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The Place and Practice of Communication in the Administrative Process of the Local Church

Donn McBride

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THE PLACE AND PRACTICE OF COMMUNICATION
IN THE ADMINISTRATIVE PROCESS
OF THE LOCAL CHURCH

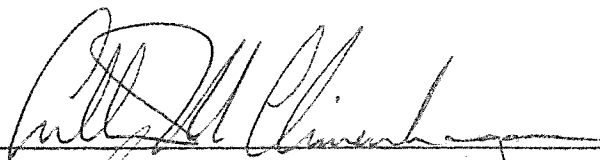
A Research Project Paper
Presented To
The Faculty Of
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In Partial Fulfillment
Of the Requirements for the Degree
Master of Arts in Religion

by
Donn McBride
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DEFINITION OF TERMS

- Church Members Persons officially connected with a local church and often with a national denomination usually through a formal rite administered by the church pastor during which the candidate affirms belief in the creed of the church.
- Communication "An act or instance of transmitting . . . information," or "an exchange of information."¹
- Organ A periodical journal or newspaper.
- Publics The groups of persons to whom one communicates information.

¹Webster's Seventh New Collegiate Dictionary (Springfield, Massachusetts: G. & C. Merriam Company, 1970), p. 168.

INTRODUCTION

This manual contains fifty descriptions of ministry positions indigenous to the local church. Ministries such as "evangelist", "district superintendent", and "bishop" are not included because these ministries are not indigenous to the local church. This information is designed for use in Evangelical Protestant congregations with membership and/or average Sunday school attendance in excess of 400 persons.

In each chapter a ministry in the local church is named; guidelines for selecting a person qualified to fill the position are given; a position description is outlined; the particular communication functions expected of the ministry are enumerated; and the chapter concludes with a suggestive bibliography on the ministry. Bibliographies are limited to books available in English in each field and published after 1947. Periodicals and other media are not included in the bibliographies.

Each chapter presents a job description and then a listing of the communication function of the ministry, due to the fact that orderly communication can only flow from defined lines of responsibility.

Each section on communication lists the various "publics" or groups of persons with whom the person functioning in the ministry is expected to communicate. These publics include:

1. Individuals within the congregation.
2. Groups within the congregation (Unorganized).
3. Groups within the congregation (Organized).
4. The entire congregation.

5. Denominational organs and organizations.
6. Individuals outside the congregation.
7. Groups outside the congregation (Unorganized).
8. Groups outside the congregation (Organized).
9. The entire community.
10. Regional and national organs and organizations.

The way in which one is to communicate with one's publics is briefly mentioned.

This research project began as a manual on the place of communication in the ministries of the local church. However, after attempting to set down the communication functions of the various ministries of the church, the author found that most, if not all, communication functions of a ministry can be written into one's job description. The fifty job descriptions in the manual were then compiled and the communication functions of each ministry were noted from the information found in the job descriptions.

The author assumes that each minister, lay or ordained, will also consciously perfect good communication skills with one's Heavenly Father and follow the lines of responsibility for each ministry found within the pages of the Bible.

Chapter 1

Position: Advertising Director

Selection

The Director of Advertising for the church should:

1. Be a committed Christian.
2. Be a member of the local church.
3. Be a creative individual.
4. Have previous work experience in advertising and/or public relations.
5. Have completed college or business school coursework in advertising, marketing, or public relations.

Position Description

The Church Advertising Director shall:

- "1. Formulate and recommend advertising programs
2. Direct and administer the scheduling, planning, and production of approved advertising programs."¹
3. Be "responsible for the creation, production, and execution of direct-mail programs, literature, and related . . . promotion materials" ²
4. Be "responsible for maintaining contacts with representatives of advertising media."³

¹Jo Ann Sperling, Job Descriptions in Marketing Management (New York: American Management Association, Inc., 1969), p. 180.

²Ibid.

³Ibid.

5. Be "responsible for control of inventories of advertising material."⁴
6. Be "responsible for distribution of all advertising material."⁵
7. Serve under the supervision of the Director of Public Relations.

Communication Functions (See Introduction)

3. Groups within the congregation (Organized):
 - a. Supervise advertising personnel and production.
8. Groups outside the congregation (Organized):
 - a. Establish relations and purchasing procedures with the advertising media.
9. The entire community:
 - a. Establish relations and purchasing procedures with the advertising media.
10. Regional and national organs and organizations:
 - a. Establish relations and purchasing procedures with the advertising media.

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⁴Sperling, loc. cit.

⁵Ibid., p. 181.

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Wills, F. H. Fundamentals of Layout for Newspaper and Magazine Advertising,
For Page Design of Publications and Brochures (New York: Dover
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Chapter 2

Position: Associate Pastor

Selection

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to much wine, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap. (I Timothy 3:1-7)¹

Position Description

The Associate Pastor's duties include:

- "1. Preaching--may be called upon to preach up to 12 times a year.
2. Assist, or lead, when necessary, in the administration of the Sacraments, reception of members, and other services of the church.
3. Teaching--
 - A. Assist in planning and teaching preparatory membership classes for children and adults.
 - B. No continuing class assignment. Teach occasionally, by invitation, when not preaching.
 - C. Assist in creation of new classes as needed.

¹New International Version of the New Testament (Grand Rapids: Zondervan Bible Publishers, 1973), p. 457.

4. Responsibility, in cooperation with the educational assistant, for the older youth and young adult program.
 - A. Counselor for the Senior . . . Youth Fellowship.
 - B. Ministerial recruitment--keep in touch with young people planning or preparing for full-time Christian service, in cooperation with the Committee on Christian Vocations.
 - C. Serve as a resource person in the general education program of the church.
5. Counseling by request and reference.
6. Calling--reports to be made to the senior minister
 - A. Share in prospective membership calls
 - B. Follow-up of funerals, weddings, and convalescence.
 - C. Routine calls on members, with special concern for inactives.
 - D. Special calls.
7. Administration--
 - A. Serve as ministerial representative on the Commission on Missions and the Commission on Christian Social Concerns, Christian Vocations Committee, and with the . . . Boy Scouts.
 - B. Building and Maintenance--
 1. Direct supervision, with the cooperation of the House and Property Committee, of Janitorial Staff, with responsibility to fix hours of work, assignment of duties, and follow up to see work is completed.
 2. Purchase building and janitorial supplies.
 3. Supervise the upkeep of the buildings and grounds in cooperation with the House and Property Committee.
 4. See that opening and closing of the building are properly attended to.
8. Conduct weddings, funerals, and other services by request and reference.
9. General availability to assist in work of church.
10. Larger church service--district and conference responsibilities, speaking.

11. Community ministry--cooperation in interdenominational and community programs."²

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Counseling
 - b. Calling
2. Groups within the congregation (Unorganized):
 - a. Group counseling.
 - b. Lead ad-hoc planning and learning groups.
3. Groups within the congregation (Organized):
 - a. Preaching
 - b. Teaching
 - c. Lead all church commissions and committees in absence of senior minister.
4. The entire congregation:
 - a. Preaching
 - b. Teaching
5. Denominational organs and organizations:
 - a. Serve on denominational committees and commissions.
 - b. Write for denominational publications.
6. Individuals outside the congregation:
 - a. Counseling
 - b. Calling
7. Groups outside the congregation (Unorganized):
 - a. Group counseling.
 - b. Lead evangelistic Bible studies.

²Marvin T. Judy, The Multiple Staff Ministry (Nashville: Abingdon Press, 1969), pp. 256-257.

8. Groups outside the congregation (Organized):
 - a. Serving on service clubs.
 - b. Speaking before civic groups.
10. Regional and national organs and organizations:
 - a. Write for regional and national organs.
 - b. Serve with regional and national organizations.

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Chapter 3

Position: Audio Technician

Selection

Audio technicians should:

1. Be committed Christians.
2. Be members of the church.
3. Be well acquainted with both the operation and maintenance of sound amplification systems and sound recording systems.
4. Have experience in broadcasting, electronics equipment engineering or sales, or amateur ("ham") radio.

Position Description

Audio technicians shall:

1. Arrive thirty minutes before each worship service or other event where their services as a technician have been requested.
2. Supervise the proper placement of microphones and recording equipment well in advance of the starting time of the service or event where their services as a technician have been requested.
3. Operate all equipment in a safe and careful manner.
4. Supervise the careful replacement of equipment in proper storage facilities after each use.
5. Report to the Director of Audio-Visual Education or the Director of Broadcast and Tape Ministries (whichever is the assigned supervisor) each week.

Communication Functions (See Introduction)

3. Groups within the congregation (Organized):
 - a. Operate audio equipment for group meetings.

4. The entire congregation:

- a. Operate audio equipment for worship services.

