Chapel Volunteer Management for UMTs

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IMCOM-Europe Religious Support Office

This Chapel Volunteer Management Training packet is designed to advance your knowledge, skills, and abilities in Chaplain Corps Individual and Collective religious support program tasks.

Let's begin with an overview of what we will be covering in our time together.

Training Goals & Objectives

ɡ **Goal:** to orient UMTs to volunteer management processes and procedures

ɡ **Objectives:** by the end of this orientation you will be better able to .....

- o Identify volunteer motivations for Chapel service

- o Carry out a plan for volunteer invitation, support, and recognition

- o Follow volunteer management policies and guidelines

- o More skillfully fulfill reporting requirements

Our training will take place in three, parts:

1. Volunteers: Called, Gifted & Motivated for Service – where we will look at how to navigate the space between God-given call and human motivations

2. The Volunteer Management Cycle (invitation, support, recognition) - where we will review Chaplain/UMT responsibilities to volunteers and volunteers expectations of the Chapel

3. Volunteer Management: Policies & Procedures: Volunteer Forms, Reports & Processes – where we will cover some of the required Volunteer paperwork

Part 1 — Volunteer Service

ACTIVITY
Remember a time when you volunteered for service that you really enjoyed. What was it about that experience that made it so rewarding for you? Find a partner and briefly share your experience.

SHARING

When we look backward from what made a volunteer experience so rewarding, we can often find clues as to what motivated us to do it in the first place. Let's keep that in mind as we look at how our Chapel volunteers are called, gifted and motivated to serve.

But first, we need to consider a foundational question. Why volunteers? Why do we need volunteers? Why don't we just do what we can do as a UMT and say, "Good enough."?

Why Volunteers?

Volunteer Service.....

- Forms volunteers in their faith
- Enhances volunteer resilience
- Provides RSO with motivated force multipliers

I'd like to answer that question by inviting you to shift your perspective. Lots of times we think about volunteers as those people who do things for us because we need to get things done.

"This is the mission. We need volunteers to complete it. "

SHIFT THINKING TO:

"These are the volunteers we have. Based on these gifted people, this is our current mission."

Making this shift in perspective helps us to remember what is really going on when people volunteer to serve with us. Volunteer service, if done well:

o   Forms volunteers in their faith

o   Enhances volunteer resilience

o   Provides RSO with motivated force multipliers

Volunteers: Called & Gifted to Serve

Now there are varieties of gifts, but the same Spirit;
and there are varieties of service, but the same Lord;
and there are varieties of activities,
but it is the same God who activates all of them in everyone.
To each is given the manifestation of the Spirit for the common good.
▪ *Ephesians 4:11-12*

Like good stewards of the manifold grace of God,
serve one another with whatever gift each of you has received.
▪ *1 Peter 4:10*

Make it your guiding principle to do your best for others.
▪ *Confucius*

If I am not for myself, who will I be?
But if I am only for myself, what am I?
And if not now, when?
▪ *Hillel*

Let's take a moment to read these quotations about God's call and people's gifts.

Volunteers: Motivated to Serve

○ **Motivation**: Something that influences a decision or moves us to action
- All people are motivated by internal needs.
- Our motivations may change during our lifetime.

○ **Basic Motivations** – David McCelland & John Atkinson
- Achievement
- Power
- Affiliation

Whereas, EVERYONE is called and gifted for service, EACH ONE is energized for service, motivated for service, in a unique way.

According to psychologists David McClelland and John Atkinson, our motivations play a significant role in what we are able to achieve. Based on their ideas and theories, from a God-talk perspective, we can say that all of us have been gifted by God with our own unique set of internal motivations for service. But we are also people who grow and change and mature. Therefore, our motivations for service may change over our lifetimes.

The questions I want for you to start thinking about today are:
1. What are the driving motivations of your volunteers?

2. How can you use these motivations for service to build up the Chapel community?

Let's dig a little deeper into motivations for service.

McClelland and Atkinson identified three basic motivators. Three basic human needs that all of us have to differing degrees. These motivators are achievement, power, and affiliation.

