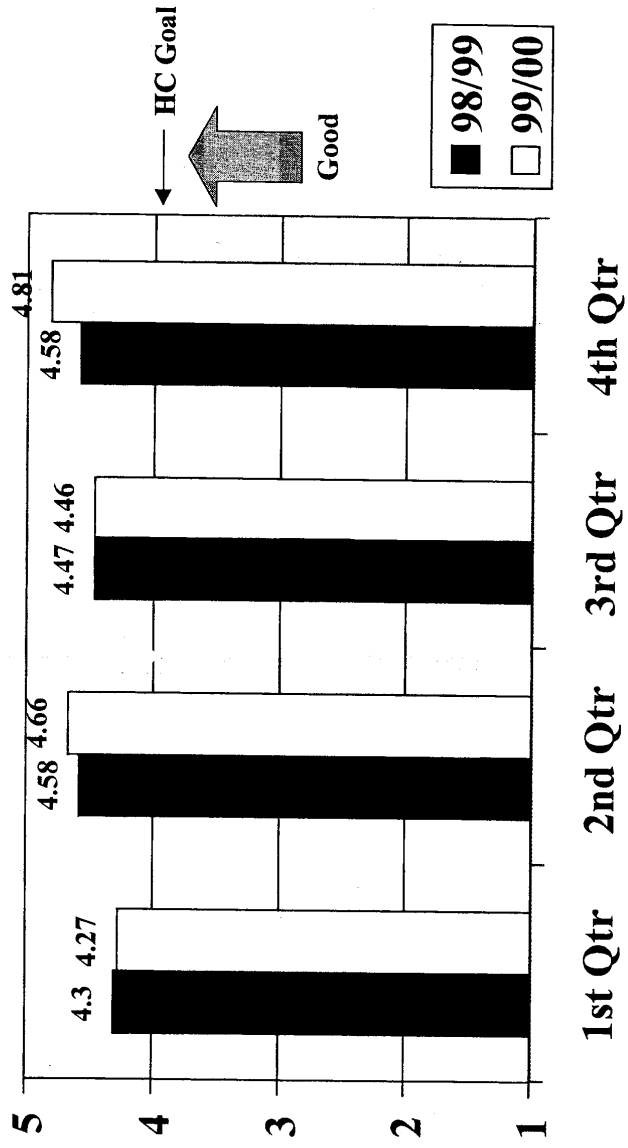
B. Ushers



Protestant

III. Lay Involvement

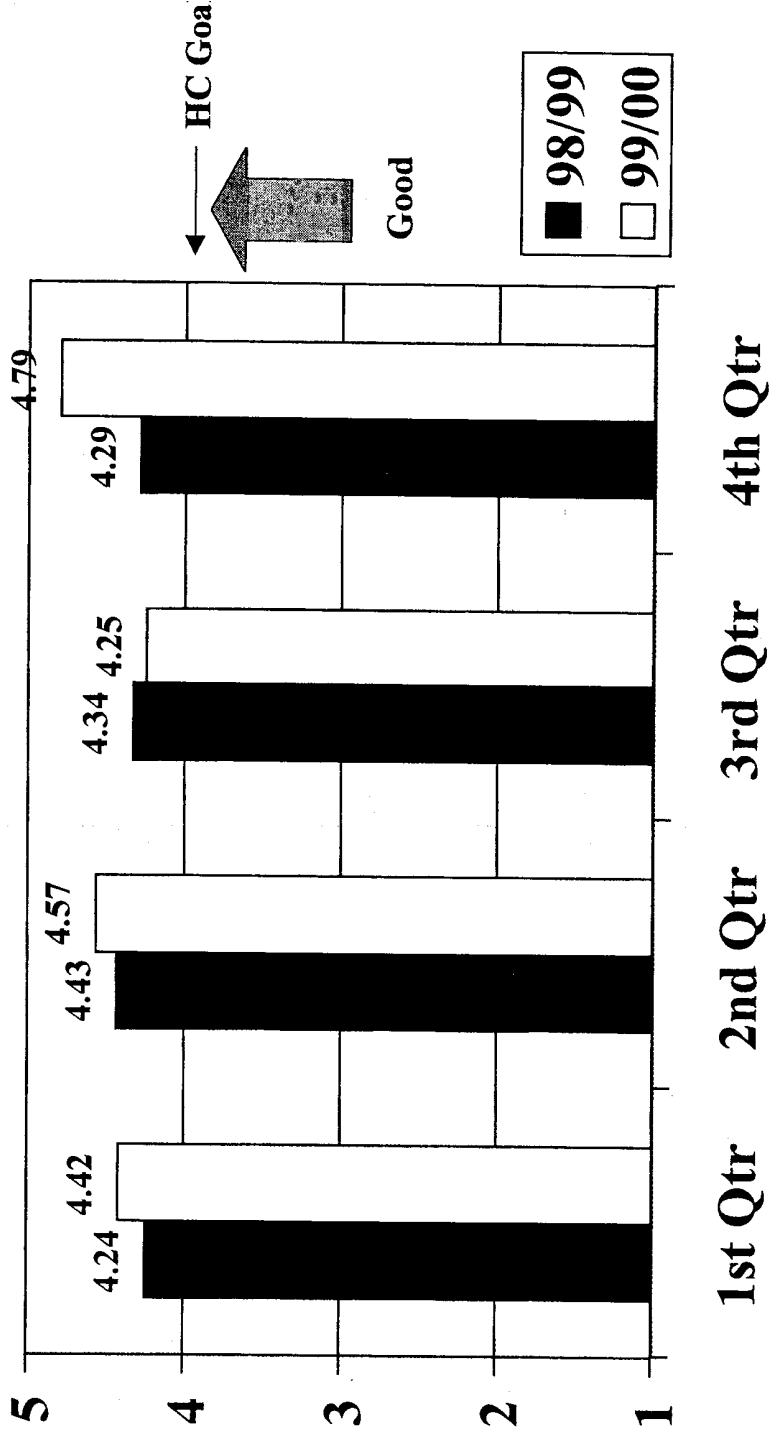
C. Servers



Protestant

III. Lay Involvement