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Chapter 4

Position: Bus Captain

Selection

- "A. The bus captain must experience and practice the cardinal doctrines of his church.
- B. The bus captain must love kids.
- C. The bus captain must love his church.
- D. The bus captain must love and respect his pastor.
- E. The bus captain must be a happy and enthusiastic Christian.
- F. The bus captain must be able to get along well with his fellow workers.
- G. The bus captain must be a person who is totally dependable.
- H. The bus captain must be a person who will put his bus route first in his time schedule.
- I. The bus captain must be a person who is faithful to "all" the services of the church.
- J. The bus captain must be so dedicated to Christ and the Evangelistic Bus Ministry that he serves faithfully while others rest, attend ball games, go fishing, etc., and does it without feeling he is a martyr."¹

Position Description

- "1. The bus captain is in complete charge of his team and his route. The driver, captain-in-training, and secretary are all subject to his direction.
- 2. The bus captain must lead his team in calling by visiting everyone; (a.) enrolled on his route (b.) who is a prospect. He must also do survey work every Saturday.

¹Harold C. Davis, Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n. d.), p. 31.

3. The bus captain must schedule the stops on his route in such a manner as to keep on schedule and arrive at the church at least five minutes before Sunday school begins.
4. The bus captain must know all his riders and be able to call the children by their first names.
5. The bus captain must be able to "keep his cool" when disciple matters arise. He must be able to take a rider home who refuses to abide by the rules, and do it in such a way that the rider will know his captain still loves him and believes in him.
6. The bus captain must direct his secretary in keeping complete records of all riders. These records should include names, addresses, phone numbers and their spiritual victories.
7. The bus captain must plan, in cooperation with the bus director, for promotions, special days, etc.
8. The bus captain should prepare and see that the pastor receives a list of:
 - a. Parents needing a call for spiritual reasons.
 - b. Homes where family members are hospitalized.
 - c. Homes where deaths have occurred.
 - d. Homes where new babies have been born.

In short, the bus captain should plan to make his pastor a vital part of his ministry by keeping him well informed of his route families.
9. The bus captain should so love his riders until each one who gets off the bus on one Sunday will be anxious for the next Sunday.
10. The bus captain is the key person on his route in making his an Evangelistic Bus Ministry. He must seek in every way to pray, live, witness, and secure the help of others in winning the parents and families of his riders to Christ. His ambition is to eventually see every rider living for Christ and involved in the ministry of his church."²
11. The bus captain shall report weekly to the Director of Bus Ministries.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Visit all persons along the assigned route.

²Davis, op. cit., pp. 31-32 (numbering system changed).

3. Groups within the congregation (Organized):
 - a. Supervise bus team.
6. Individuals outside the congregation:
 - a. Visit all persons along the assigned route.

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- Davis, Harold C. Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n.d.).
- Hyles, Jack. Church Bus Handbook (Hammond, Indiana: Hyles-Anderson Publishers, 1971).

Chapter 5

Position: Bus Driver

Selection

- "a. The driver must know how to drive and that very carefully.
- b. The driver must have a love for kids.
- c. The driver must be licensed to drive according to the laws of your state
- d. The driver must be approved by "your" insurance company to drive a bus for "your" church."¹

Position Description

The church bus driver is to drive the church bus on occasions specified by the Director of Bus Ministries and in the following manner:

- "1. The driver must never back his bus on your parking lot or in any congested area unless he has someone outside to watch for children and let him know all is clear.
2. The driver must abide by the laws of both your city and state at all times.
3. The driver must never drive fast, reckless, or in any manner to suggest carelessness.
4. The driver must be the type of person who can keep his cool and act with sound judgment in an emergency.
5. The driver must never leave his bus while passengers are aboard. He must be the first person on and the last person off his bus.
6. The driver must never leave his bus with the motor running or with the keys left in it."²

¹Harold C. Davis, comp., Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n.d.), p. 34.

²Ibid., (Numbering system changed.).

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Greet all persons riding the bus with Christian cheer.

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- Davis, Harold C. Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n.d.).
- Hyles, Jack. Church Bus Handbook (Hammond, Indiana: Hyles-Anderson Publishers, 1971).

Chapter 6

Position: Church Bus Route Secretary

Selection

The person selected to assist the Director of Bus Ministries as a route secretary should:

1. Be a committed Christian.
2. Be a Sunday school member.
3. Be a church member.
4. Be a well-organized person.
5. Be one with elementary or better clerical skills.
6. Be enthusiastic about the church bus ministry.
7. Be interested in meeting new people and showing Christian love to new bus riders.

Position Description

"A few responsibilities for the secretary are:

1. Keep an accurate, up-to-date record of each rider.
2. List each rider's full name, address, and phone number.
3. Record whether the rider was present or absent each Sunday.
4. Transfer the records of any rider who moves to another route within your church's area of influence.
5. Give the records of any rider who moves outside your church's area of influence to the bus director or pastor so that he may get them to a pastor near their new home.
6. Assist the captain in Saturday calling.

7. Assist riders in crossing the street to and from the bus, when needed.
8. Assist the captain in a program of music or training as they travel to and from the church.
9. Prepare an enrollment card for each new rider to take with him to his Sunday school class. This should include his name, address, phone, and which bus he rode on.
10. Assist new riders in locating their classroom and introducing them to the supervisor or teacher.
11. Exemplify Christ in such a manner as to create in the hearts of your riders a desire to be the kind of Christian you are."¹

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Greet all riders on the bus.
2. Groups within the congregation (Unorganized):
 - a. Lead music and social activities, as requested, on the bus.
6. Individuals outside the congregation:
 - a. Assist in calling on persons along the bus route.

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- Davis, Harold C. Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n.d.).
- Hyles, Jack. Church Bus Handbook (Hammond, Indiana: Hyles-Anderson Publishers, 1971).

¹Harold C. Davis, comp., Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n.d.), p. 36.

Chapter 7

Position: Church Business Administrator

Selection

The business administrator of any church should:

1. Be a committed Christian.
2. Be a member of the church.
3. Be known as a person with an excellent reputation in the church and the business community.
4. Have successful management experience in a small business or a non-profit organization.

Position Description

The duties of the Church Business Administrator include:

- "1. Office. Schedules and supervises the work of the Church Office: mimeograph work, preparation of mailings, maintenance of mailing lists, various records, clerical work, etc. (This does not include the work of the minister's secretary.) Plans special work during summer: membership directory; Christian education directory; preparation for every-member canvass; other special clerical jobs. Coordinates office records; provides suitable storage for blueprints and for historical records.
2. Grounds and Buildings. General supervision of the work of the chief custodian and assistants; general responsibility for condition of grounds and buildings. Schedules cleaning and maintenance work in cooperation with chief custodian; obtains information on special room arrangements for meetings and plans details with chief custodian; schedules special repair and maintenance jobs to be done by custodians.

Attends all Trustee's meetings; works closely with committees responsible for grounds, buildings, furniture and equipment to carry out plans for repairs and improvements; contacts local workmen; obtains bids when necessary; follows through to see that jobs are properly done; obtains approval (when necessary) for payment of bills.

Attends meetings of Long-Range Planning Committee; coordinates current repair and maintenance work with long-range plans to avoid conflicts and duplication of expense if possible; works out long-range plans for maintenance jobs, such as painting, landscaping, and so on.

3. Use of Buildings. Prepares and maintains year's schedule for use of rooms and equipment by church and outside organizations; contacts representatives of outside organizations and obtains applications for clearance with the governing board; passes along instructions for room arrangements to custodians; constantly revises schedule and issues typewritten copy of scheduled meetings each week to members of staff and chief custodian; posts schedule of meetings each day on blackboard at church house entrance.
4. Contact with Official Boards. Follows through to carry out actions of the board between meetings; coordinates records of the board with office records. Attends meetings of Trustees (see above).

Attends meetings of stewards when necessary. Coordinates plans for every-member canvass with office procedures; assists with records on canvass; receives and records pledge cards turned in after first day; passes to financial clerk; keeps interested persons advised periodically of total pledges received.

Attends meetings of church staff; reviews schedule of meetings for current week and following week; makes any necessary revisions.

5. Purchase Orders. Investigates sources of supply for various supplies needed. Prepares and issues purchase orders; follows up for delivery, checks to see that right material has been received; approves and audits bills; sends to financial clerk for payment.
6. Budget. Supplies various boards with data needed for preparing annual budget figures; consolidates estimates from various boards and prepares total budget for approval of board. Obtains monthly report from treasurer and prepares for distribution to board and Trustees. Keeps track of special expenditures during year and coordinates with appropriations made by Trustees to avoid overspending budget.
7. Personnel. Working closely with Personnel Committee of board, employs custodians and clerical help for office (not including minister's secretary); supervises their work and handles any problems or grievances. Prepares semi-monthly and monthly time sheets and sends to financial secretary for payment."¹

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The MacMillan Company, 1962), pp. 210-211.