Motivation

Achievement

Key Words= Goals & Outcomes

- Goal oriented
- Focused on outcomes
- Prefer challenging work that is doable
- Want maps and plans
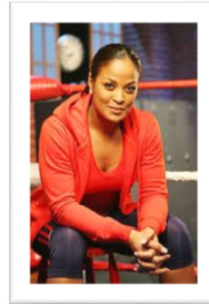
Some of our volunteers, and we ourselves, may be primarily motivated by Achievement.

These are the doers.

Talking about dreams and visions is great, but these volunteers want to know what needs to be done. They want to set concrete goals for getting things done. They want to have a plan that makes sense. They want to be able to look back and see that whatever they did was done well.

Realistic goals and achievable outcomes get them excited.

Motivation

○ Power/Influence

Key Word = Change

- Want to influence the direction of a program or system

- Want to see their ideas and values incorporated into a community

- Want to empower others

Some of our volunteers, and we ourselves, may be primarily motivated by Power & Influence.

Now, don't let these words scare you. These volunteers are your motivators.

They are the visionaries who can communicate your ideas effectively and inspire others to serve.

Seeing an idea come to life and making a positive difference gets these volunteers excited.

Some of our volunteers, and we ourselves, may be primarily motivated by Affiliation.

These are Team Builders.

While the Motivators are spreading the vision and the Doers are keeping everyone on task, these volunteers are making sure that everyone feels like a valued member of the group.

Seeing relationships grow and flourish for the good of the community gets these
volunteers excited.

Motivation

○ SHADOW SIDE of motivations
- Doers/Achievers: the potential to sacrifice relationships in order to quickly reach a goal
- Motivators/Influencers: the need to control, manipulate or dominate the agenda
- Team Builders/Affiliators: the tendency to avoid healthy conflict or to be overly dependent on the approval of others

Each of these motivators adds to the mix of what we need to make a Chapel run well.   We need the Doers, and the Motivators and the Team Builders all working together.

But it is important to note that each of these motivators also has a shadow side that we need to look out for in our volunteers AND in ourselves.

1. Achievers: need to watch out for the potential to sacrifice relationships in order to quickly reach a goal.

2. Influencers: need to watch out for the tendency to control, manipulate or dominate the agenda.

3. Affiliaters: need to be aware of the tendency to avoid healthy conflict and/or to be overly dependent on the approval of others.

Keeping Shadow Sides in mind helps us to keep our volunteers in balance and to negotiate any conflicts that arise throughout the Volunteer Management Cycle.

Part 2 — Volunteer Management Cycle

Volunteer management happens in 3 basic movements: Invitation, Support & Recognition.

Remember. Volunteers aren't just there to do the things we need to have them do. They are there to be formed in their faith, to grow in resilience, and to amplify the Chaplain Corp's ministry throughout the military community. I would like to suggest that caring for them, managing them, is an integral part of our religious support mission.

Invitation

- *Identify gifts for ministry*

- *Offer a personal and specific invitation to serve*

- *Test the Spirits*
  - *Prayer*
  - *Conversation*
  - *Pre-screening*

- *Confirm, Covenant, Commission*

Let's start with the Invitation to Serve. Here is a process that you may want to consider. It's a process that was developed by Jean Morris Trumbauer as a part of the "Shared Gifts Ministry" process. It also happens to nicely dovetail with some of our Chapel Volunteer Management requirements.

For me, the real key is first knowing who your volunteers are, then inviting each person, personally to serve, accompanied by a clearly defined volunteer opportunity. Once you've invited someone to serve, it's time for the two of you to "test the spirits" together before a mutual decision is reached. Finally, it's important for there to be some public acknowledgement of the volunteer's new role in the Chapel.

Yes, it's true. This is a front loaded process. It takes time to get to know people and ask them personally. But remember, I'm asking you to shift your way of thinking about volunteers. Remember, your goal is never just to get stuff done. Stuff isn't necessarily all that important. What is important is if each of our movements in the volunteer management cycle is contributing to our volunteers' faith formation and resilience.