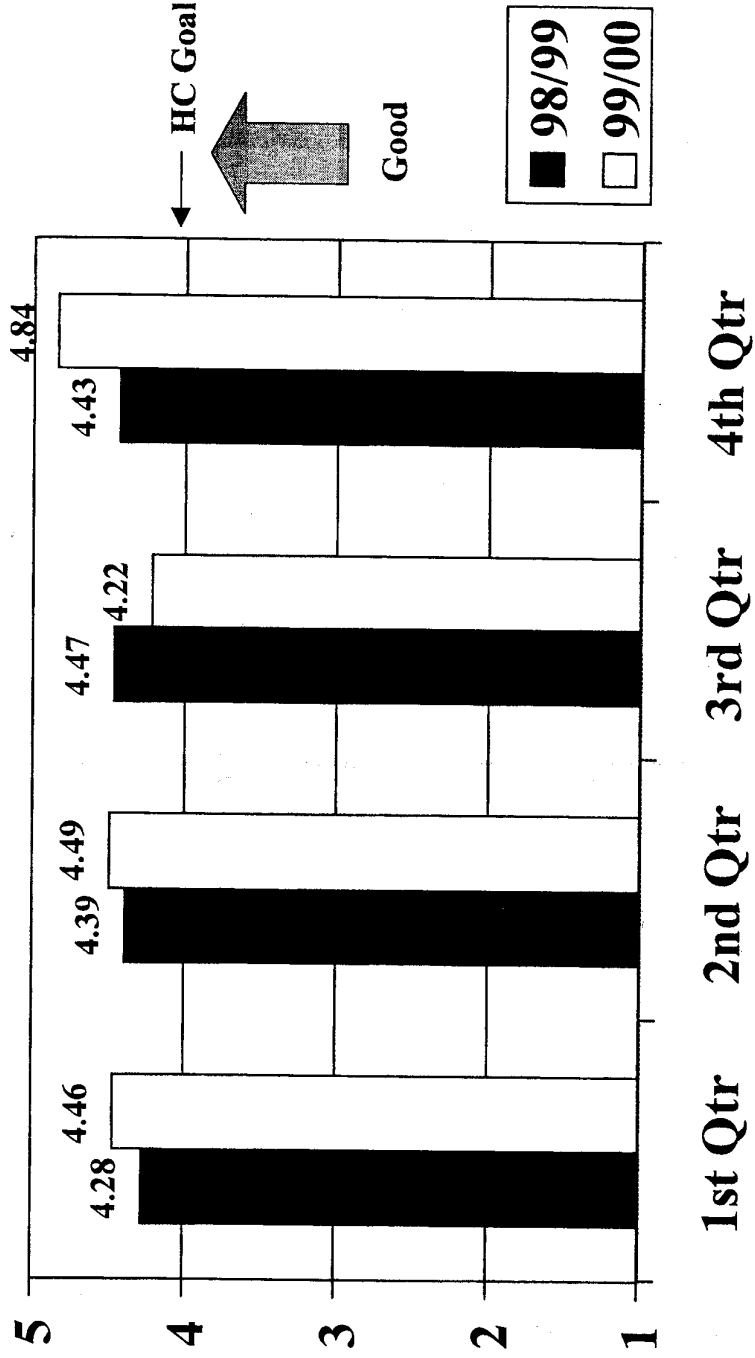
D. Choir Members



Protestant

III. Lay Involvement

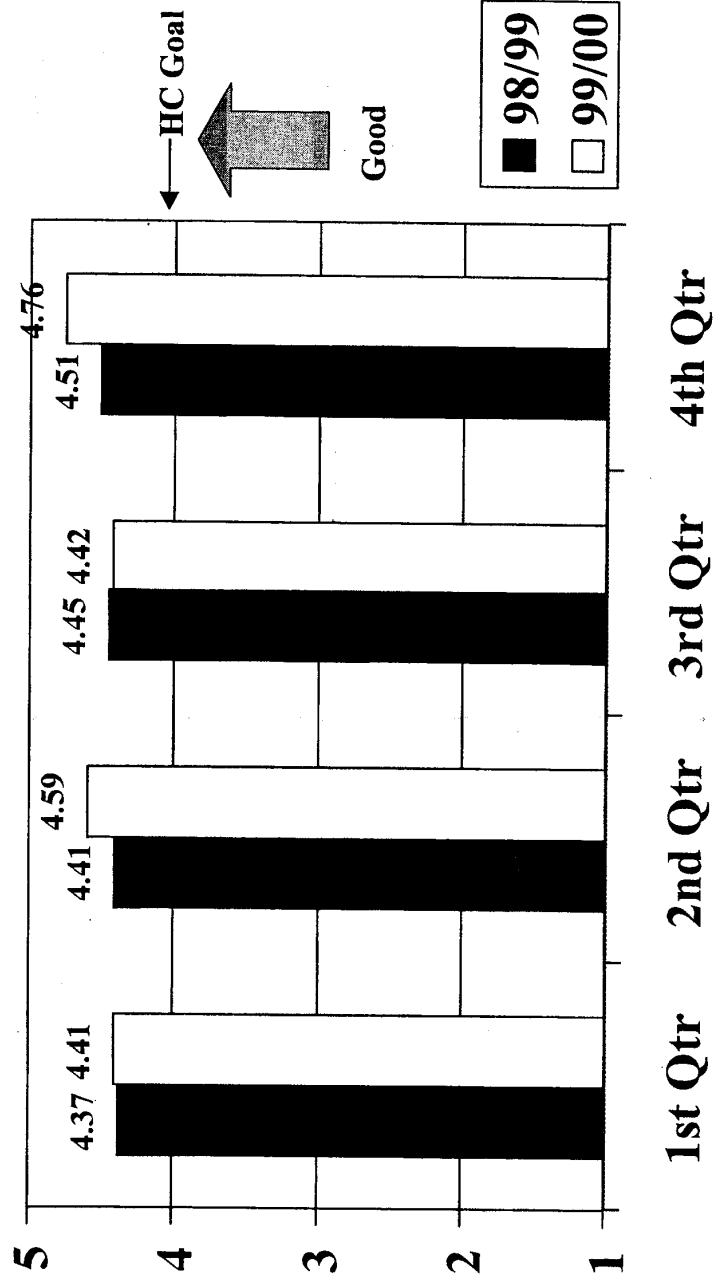
E. Parish Committees



Protestant

III. Lay Involvement

F. Overall Satisfaction With the Involvement of Laity



B.The Letters of Evaluation will go here

C. The Conclusion will come after B.

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