8. Reports. Reports weekly to the Senior Pastor.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Reports weekly to the Senior Pastor.
 - b. Hires and supervises all non-ministerial personnel.
3. Groups within the congregation (Organized):
 - a. Supervision of the secretarial staff.
 - b. Supervision of the custodial staff.
 - c. Attends Trustees' meetings and all church groups responsible for the church plant.
 - d. Attends meetings of the Long-Range Planning Committee.
 - e. Attends meetings of church staff.
 - f. Supplies various boards with financial and other data needed to make administrative decisions.
4. The entire congregation:
 - a. Schedules use of all church facilities.
 - b. Participates in church worship service and teaching ministries as the Senior Pastor may direct.
6. Individuals outside the congregation:
 - a. Establish working relationship with church supply houses.
 - b. Prepare and issue purchase orders.

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Chapter 8

Position: Church Housekeeper

Selection

The church housekeeper should:

1. Be a committed Christian.
2. Be a member of the church.
3. Be one of the most organized and responsible women in the church.
4. Be experienced in institutional food preparation and supervision.

Position Description

- "1. The prime duty of the housekeeper is to oversee the church kitchen and see that all equipment and supplies and utensils are in order.
2. Whenever basic supplies run low, it is the duty of the housekeeper to report such to the proper individual, that orders may be made in sufficient time for major church events.
3. The housekeeper is to order all supplies and food that may be used for teas, small receptions, and meals involving a small number of people.
4. The housekeeper is responsible to a designated individual of the staff. In one church that operates effectively, this individual is the administrative secretary. With that staff member, the housekeeper plans all dinners and is subject to the suggestions of the administrative secretary for all details of any church affairs.
5. All tablecloths, dishcloths, and towels are to be washed, pressed, and kept in order. In fulfilling this responsibility, the housekeeper may notice certain linens that need replacing. A plan for reporting such, and for prompt replacement, will have been made.

6. Dishes are to be carefully checked after each using, and if is any breakage, that should be reported immediately to the responsible individual.
7. The housekeeper shall take an inventory of all supplies and utensils in the kitchen, such as dishes, silver, glassware, pans, baskets, pitchers. There shall be a permanent inventory and a method approved whereby an accurate week-by-week inventory is established.
8. Beyond looking after the kitchen, there may be other responsibilities of the housekeeper, such as care of the minister's study. There should be a daily tidying of the minister's study and a weekly thorough cleaning. Annually all furniture should be given special attention; all books and bookshelves dusted and, where needed, oiled and waxed.
9. The housekeeper may be given responsibility for the care of certain other areas of the church, such as the sacristy and any memorial rooms that should have special attention.
10. When church dinners are held, the housekeeper, who is in charge of the kitchen, will instruct volunteers who may assist in food preparation, cooking, serving, and cleaning.
11. The housekeeper shall have sole oversight of certain major equipment, such as coffee urns, dishwashers, stoves, and refrigerators. With such machinery and equipment that requires special knowledge for operation, it shall be understood that the housekeeper alone will operate such equipment.
12. As it is needed and when time permits, the housekeeper will clean and properly wax the kitchen floors.
13. The housekeeper is responsible for arranging setups for all small dinners and teas.
14. Where there is particularly valuable plateware or silver, arrangement will have been made for such equipment to have special shelves or cabinets for housing. The housekeeper will see that such items are kept under lock and key.
15. The housekeeper will be particularly careful in utilizing "left-overs." The church rightfully will expect that the individual in charge of the kitchen and food will "be a good steward." When possible, food that remains from a dinner or tea will be frozen, and all such, together with basic supplies, will be reported to and under the jurisdiction of the administrative assistant.
16. Seasonal work may include special attention to curtains, drapes, and any seasonal coverings for furniture. The housekeeper may be assigned the washing, ironing, and storage, where required, of such items.

17. An additional summer's task will be an annual inventory and a full report regarding all kitchen supplies, materials, and equipment. Shelves are to be cleaned, new shelf paper to be put down where needed; stoves will have a full and careful cleaning.
18. The housekeeper may be in charge of the minister's robes and vestments. These shall regularly be checked for any tears that should be mended, any buttons that need replacing, and so on. As needed, this clothing shall be cleaned and moth-proofed.
19. Attention should be given to rugs and other furnishings of the church that may be subject to ravages of moths. During the summer the housekeeper may be responsible for the cleaning and moth-proofing of all such materials.
20. A duty that certain housekeepers fulfill is that of assisting the women's communion committee in cleaning communion glasses, polishing the communion silver, and assisting in the storage in the sacristy of such precious equipment of the church.
21. Another duty that may logically come in the area of the housekeeper is assistance to the choir guild in the care of certain choir robes. In one church, the housekeeper is responsible for the appearance of robes worn by the senior choir.
22. The housekeeper shall be expected to provide refreshments, as may be required or needed, by small groups or individuals meeting in the church. For example, where a church may have two services, it may be extremely desirable to have a cup of coffee for ushers, choir members, and clergy who work the double shift.
23. A further duty may be the care of the First Aid kit. Certainly in the kitchen area of the church there shall always be sufficient first-aid equipment to take care of minor injuries, such as cuts and burns. The housekeeper shall see that bandages and agreed-upon medicinals are ever on hand and in order.
24. Particular attention shall be given to "keeping the kitchen in order." It will be understood that, if volunteers assist in the kitchen, the housekeeper will instruct them as to where dishes, cups, cooking utensils, and so on, are to go, and it will be expected that all will cooperate with the housekeeper in the principle of "a place for everything and everything in its place."
25. The housekeeper alone shall have a key or keys that shall be used to lock drawers or cabinets for silverware, any silver tea service, or other valuable serving equipment of the church. She alone shall have access to these drawers and cabinets. A duplicate key, however, shall be in the church office and kept in an inaccessible place, such as a safe. The only individual who shall have access to such duplicate keys shall be an officer of the church or a member of the staff so authorized by the official board."¹

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 219-221.

Communication Functions (See Introduction)

1. Individuals within the congregation:

- a. "The prime duty of the housekeeper is to oversee the church kitchen and see that all equipment and supplies and utensils are in order.

Whenever basic supplies run low, it is the duty of the housekeeper to report such to the proper individual, that orders may be made in sufficient time for major church events."²

- b. Other cleaning duties shall be specified by the designated supervisor and all work performed, replacements of equipment needed, and an inventory of food and other supplies on hand shall be reported at specified intervals to the supervisor.

3. Groups within the congregation:

- a. Volunteers assisting in the kitchen shall be trained and supervised by the housekeeper.
- b. "The housekeeper shall be expected to provide refreshments, as may be required or needed, by small groups or individuals meeting in the church."³
- c. The housekeeper shall assist "the women's communion committee in cleaning communion glasses, polishing the communion silver, and assisting in the storage in the sacristy of such precious equipment of the church."⁴
- d. The housekeeper shall assist "the choir guild in the care of certain choir robes."⁵

8. Groups outside the congregation (Organized):

- a. "The housekeeper is to order all supplies and food that may be used for teas, small receptions, and meals" sponsored by the church or its constituent organizations.⁶

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²Ibid.

³Ibid.

⁴Ibid.

⁵Ibid.

⁶Ibid.

Chapter 9

Position: Church Librarian

Selection

The church librarian should be:

1. A committed Christian.
2. A member of the church.
3. A well-organized person.
4. A person who enjoys reading.
5. A person who can communicate an enthusiasm for reading to others.
6. A person who is acquainted with a wide range of Evangelical literature.

Position Description

The church librarian will have complete charge of the church library.

It will be the librarian's responsibility:

- "1. To select suitable pamphlets and leaflets with the approval of the minister.
2. To devise ways and means, if necessary, with the approval of the Official Board for the purchase of such materials.
3. Place literature racks or tables at suitable locations in the church.
4. Inform the parish of the materials available.
5. See that the literature racks or tables are neat, properly supplied with literature and made attractive to the passerby.
6. If contributions are made in a coin box or on an offering plate, see that such contributions are collected frequently and turned over to the treasurer

7. . . . Keep an inventory of . . . materials
8. . . . Encourage various departments, such as stewardship and Christian education, to use supportive literature to further their activities.
9. . . . Maintain a file of publishing houses, denominational headquarters, and bookstore sources from which literature may be obtained."¹
10. To report monthly to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Encourage persons to use the resources of the library.
 - b. Report monthly to the Church Business Administrator.
3. Groups within the congregation:
 - a. Encourage groups within the congregation to use the resources of the library.
4. The entire congregation:
 - a. Encourage the entire congregation to use the resources of the library.