Support

- *Provide Training*
  - *Required*
  - *Leadership & Developmental*

- *Provide Supervision*
  - *Inspirational Leadership*
  - *Information*
    - *Meetings, Email, Facebook, Worship Bulletins & Slides*
  - *Time*
  - *Caring*
    - *good materials, equipment & space*

With this new perspective in mind, we can also begin to think differently about our ongoing support of a volunteer or group of volunteers. Training and supervision are not just must-do's, they are ways that we show volunteers that they matter to us. From this perspective, training is not a burden. It's a gift! Supervision is not a chore. It's religious leadership!

Recognition

- *For building up the body of volunteers*
  - *Doers/Achievers*
    - *training certificates, nomination for awards*
  - *Motivators/Influencers*
    - *additional responsibilities such as lead teacher, volunteer coordinator*
  - *Team Builders/ Affiliators*
    - *thank you parties, picnics, dinners, etc.*
  - *All Volunteers*
   - *notes & cards, appreciation gifts*

I am aware that many volunteers will say that they are not serving for the recognition. I know. I come from a religious tradition that places special emphasis on quotations like Matthew 6: 3-4 that states, "But when you give alms, do not let your left hand know what your right hand is doing, so that your alms may be done in secret; and your Father who sees in secret will reward you."

That being said, let us also remember how often the Apostle Paul celebrated the good works of people like Phoebe, Priscilla & Aquila, Epaphroditus and Timothy.

Just because our volunteers aren't serving for the recognition, doesn't mean we should withhold our thanks and praise. Recognition builds up the individual volunteer and the whole body of believers.

Here are some ideas for getting you started.

Part 3: Volunteer Management Policies & Procedures
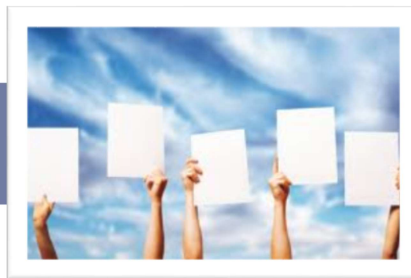
Here we are at Part Three of our training.

In Part One we looked at the call, gifts and motivations for service.

In Part Two we reviewed some of the Chaplain/UMT responsibilities to volunteers and volunteers expectations of the Chapel.

Now in Part Three we will cover some of the policies, procedures and paperwork required to effectively manage Chapel volunteers, the largest volunteer force in the Army.

Chaplain Requirements

- ∽ Appoint a Volunteer Coordinator
- ∽ Provide Care and Supervision for Volunteers
- ∽ Provide Orientation and Training for Volunteers
- ∽ Provide Necessary Space, Supplies, Equipment, and Administrative Support for Service
- ∽ Maintain Secure Volunteer Files

Here you see summarized some Chaplain requirements as spelled out in AR 165-1 and Chapel Volunteer Management. 1. Appoint a Volunteer Coordinator, 2. Provide Care and Supervision for Volunteers, 3. Provide Orientation and Training for Volunteers, 4.Provide Necessary Space, Supplies, Equipment, and Administrative Support for Service, 5. Maintain Secure Volunteer Files.

1. Volunteer Coordinator (VC): This position is critical in any Chapel. The VC serves as the primary POC for volunteer issues in the garrison religious program, and represents the garrison chaplain at Garrison/Installation Volunteer Advisory Council (VAC) meetings. The VC assists the garrison chaplain to maintain volunteer files and records, submits required volunteer status reports, assesses needs for additional volunteers in religious programs and activities, and communicates those needs. The VC maintains communication with religious program volunteers, informing them of training opportunities, volunteer hour reporting procedures, and recognition activities.

   ASK: *Chaplain, who is your VC?*

2.   Care and Supervision: All programs and all chapel Volunteers are supervised by an employee of the Chapel, a Chaplain, Chaplain Assistant, DRE or other DA Civilian. Contractors may not provide this supervision.
3. Orientation & Training: The effective training of chapel Volunteers is the key to the overall success of the garrison religious program and the protection of children, youth, staff and volunteers. The garrison chaplain, chapel pastors, and religious educators design and implement training for chapel Volunteers including, but limited to service orientation, skills training and child protection training.
4.   Space, Supplies, Equipment & Administrative Support: It is important to remember that access to resources is based on the needs of the Army and is sometimes outside the control of Chaplains. Sometimes this needs to be thoughtfully explained to Volunteers.
5. Secure Volunteer Files: Chaplains are required to follow Army regulations in securing your Personally Identifiable Information (PII). This requirement means that your background check results and other paperwork are kept safe and confidential in the Chapel.

Activity

Directions
- Consider these key words that describe the responsibility of Chaplains towards Chapel Volunteers.

  CARE - - SUPERVISE - - TRAIN - - SECURE
- Choose one of these words as your focus.
- Share with a partner your responses to the following questions.
  - What does it look like when a Chaplain carries out this responsibility?
  - Why is it important to you that Chaplains carry out this responsibility?

Let's take a few minutes to discuss these Chaplain responsibilities.

Materials: key words on slips of paper

Activity Directions:

1. Ask participants to c**onsider** some key words that describe the responsibility of Chaplains towards Chapel Volunteers.

CARE - - SUPERVISE - - TRAIN - - SECURE

2. Invite them to choose one of these words as a focus.

3. Ask them to turn to a partner and discuss their responses to the following questions.
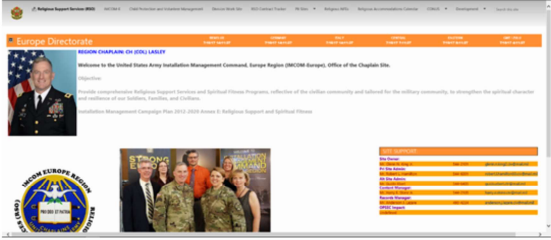
>*What does it look like when a Chaplain carries out this responsibility?*

>*Why is it important to you that Chaplains carry out this responsibility?*

4. After about 3 minutes, call the whole group back together. Invite 1 or 2 people to present a quick summary of their team's discussion.

Required Forms

- Volunteer Agreement
    (by personnel type)
- Parental Permission
- Time Record
- Service Record
- Job Description
- Background Checks
- Copies of Required Licenses, Certificates as Required

https://army.deps.mil/army/cmds/imcom_eur/s-staff/rso/default.aspx

Here is a list of the basic forms that have always been required of Chapel volunteers. Exactly how these forms are completed and managed changes from garrison to garrison.

This looks like a lot of forms and requirements, but it is important to remember that it takes a lot of paperwork to manage the Army's largest volunteer force!

Here is what a good volunteer file looks like this. **SHOW FILE.** Depending on whether the volunteer is working with money, food, children/youth, etc. the file will be slightly different.

Know what paperwork your volunteers need to complete; and be proactive in helping them. IMCOM-E RSO has developed a Sharepoint sight to support you. Here is the link.

In particular, if the volunteer will work with children and/or youth, you want to make sure that they complete all required background check paperwork asap. Volunteers working with children and/or youth you need a local Installation Records Check (IRC) and a CID. As noted earlier, all of your PII is kept safe and confidential in a secure file.

Finally, we encourage you, if you so choose, to use the automated Volunteer Management Information System (VMIS) provided by ACS to maintain an online volunteer service record. However, *because volunteerism in chapels is an act of worship and stewardship, we cannot and must not compel you to do so. (CVMS)*

Background Check Process

- Pre-screening and Assessment
  - 2 references
  - Disclosure statement
  - Paperwork packet

- Background Checks
  - IRC, CID, FBI fingerprints

- Files
  - Maintained IAW regulations concerning PII
  - OIP, DAIG, and other audits

Here is a list of the basic forms that have always been required of Chapel volunteers. Exactly how these forms are completed and managed changes from garrison to garrison.