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¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), pp. 111-112 (Numbering system changed).

Chapter 10

Position: Church Secretary

Selection

The Church Secretary shall:

1. Be a committed Christian.
2. Be a church member of long-standing.
3. Be well acquainted with the administrative procedures of the denomination and the local church.
4. Be a well-organized person.

Position Description

The Church Secretary shall:

1. Take minutes at all regular and special meetings of the Church Board.
2. Retain a copy of all proceedings of the Church Board.
3. Have custody of all important church documents and secure their safekeeping.
4. Supervise the writing and transmission of all communications of the Church Board.
5. Receive and transmit to the Church Board all communications addressed to the Board.
6. Notify the Pastor of all changes in corporation law which would potentially affect the local congregation.
7. Report monthly to the Church Board.

Communication Functions (See Introduction)

3. Groups within the congregation (Organized):

- a. Supervise the writing, transmission, and storage of all internal and external communications of the Church Board.

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Chapter 11

Position: Day Care Center Teacher

Selection

A teacher in a church-sponsored day care center for pre-school children should be a committed Christian, be a member of the church sponsoring the center, be a graduate of a recognized college-level program in early childhood education, and have teaching experience in elementary education or a day care center. In addition, the teacher should possess:

1. "Health card.
2. Ability to relate sensitively to preschool children.
3. Evidence of emotional maturity and stability.
4. Evidence of sufficient security and judgment to handle crisis situations and to use supervision constructively.
5. Physical stamina.
6. Ability to recognize and to record significant individual and group behavior."¹

Position Description

The day care center teacher is "responsible for planning and conducting the daily program for a group of children in a day care center through:

1. Planning and conducting daily activities for children.

¹Malcolm S. Host and Pearl B. Heller, Day Care Administration (Washington, D. C.: U. S. Department of Health, Education, and Welfare, Office of Child Development, 1971), p. 42.

2. Supervising personnel assigned to assist with daily group activities.
3. Preparing educational materials required to implement the daily activity plan.
4. Maintaining an orderly physical environment conducive to optimal growth and development of children.
5. Attending staff and parent meetings and contributing to the meetings.
6. Sharing information appropriately with other center staff members.
7. Relating to parents of children in the group to plan for activities, designed to foster the growth and development of each child.
8. Observing, recording and reporting significant individual and group behavior."²

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. "Observe . . . , record . . . , and report . . . significant individual and group behavior"³ to the center director.
 - b. Plan activities for the child with the child's parents.
 - c. "Share . . . information appropriately with other center staff members."⁴
3. Groups within the congregation (Organized):
 - a. "Plan . . . and conduct . . . daily activities for children"⁵ at the center.
 - b. "Supervise . . . personnel assigned to assist with daily group activities."⁶
 - c. "Prepare . . . educational materials required to implement the daily activity plan."⁷
 - d. "Maintain . . . an orderly physical environment conducive to optimal growth and development of children."⁸

²Ibid.

³Ibid.

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

- e. "Attend . . . staff and parent meetings and contribute . . . to the meetings."⁹

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⁹Ibid.

Chapter 12

Position: Director of Adult Ministries

Selection

The Director of Adult Ministries should:

1. Be a committed Christian.
2. Be a church member.
3. Be a parent or grandparent.
4. Be well respected by all adults in the church.
5. Have experience as a Sunday school teacher and/or church officer.
6. Have experience hosting adult social events.

Position Description

The Director of Adult Ministries shall:

1. Supervise the Christian education, social and recreational activities of all persons post-teenage and pre-retirement age in the church.
2. Promote class relations and continuous training for all adult teachers, musicians, and social leaders in the church.
3. Report monthly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Promote close relations and continuous training for all adult teachers, musicians, and social leaders in the church.
 - b. Report monthly to the Director of Christian Education.

3. Groups within the congregation (Organized):

- a. Supervise the Christian education, social and recreational activities of all persons post-teenage and pre-retirement age in the church.

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Chapter 13

Position: Director of Audio-Visual Education

Selection

The Director of Audio-Visual Education should:

1. Be a committed Christian.
2. Be a member of the church.
3. Be well acquainted with both the operation and maintenance of all audio and visual educational equipment in the church.
4. Be up-to-date on new audio-visual equipment being made available.
5. Be aware of the capabilities of each audio-visual technician in the church.
6. Be a responsible individual, capable of supervising a staff and controlling the use, movement, and storage of expensive equipment.

Position Description

The Director of Audio-Visual Education shall:

1. Be responsible for the storage, use, and repair of all audio-visual equipment and teaching materials owned by the church; and shall develop guidelines for storage, use, and repair of audio-visual equipment and materials and post the guidelines in clearly visible locations in appropriate work areas.
2. Train and supervise all operators and repair personnel of church-owned audio-visual equipment and materials.
3. Annually formulate a budget, to be submitted to the Church Board, which will outline needed new equipment and materials and funds to repair or replace worn or outdated equipment and materials.
4. Monthly submit a report to the Church Business Administrator and Director of Christian Education and annually submit a

report to the Church Board on the activities of the Audio-Visual Education Department.

Communication Functions (See Introduction)

3. Groups within the congregation:

- a. Train and supervise all audio-visual assistants.
- b. Report to the pastoral staff and the Church Board.

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Chapter 14

Position: Director, Broadcast and Tape Ministries

Selection

The Director of Broadcast and Tape Ministries should:

1. Be a committed Christian.
2. Be a member of the church.
3. Be actively engaged in some aspect of professional broadcasting.
4. Be acquainted with several sub-fields within broadcasting including:
 - a. Announcing
 - b. Journalism
 - c. Advertising
 - d. Recording
 - e. Engineering
5. Be a creative individual, known for originality and high standards of excellence in radio and television production.

Position Description

The Director of Broadcast and Tape Ministries shall:

1. Purchase radio and television time for all programs and advertisements for the broadcast and cable media produced by the church.
2. Oversee all phases of the production of radio, television, cable, and cassette media programs and advertisements produced by the church.

3. Purchase and supervise the use, repair, and storage of all broadcast, cable, and cassette equipment and related materials owned by or loaned to the church.
4. Train and supervise all needed assistants.
5. Prepare an annual budget for the Church Business Administrator.
6. Report weekly to the Director of Public Relations.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Train and supervise all assigned audio technicians.
 - b. Communicate needs to the Director of Public Relations.
6. Individuals outside the congregation:
 - a. Establish relations with the manager and program director of area broadcast stations.
 - b. Establish relations with representatives of tape and audio equipment firms.

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Chapter 15

Position: Director of Bus Ministry

Selection

- "A. The bus captain must experience and practice the cardinal doctrines of his church.
- B. The bus captain must love kids.
- C. The bus captain must love his church.
- D. The bus captain must love and respect his pastor.
- E. The bus captain must be a happy and enthusiastic Christian.
- F. The bus captain must be able to get along well with his fellow workers.
- G. The bus captain must be a person who is totally dependable.
- H. The bus captain must be a person who will put his bus route first in his time schedule.
- I. The bus captain must be a person who is faithful to "all" the services of the church.
- J. The bus captain must be so dedicated to Christ and the Evangelistic Bus Ministry that he serves faithfully while others rest, attend ball games, go fishing, etc., and does it without feeling he is a martyr."¹

Position Description

- "1. The director of the Evangelistic Bus Ministry must be so dedicated to this ministry that it has first place in his time and service.
- 2. He must be so dedicated to this ministry that, even though others fail, he cannot.

¹Harold C. Davis, Evangelistic Bus Ministry (Kansas City: Department of Church Schools, Church of the Nazarene, n. d.), p. 31.

3. He must be the best informed person in your church regarding the Evangelistic Bus Ministry.
4. He must be qualified to serve as bus captain and train others to be one.
5. He must be qualified to drive a bus correctly and train others to drive one.
6. He must know how to keep Evangelistic Bus Ministry records and teach bus secretaries to do the job efficiently.
7. He must know how to set up and map out a route and help his captains do it correctly.
8. The director must be able to plan the coverage of your church's responsibility area until the maximum efficiency can be received from each route.
9. He must be able to enlist new workers and involve them in this ministry.
10. He must be able to organize every part of the Evangelistic Bus Ministry until buses will be kept rolling, staff meetings will come alive, routes will be covered on schedule, harmony will prevail, and new converts will result.
11. Special days and attendance campaigns will be under his direction.
12. The director must work closely with the Evangelistic Bus Committee and the pastor."²
13. The director is to report to the Director of Christian Education each week.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Recruit, train, and supervise bus ministry workers.
3. Groups within the congregation (Organized):
 - a. Recruit, train, and supervise bus ministry workers.
4. The entire congregation:
 - a. Promote the work of the bus ministry to the entire congregation.
6. Individuals outside the congregation:
 - a. Assist in visiting bus ministry prospects.

²Ibid., p. 25.

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Chapter 16

Position: Director of Children's Ministries

Selection

The Director of Children's Ministries should:

1. Be a committed Christian.
2. Be a church member.
3. Be a parent or grandparent.
4. Have experience as a Sunday school teacher of children.
5. Have experience as one of the children's department supervisors in the Sunday school.
6. Have experience leading children's worship.

Position Description

The Director of Children's Ministries shall:

1. Supervise the Christian education, social and recreational activities of the children of the church.
2. Promote close relations and continuous training for all children's workers in the church.
3. Prepare and supervise the implementation of a year-around comprehensive program for the children of the church.
4. Report monthly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. The Director of Children's Ministries shall:
Promote close relations and continuous training for all children's workers in the church.

- b. The Director of Children's Ministries shall:
Report monthly to the Director of Christian Education.

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Chapter 17

Position: Director of Children's Worship

Selection

1. "Spiritual Vitality. To be a sincerely religious person who experiences personally the joy of worship is basic to all else in a worship leader. He cannot communicate what he himself does not possess. Pretense, insincerity, and sham will be readily detected by people of all ages, and especially children. Genuine consecration and devotion, with sincere appreciation of and participation in the liturgy, will be contagious and help to lead others into the mood of worship.
2. "Personal Qualities. It is desirable that the leader have such qualifications as an attractive personality that communicates sincerity and friendliness, the ability to lead others without self-consciousness, a speaking voice that is clear and unaffected, and easy rapport with the pupils he leads.
3. "Understanding of Worship. Effective leadership is based on understanding the nature and meaning of worship, the purpose and nature of the liturgy, the resources that may be drawn on as needed. The foundation for such understanding will be the leader's own worship experience, but he needs to supplement and support this with study so as to achieve both historical perspective and familiarity with current practice in making worship a relevant experience for this generation. He needs to be perceptively aware of the abilities, religious vocabulary, experiences, and needs of the age of pupils whose worship he is to lead. He needs to be familiar with the curriculum of the church school so as to enable him to relate worship to the whole educational experience of the pupils.
4. "Skill in Leadership. Proficiency in the art of leading worship will normally come through experience, but practice must reflect understanding of the leader's function and be guided by self-criticism and thoughtful reflection. Skill in leadership by itself is not enough without being supported by genuine religious devotion, but no amount of piety on the leader's part will make up for a poorly conducted service.
5. "Disciplined Workmanship. The leader who appreciates the sacred office which is his in conducting worship will do his best, before

God, to be a workman who does not need to be ashamed (2 Tim. 2:15). He will conscientiously prepare for each service that he is to lead. His preparation will include not only the larger matters of design and content of the service, but will extend to the smaller details which can make or mar it. He will prepare early enough to allow time for mastery of his leadership task and for attention to the details involved in providing the conditions that will best facilitate worship."¹

Position Description

1. Leadership of all children's worship services.
2. Preparation for all children's worship services. Preparation includes:
 - a. "Planning the Order of Service.
 - b. "Preparing and Gathering Needed Materials.
 - c. "Personal Readiness.
 - d. "Preparing the Assistants.
 - e. "Preparing the Room.
 - f. "Preparing the Pupils."²
3. "Leadership of worship in Christian education also involves teaching. Broadly conceived, this includes teaching all the pupils the meaning of worship and an understanding of the liturgy, familiarizing them with new hymns and other content, helping them to engage in appropriate conduct, telling a story and delivering a message effectively. In a more limited sense it includes guiding those who are to assist in the conduct of worship--teachers and pupils--in the proper performance of their assigned roles."³
4. Reporting weekly to the Director of Children's Ministries.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Individual teaching of children in worship functions.
 - b. Individual teaching of assistants in worship functions.
 - c. Reporting weekly to the Director of Children's Ministries.

¹Paul H. Vieth, Worship in Christian Education (Philadelphia: United Church Press, 1965), pp. 70-72.

²Ibid., pp. 73-78.

³Ibid., pp. 72-73.

3. Groups within the congregation (Organized):

- a. Preparation for and leadership of all children's worship services.

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Chapter 18

Position: Director of Christian Education

Selection

"The DCE is an educational specialist, not a secretary nor an assistant pastor who is called to help the pastor, nor who is using the position as a stepping-stone to the pastorate of a large church. He must be a mature person--spiritually, emotionally, mentally. He likes people as well as loves them; he gets along with all kinds; he is not discouraged when they don't readily shape up, for he understands the humanness of human nature. His personality and vitality attract people."¹

"He probably has a B. A., an M. A. or a B. D. degree with a major in Christian Education and a good background in Bible. Theoretically, he is able to relate his Scriptural philosophy to the current ideologies of the day, and to demonstrate the principles practically at the various age levels."²

Position Description

"The DCE's chief responsibility may be catagorized as follows:

1. Motivation. He stimulates spiritual depth in the whole congregation, develops an educational viewpoint throughout the church, keeps education in the public eye, promotes all the agencies, prods everyone to higher levels of achievement.
2. Evaluation. Continually apprizing areas of strength and weakness, he keeps out in front in vision and methods, watching trends and seeking new patterns whenever he notes ruts and routines.

¹Lois E. LeBar, Focus on People in Church Education (Old Tappan, New Jersey: Fleming H. Revell, 1968), p. 126.

²Ibid., p. 127.

3. Integration. With the whole church in view, he helps the members appreciate each other and work together, provides a balanced program for all levels, sees that no energy is wasted or misused, promotes conferences and educational opportunities outside the church.
4. Administration. With the pastor and Board of Christian Education he develops the total educational program, makes long and short-range plans with them, reports to the Board of Overseers, and interprets the educational program to the congregation.
5. Training. He demonstrates the excitement of the teaching ministry, is always on the lookout for prospects, recruits new workers, trains all of them in Scriptural ways of working, and provides in-service training.
6. Supervision. In order to improve the quality of teaching he continually builds morale, maintains high standards, sees that the channels of communication are kept open, helps teachers help themselves, leads in experiments, welcomes suggestions.
7. Counseling. When an individual has a personal problem, he is a good listener, provides a permissive atmosphere for the person's discovery of his own need, and guides him in finding God's will and God's power."³
8. The Director of Christian Education shall report weekly to the Senior Pastor.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Recruit Sunday school workers.
 - b. Counsel and advise Sunday school workers.
2. Groups within the congregation (Unorganized):
 - a. Group counseling.
 - b. Lead ad-hoc planning and learning groups.
3. Groups within the congregation (Organized):
 - a. Maintain good communications among Sunday school workers.
 - b. Lead educational training classes.
 - c. Lead Christian education commissions and committees.

³Ibid., pp. 127-128.

4. The entire congregation:
 - a. Promote the work of Christian education to the entire congregation.
5. Denominational organs and organizations:
 - a. Serve on denominational committees and commissions.
 - b. Write for denominational publications.
6. Individuals outside the congregation:
 - a. Call on individuals promoting the Sunday school.
7. Groups outside the congregation (Unorganized):
 - a. Group counseling.
 - b. Lead evangelistic Bible studies.
8. Groups outside the congregation (Organized):
 - a. Serve in service clubs.
 - b. Speak before civic groups.
10. Regional and national organs and organizations:
 - a. Write for regional and national organs.
 - b. Serve with regional and national organizations.

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Chapter 19

Position: Director of Day Care Center

Selection

The Director of a church day care center for pre-school children should be a committed Christian, be a member of the church sponsoring the center, be a graduate of a recognized college-level program in early childhood education, and have had work experience in a day care center. In addition, the director should possess:

1. "Health card.
2. "Ability to supervise a staff of varying educational and experiential backgrounds.
3. "Administrative ability.
4. "Sensitivity to the individual and group needs of children.
5. "Evidence of emotional maturity and stability.
6. "Sufficient maturity and good judgment to function in crisis situations.
7. "Ability to seek supervision and to use it constructively.
8. "Valid driver's license and access to an automobile."¹

Position Description

"Responsible for operating a day care center for children in a manner that contributes to their growth and development through:

¹Malcolm S. Host and Pearl B. Heller. Day Care Administration (Washington, D. C.: U. S. Department of Health, Education, and Welfare, Office of Child Development, 1971), p. 42.