Most of you at this training have probably filled out *most* of these forms. However, it is probably helpful for *all* of us to see this *whole* list in context. This looks like a lot of forms and requirements, but it is important to remember how many of you there are and how many ministries you represent, across this installation, across this Region, and across the Army. It takes a lot of paperwork to manage the Army's largest volunteer force!

Here in _____ garrison your volunteer file looks like this. **SHOW FILE.** Depending on whether you are working with money, food, children/youth, etc. your file will be slightly different. Some of you might volunteer only in "gratuitous service positions"- just small things – so your file might also look different on the inside.

Help the Chaplains help you. Know what paperwork you need to complete; and be proactive in doing it. If you and/or your Chaplain have any questions, either of you can contact the Region RSO for support.

In particular, if you plan to work with children and/or youth, you want to make sure that you complete all required background check paperwork asap. That way you are free to serve without the necessity of line of sight supervision (LOSS). As a Volunteer working with children and/or youth you need a local Installation Records Check (IRC) and a CID. As noted earlier, all of your PII is kept safe and confidential in a secure file.

Finally, we encourage you, if you so choose, to use the automated Volunteer Management Information System (VMIS) provided by ACS to maintain an online volunteer service record. However, *because volunteerism in chapels is an act of worship and stewardship, we cannot and must not compel you to do so. (CVMS)*

Here is a list of the Chapel reports that either directly or indirectly involve you.

Data from these reports are used by Chaplains, Commanders and "Big Army" to:
1. Assure Chapel compliance with Department of Defense (DOD) regulations, policies, and practices.
2. Develop Chapel courses of action for future religious support programming.
3. Determine staffing requirements for military and civilian personnel in our Chapels.
4. Determine funding requirements and sources.

Chapel Activity Record (CAR): This IMCOM-E data gathering system can be used to develop numerous reports. If you have been asked to provide data for the CAR, your timely response is critical to the future health of programming in your Chapel.

Religious Education Report (RER): This quarterly report of all religious education (RE) programs in the Chapel is rolled up through the Region, and HQ IMCOM to the Chief of Chaplains. It tracks numbers of programs, RE hours, participants, *volunteers*, and total attendance at RE programs.

Chapel Volunteer Report: This annual report tracks numbers and types of Volunteers in your Chapel. This big picture report helps the Chief of Chaplains to paint the picture of garrison chapel ministry in broad strokes. Every year that painting reveals the huge impact you have as the largest volunteer force in the Army.

Respond

&Questions

What questions do you have about Chapel Volunteer Management?

We are just about to finish our training. The next stage of your RSO leadership is just beginning. To keep you moving forward, let me see if I can answer any questions you may have right now about Chapel Volunteers, Chaplain responsibilities and/or forms, reports, and/or other processes?

Closing

Almighty God,
You have blessed each of us with unique gifts,
and called us to serve in specific ways.
Help us to use our gifts faithfully,
and to serve with joy and thanksgiving.
Empower us to exceed our own expectations,
And to support those with whom we serve.
Build up our Corps,
And let it serve as a symbol of strength and hope
For others.
AMEN!

I would like for us to close our time together with a prayer. Let's all read this prayer together, in unison.

Almighty God,
You have blessed each of us with unique gifts,
and called us to serve in specific ways.
Help us *to use our gifts faithfully,*
and to serve with joy and thanksgiving.
Empower us *to exceed our own expectations,*
And to support those with whom we serve.
Build up *our Corps,*
And let it serve as a symbol of strength and hope
For others.
AMEN!

Supporting Resources

AR 165-1 Army Chaplain Corps Activities

Implementing Guidance: Chapel Volunteer Management System

Books and Articles

McClelland, David C. and Atkinson, John W. The Achievement Motive.

Trumbauer, Jean Morris. Created and Called: Discovering Our Gifts for Abundant Living.

Trumbauer, Jean Morris. Sharing the Ministry: A Practical Guide for Transforming Volunteers Into Ministers.

Wilson, Marlene. How to Mobilize Church Volunteers.

Thank you again for your attention. W*e sincerely appreciate your service and all you do for our Army chapels!*