1. Developing and executing an on-going program of group activities that contribute to the care, growth and development of the children who attend the center.
2. Supervising and evaluating all personnel, paid and volunteer, assigned to the center.
3. Maintaining a physical environment that conforms to governmental . . . standards of safety and cleanliness, and that is conducive to optimal growth and development of the children who attend the center.
4. Operating the center program in conformity with governmental . . . standards for the physical safety and well-being of the children and adults who use the center.
5. Enrolling children and establishing fees to be paid by individual families
6. Collecting fees and transmitting them to bookkeeper.
7. Scheduling assignments of center personnel.
8. Teaching groups of children, as required.
9. Planning and conducting regular and called meetings of center staff.
10. Participating in departmental staff meetings.
11. Supervising the requisitioning and inventoring of supplies and equipment for the center.
12. Supervising the record keeping for the center that is required by governmental . . . policy such as:
 - a. personnel evaluations;
 - b. records of children's attendance and progress;
 - c. health and safety inspections;
 - d. requisitions and inventories."²
13. Reporting regularly to the Pastor the needs and activities of the center and its personnel.

Communication Functions (See Introduction)

1. Individuals with the congregation:

²Ibid., p. 41.

- a. Report regularly to the Pastor the needs and activities of the center and its personnel.
 - b. Enroll children.
 - c. Collect and transmit enrollment fees to the bookkeeper.
3. Groups within the congregation (Organized):
- a. Develop and execute long-range programming for the center.
 - b. Supervise all center personnel.
 - c. "Schedule . . . assignments of center personnel."³
 - d. "Teach . . . groups of children, as required."⁴
 - e. "Plan . . . and conduct . . . meetings of center staff."⁵
8. Groups outside the congregation (Organized):
- a. "Operate . . . the center program in conformity with governmental . . . standards"⁶
 - b. "Supervise . . . the requisitioning and inventoring of supplies and equipment for the center."⁷
 - c. "Supervise . . . the record keeping for the center that is required by governmental . . . policy"⁸

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³Ibid.

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

Chapter 20

Position: Director of Publications

Selection

The Director of Publications should:

1. Be a committed Christian.
2. Be a church member.
3. Have practical experience writing for and producing a school, institutional, public service, or corporate newsletter or other periodical.

Position Description

The Director of Publications shall have total responsibility for all internal church publications and shall have an advisory relationship to the Advertising Director on the publication of external reading material.

The Director of Publications shall compile, edit, and supervise the production and distribution of all publications authorized for his administration by the Director of Public Relations.

He shall report monthly to the Director of Public Relations on the activities and needs of the publications' section.

He shall train and supervise publication assistants.

He shall annually submit a proposed budget to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:

- a. He shall report monthly to the Director of Public Relations on the activities and needs of the publications' section.
 - b. He shall train and supervise publication assistants.
4. The entire congregation:
- a. The Director of Publications shall compile, edit, and supervise the production and distribution of all internal church publications.

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Chapter 21

Position: Director of Public Relations

Selection

The Director of Public Relations for the church should:

1. Be a committed Christian.
2. Be a member of the local church.
3. Be a creative individual.
4. Have previous work experience in public relations, radio, television, or newspaper.
5. Have completed college or business school coursework in public relations, marketing, or advertising.

Position Description

1. Plans and directs all public relations programs for the church.
2. "Supervises, manages, and controls assigned public relations activities, including:
 - a. Promotion of relations with radio and television . . . , periodical and newspaper publishers, and other related organizations.
 - b. Promotion of relations with community associations, civic leaders, social or fraternal clubs, and commercial associations affiliated with local communities.
 - c. Establishment and operation of appropriate public relations services" ¹ (Such as a church newsletter, church information packets, Sunday bulletin, and other publications unless this task has been assigned to a Director of Publications.)

¹JoAnn Sperling, Job Descriptions in Marketing Management (New York: American Management Association, Inc., 1969), p. 184.

- d. Promotion of church activities to the congregation through interior displays and publications.
- 3. Administers the church advertising budget.
- 4. Reports monthly to the Church Business Administrator.

Communication Functions (See Introduction)

- 4. The entire congregation:
 - a. Promotion of church activities to the congregation through interior displays and publications.
 - b. Oversight of production of church public relations services to members and friends of the congregation (such as a church newsletter, church information packets, Sunday bulletin, and other publications unless this task has been assigned to a Director of Publications).
- 5. Denominational organs and organizations:
 - a. Supervises production and release of advertising and news releases to denominational journals and news services on matters affecting the church or its personnel.
- 8. Groups outside the congregation (Organized):
 - "a. Promotion of relations with radio and television . . . , periodical and newspaper publishers, and other related organizations.
 - "b. Promotion of relations with community associations, civic leaders, social or fraternal clubs, and commercial associations affiliated with local communities."²
- 10. Regional and national organs and organizations:
 - a. Supervises production and release of advertising and news releases to regional and national journals, broadcast stations, and news services on matters affecting the church or its personnel.

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²Ibid.

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Chapter 22

Position: Director of Senior Adult Ministries

Selection

The Director of Senior Adult Ministries should:

1. Be a committed Christian.
2. Be in the clear evidence of sanctification.
3. Be a church member of long standing.
4. Be "an example to the believers."
5. Be well liked by all persons in the church.
6. Be a Sunday school teacher, supervisor, or church officer.
7. Be a senior citizen.
8. Be one who enjoys senior citizen social activities and have experience planning and leading such activities.

Position Description

The Director of Senior Adult Ministries shall:

1. Maintain comprehensive records of all senior citizens in the church; or assign this duty to the Membership Secretary.
2. Visit all senior citizens in the church at least once each month. This may be done in person at the church or the person's home, or via the telephone.
3. Alert the Minister of Visitation or the Senior Pastor if a senior citizen needs special prayer or a pastoral call.
4. Organize a year-around schedule of social events for senior citizens in the church and supervise the planning and completion of the same.
5. Report weekly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Assist the Membership Secretary in her task of maintaining up-to-date records on all senior citizens in the church.
 - b. Visit all senior citizens in the church at least once each month.
 - c. Alert the Minister of Visitation or the Senior Pastor if a senior citizen needs special prayer or a pastoral call.
 - d. Report weekly to the Director of Christian Education.
3. Groups within the congregation (Organized):
 - a. Organize a year-around schedule of social events for senior citizens in the church and supervise the planning and completion of the same.

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Chapter 23

Position: Director of Social Life and Recreation

Selection

The Director of Social Life and Recreation should:

1. Be a committed Christian.
2. Be a church member.
3. Be an active participant in the social and recreational life of the church.
4. Be a good "mixer" with other people.
5. Have recreation leadership experience.
6. Be a resourceful person, in the area of creating and planning social and recreational activities.
7. Be familiar with books, community agencies, and other resources in the field of recreation.

Position Description

The Director of Social Life and Recreation will plan and supervise all social and recreational activities sponsored by the church. The Director's "guiding principles" are as follows:

- "1. Provision should be made for recreational opportunities for all age groups. The needs, interests, and capacities of each age group should be considered.
2. In dealing with youth and adults there must be democratic participation of the people involved in selecting, planning, and promoting the activities that get into the program
3. The types of activities best adapted for a group's use will depend on the attitudes and capacities of the members and on the available funds, facilities, and leadership.

4. The recreation program should be an integral part of the church's activities, and in complete harmony with its total program for redeeming human life.
5. No group will be likely to start with a full-grown recreation program. It should begin with one or more activities that give promise of successful results. From time to time it adds other features until a wide range of interests is included--music, drama, forums, book clubs, arts and crafts, and other valuable recreational activities. Thus, in time, it serves all ages and all kinds of people. It gives opportunities for training in a variety of leisure-time skills.
6. Activities that are satisfying and self-expressive for one individual may hold no interest for another. People are different. It is a mistake to try to regiment their play. Opportunities should be offered for individual self-expression and enjoyment. Therefore, the program must eventually provide a wide range of choice. At the same time effort should be made to widen the interest range of participants.
7. Opportunities should be provided for growing, expanding interests. Some activities are blind-alley interests. It doesn't take long to explore their possibilities. They end with themselves. Growing, expanding interests lead to other interests, each filled with promise of satisfying and rewarding experiences. This is usually true of creative and cultural recreational activities--music, drama, literature, hobbies, crafts
8. Variety and balance in program content are important. They are necessary to sustain interest. They contribute to the development of well-rounded personality
9. Interchurch and community recreation projects are important. These should become a part of the total program. Consideration should be given to the activities and programs of other agencies such as other churches, the Y, activities of city recreation departments, etc.
10. It is desirable that there be some degree of permanency and maturity in the matter of recreational leadership. Qualified leaders should be persuaded to stay on the job. They should be encouraged to grow by reading, by taking advantage of training opportunities, and by actual experience. Volunteers should be encouraged to make this matter of helping people find satisfying recreational experiences a lifetime hobby.
11. Make a definite effort to discover the interests of your group"¹

¹E. O. Harbin, The Recreational Leader (New York: Abindgon Press, 1952), pp. 38-40.

12. The Director shall prepare a monthly report for the Church Social Life Committee.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. The Director of Social Life and Recreation shall report monthly to the Church Social Life Committee.
 - b. The Director shall communicate well in advance of need to the Church Business Administrator or his Secretary for the reservation of any portion of the church plant for social and/or recreational use.
 - c. The Director shall recruit and train all social and recreational leaders for all age groups and classes in the church.
3. Groups within the congregation (Organized):
 - a. The Director will plan and supervise all social and recreational activities sponsored by the various organized groups in the church.

Bibliography

Clemens, Frances, Robert Tully, and Edward Crill. Recreation and the Local Church (Elgin, Illinois: Brethren Publishing House, 1956).

Chapter 24

Position: Director of Youth Ministries

Selection

The Director of Youth Ministries should:

1. Be a committed Christian.
2. Be a church member.
3. Be a parent and/or have training in youth ministries.
4. Have experience teaching teens.
5. Have experience in supervising teen activities.
6. Have experience and/or training in leading teen worship services.

Position Description

The Director of Youth Ministries shall:

1. Supervise the Christian education, social and recreational activities of the teenagers of the church.
2. Establish good relations with the Minister of Music and will direct youth music groups where directed by the Minister of Music.
3. Promote close relations and continuous training for all youth workers in the church.
4. Prepare and supervise the implementation of a year-around comprehensive program for the teens of the church.
5. Report monthly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the church:
 - a. Establish a working relationship with the Minister of Music.

- b. Establish a close bond of friendship between onesself and the teens of the church.
 - c. Promote close relations and continuous training for all youth workers in the church.
 - d. Report monthly to the Director of Christian Education.
3. Groups within the congregation (Organized):
- a. Prepare and supervise the implementation of a year-around cimprehensive program for the teens of the church.

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Chapter 25

Position: Director of Vacation Bible School

Selection

The Director of the Vacation Bible School should:

1. Be a committed Christian.
2. Be a church member.
3. Be "an example to the believers".
4. Be acquainted with the administration of the local and denominational Vacation Bible School programs.
5. Be a Sunday school teacher or supervisor.

Position Description

The Director of the Vacation Bible School shall annually:

1. In cooperation with the Director of Christian Education, fix dates for the Bible School, the training times for the teachers, and the follow-up sessions for the volunteer visitors.
2. Order all materials needed for the Bible School from the denominational publishing house and other business establishments approved by the Director of Christian Education.
3. Recruit, train, and supervise the instructors and other workers needed for the Bible School.
4. Compile daily reports of the Bible School, while in progress, and deliver said report to the Director of Christian Education's office each afternoon before leaving the church building.
5. Prepare and present a Vacation Bible School children's program at the Sunday morning worship service following the closing of the Bible School.
6. Supply the Minister of Visitation with the names and addresses of all children reached by the church through V.B.S. Meet with

the volunteer visitors the week after the Bible School and inform each visitor about the children they will visit for the church.

7. Beginning two months before the Bible School session and until one month after the session has ended, report weekly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Recruit, train, and supervise the instructors and other workers needed for the Bible School.
 - b. Supply the Minister of Visitation with the names and addresses of all children reached for the church through VBS.
 - c. Beginning two months before the Bible School session and until one month after the session has ended, report weekly to the Director of Christian Education.
3. Groups within the congregation (Organized):
 - a. Prepare and present a Vacation Bible School children's program at the Sunday morning worship service following the closing of the Bible School.
 - b. Meet with the volunteer visitors the week after the Bible School and inform each visitor about the children they will visit for the church.

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Chapter 26

Position: Film Projectionist

Selection

The film projectionist should:

1. Be a committed Christian.
2. Be a church member.
3. Be the most expert person in the congregation in the maintenance and operation of the church-owned film projection equipment.

Position Description

The Film Projectionist in a church shall:

1. Arrive one hour before each worship service or other event where his services have been requested.
2. Supervise the proper placement of the projector, screen, cables, and control equipment well in advance of the starting time of the service or event.
3. Operate all equipment in a safe and careful manner. Projectors are to be cooled as quickly as possible after use. Children are to be kept away from projectors, due to the danger of cutting fingers on moving reels.
4. Supervise the careful replacement of equipment in proper storage facilities after each use.
5. Report to the Director of Audio-Visual Education each week.

Communication Functions (See Introduction)

1. Individuals within the church:
 - a. Report to the Director of Audio-Visual Education each week, and follow his direction.

Bibliography

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Chapter 27

Position: Financial Secretary

Selection

The financial secretary of the church should:

1. Be a committed Christian.
2. Be a member of the church.
3. Have education for and work experience as a bookkeeper.

Position Description

The financial secretary shall have the following responsibilities:

- "1. Responsibility for counting, depositing, and recording of all church moneys, via Sunday collections, mail, and other.
2. Keeping of pledge cards and pledge controls.
3. Setting up of pledge payment posting cards.
4. Recording of all pledge payments.
5. Acknowledging pledges and other contributions.
6. Distribution of offering envelopes.
7. Mailing of quarterly pledge statements.
8. Keeping records of all memorial and other unpledged gifts.
9. Seeing that gifts of securities are properly handled (that is, the securities are sold, acknowledged, and payments credited to pledge account or other).
10. Keeping proper records of the various funds and accounts in General Funds, Building Funds, Endowment Fund, Nursery School, and Special Funds (which includes Church School, Ministers' Special, Deacons' Fund, Library, Sermon Publications, and so on).

11. Reconciling all bank statements for the several bank accounts.
12. Making out weekly, semimonthly, and monthly payroll checks.
13. Submitting quarterly and annual social security and withholding-tax reports to the Income Tax Bureau.
14. Keeping complete records on payroll, social security, taxes, group insurance, hospitalization, and so on.
15. Obtaining approval on all bills, invoices, and so on, submitted for payment.
16. Paying of all invoices, bills, and so on.
17. Keeping files on all matters to do with finances--paid bills, payroll, correspondence, and so forth.
18. Payment of quarterly benevolences from the church and church school.
19. Sending of statements to people and/or organizations for charges for use of buildings, weddings, overtime services, and so on.
20. Ordering of all office supplies, stationery, and so on, and keeping inventory of same.
21. Keeping of all church keys.
22. Preparation of monthly financial statement for official board.
23. Preparation of monthly financial reports for committee chairmen.
24. Assisting treasurer, Finance Committee, and committee chairmen with preparation of annual budget."¹
25. Report daily, Monday through Friday, to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. "Acknowledging pledges and other contributions."²
 - b. "Making out . . . payroll checks". . . to employees.³

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The MacMillan Company, 1962), pp. 216-217.

²Ibid.

³Ibid.

- c. "Obtaining approval on all bills, invoices, and so on, submitted for payment" from the Church Business Administrator.⁴
 - d. "Keeping files on all matters to do with finances--paid bills, payroll, correspondence, and so forth" for the Church Business Administrator.⁵
 - e. "Sending of statements to people and/or organizations for charges for use of buildings, weddings, overtime services, and so on."⁶
 - f. "Preparation of monthly financial reports for committee chairmen."⁷
 - g. "Assisting treasurer, Finance Committee, and committee chairmen with preparation of annual budget."⁸
 - h. Report daily, Monday through Friday, to the Church Business Administrator.
3. Groups within the congregation (Organized):
- a. "Preparation of monthly financial statement for official board."⁹
8. Groups outside the congregation (Organized):
- a. "Submitting quarterly and annual social security and withholding-tax reports to the Income Tax Bureau."¹⁰
 - b. "Ordering of all office supplies, stationary, and so on, and keeping inventory of same."¹¹

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⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

⁹Ibid.

¹⁰Ibid.

¹¹Ibid.

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Chapter 28

Position: Greeter

Selection

A Greeter should be:

1. A church member.
2. A warm, out-going person.
3. A good conversationalist.
4. A person familiar with the layout of the church.
5. A person acquainted with all of the Sunday school teachers in the church.
6. A person who is prompt and dependable.

Position Description

Greeters should:

- "A. Understand the significance of the responsibility as a whole.
- B. See themselves as members of a "team" all working together and each member being important.
- C. Agree to under take some rigid self discipline including
 1. Regularity of attendance
 2. Budgeting of time to be prompt
 3. Notification to head Host well in advance of "known" absences so substitutes can be arranged for.
- D. Exercise "mental gymnastics" continuously while on duty. Each person entering the church comes with particular problems and concerns and no matter through which door they enter, they must

1. Feel that a genuine and sincere welcome is extended.
 2. Experience an inner feeling of gratitude for
 - a. Having the door opened for them.
 - b. Being assisted with the little children.
 - c. Receiving a morning bulletin.
 - d. Assistance with items being carried.
 - e. Being treated like something other than a "number".
- E. Try to remember names as soon as possible, call people by their name.
- F. Engage people in conversation when time and the situation allows, especially the visitors. This will provide you with:
1. Something around which you can begin to identify and place names and situations.
 2. Opportunity to reflect Christ through your
 - a. Concern for people, first, -- then their soul and spiritual need.
 - b. Enthusiasm as a person about life, our church, our city and our church family.
 - c. Ability to bury negativeness, and gnawing criticisms. The understanding, careful way you minimize all this, and change such comments and conversations into positiveness can help raise the level of the attitude of the entire church family.
 3. Pertinent information which may be given to the pastor for confidentially and ethically "reaching out to" the spiritual needs of our membership and visitors.
- G. Be able to engage people in conversation. Conversation is not really difficult for any of us, usually it is the first "ice breaker" that is hardest. Remember, think and talk positively. Word comments and statements, even the greetings, in such a way as to kindly request a "yes" reply and if appropriate a comment rather than just a one word answer. Strive to compliment people.

That is a real sharp, handsome suit Mr. _____.
 Did you have a great time on your trip out to the coast?
 How nice you look Mrs. _____. That is a beautiful dress!
 What a sweet baby!
 Isn't this a perfect fall day?
 I certainly appreciate the faithfulness of you good people!

Etc., etc., . . . yes, these are trite statements if you will them to be. If you will such comments to be genuine, sincere and helpful, they will be just that.

- H. Leave the worth of your efforts to the Lord to tabulate. Few if any compliments will come your way. The personal satisfaction you receive from your faithfulness will possibly be the only "known" reward. ". . . as ye have done it unto one of the least of these, ye have done it unto me."
- I. Pray for discernment and wisdom in order to be more effective in each of the above things AND to sense at the right time, just what will be the most helpful thing to do or say for the person who down deep inside needs it so desperately, possibly under a camouflaged veneer."¹

Communication Functions (See Introduction)

- 1. Individuals within the congregation:
 - a. Welcome all persons who enter at the assigned station and assist them in locating a Sunday school class or the sanctuary.
 - b. Report at assigned times to one's supervisor.
- 3. Groups within the congregation (Organized):
 - a. Attend all meetings of the Welcoming Committee.
- 6. Individuals outside the congregation:
 - a. Welcome all persons who enter at the assigned station and assist them in locating a Sunday school class or the sanctuary.

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¹Author unknown, "Some Guidelines for the Greeting Committee" (Nampa, Idaho: Unpublished paper used by the Greeting Committee, First Church of the Nazarene, Nampa, Idaho, n. d.).

Chapter 29

Position: Head Usher

Selection

- "1. He shall be a member of the local church.
2. He shall be exemplary in Christian conduct.
3. He shall be at least 25 years of age and not over 70.
4. He shall be neat in appearance.
5. He shall radiate Christian cheer, grace, and courtesy.
6. He shall be regular in church service attendance.
7. He shall be able to lead and supervise subordinate ushers."¹

Position Description

- "1. He shall recommend to the pastor men to be considered for the office of usher.
2. He shall supervise the ushers and establish schedules and places for their service.
3. He shall advise the assistant head usher of any anticipated absence in time to see that the office duties are covered.
4. He shall see that worshippers are properly seated, giving special assistance to visitors.
5. He shall see that visitor's cards are given to all first-time visitors.
6. He shall see that Sunday bulletins and other materials are distributed as directed by the pastor.

¹Roy E. Carnahan. Creative Pastoral Management (Kansas City: Beacon Hill Press of Kansas City, 1976), p. 86.

7. He shall see that comfortable temperatures are maintained and the lighting is provided as requested by the pastor.
8. He shall endeavor to meet any emergency needs of the people and attempt to keep proper order. He shall call for emergency assistance when needed.
9. He shall see that all offerings are deposited in the financial secretary's office and placed in safekeeping.
10. He shall see that adequate usher's supplies, including visitor's cards, brochures, badges, reservation signs, offering envelopes, and offering plates are maintained and kept neatly in the ushers' closet and that requisitions are made for replacements.
11. He shall see that attendance counts are taken in all services and recorded in the attendance record book in the church office."²
12. He shall report weekly to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. He or his assistants shall greet and seat all worshippers coming to the sanctuary.
 - b. "He shall see that Sunday bulletins and other materials are distributed as directed by the pastor."³
3. Groups within the congregation (Organized):
 - a. "He shall supervise the ushers and establish schedules and places for their service."⁴
4. The entire congregation:
 - a. "He shall endeavor to meet any emergency needs of the people and attempt to keep proper order. He shall call for emergency assistance when needed."⁵
6. Individuals outside the congregation:
 - a. "He shall see that worshippers are properly seated, giving special assistance to visitors.
 - b. "He shall see that visitor's cards are given to all first-time visitors."⁶

²Ibid., p. 87.

³Ibid.

⁴Ibid.

⁵Ibid.

⁶Ibid.

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Chapter 30

Position: Hostess

Selection

The church Host and/or Hostess should:

1. Be a church member.
2. Be a warm, out-going person.
3. Be a good conversationalist.
4. Be a person familiar with the layout of the church.
5. Be a person acquainted with all of the Sunday school teachers in the church.
6. Be a person who is prompt and dependable.
7. Be a person who has experience as a Greeter and/or as an usher.
8. "Be an example to the believers."

Position Description

The Host or Hostess shall:

1. Supervise the activities of all greeters.
2. Set schedules and routines for the greeters' service.
3. Supply the Pastor with the names of all visitors to the services.
4. Work closely with the Head Usher in the placement of people, furnishings, and materials designed for the welcome and comfort of the worshippers.
5. Report directly to the Senior Pastor after each Sunday evening service with the visitor's list, comment cards turned in during the day, and prayer requests made known to any of the greeters or ushers.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Greet visitors to the church.
 - b. Work closely with the Head Usher on receiving visitors.
 - c. Work closely with the Pastor on receiving visitors.
3. Groups within the congregation (Organized):
 - a. Supervise the activities of all greeters.

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Chapter 31

Position: Member, Board of Stewards

Selection

Deacons, . . . , are to be men worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain. They must keep hold of the deep truths of the faith with a clear conscience. They must first be tested; and then if there is nothing against them, let them serve as deacons.¹ -- I Timothy 3:8-10

Position Description

The Stewards shall have three primary duties:

1. The care of the Pastor, his Associates, and their families.
2. The appointment and oversight of the following committees:
 - a. Worship
 - b. Music
 - c. Public Relations
3. (With the counsel of the Pastor,) The planning of all special worship services and programs, such as revival meetings and special day programs.

The Stewards shall meet once a month to conduct regular business and on the call of the Pastor for emergency business.

The Stewards shall annually select one of their members to serve as Chairman of the Board of Stewards.

The Stewards shall be accountable and shall issue a report to the Annual Church Meeting.

¹New International Version of the New Testament (Grand Rapids: Zondervan Bible Publishers, 1973), p. 457.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Receive requests on, report on, and supervise church music, worship, public relations, and pastoral relations.
2. Groups within the congregation (Unorganized):
 - a. Receive requests on, report on, and supervise church music, worship, public relations, and pastoral relations.
3. Groups within the congregation (Organized):
 - a. Receive requests on, report on, and supervise church music, worship, public relations, and pastoral relations.
4. The entire congregation:
 - a. Receive requests on, report on, and supervise church music, worship, public relations, and pastoral relations.

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Chapter 32

Position: Member, Board of Trustees

Selection

Deacons, . . . , are to be men worthy of respect sincere, not indulging in much wine, and not pursuing dishonest gain. They must keep hold of the deep truths of the faith with a clear conscience. They must first be tested; and then if there is nothing against them, let them serve as deacons.¹ -- I Timothy 3:8-10

Position Description

"The Trustees shall have the custody and control of all property, both real and personal, belonging to the corporation and of the revenues therefrom and shall administer the same in accordance with the discipline, rules, usages, and laws of the denomination and of the State They shall be responsible for preparing and raising the annual budget. The Trustees shall have no power, without the consent of a corporate meeting, to incur debts beyond what is necessary for the care of the property of the church. The Trustees shall have such other powers and duties as may be prescribed by law."²

The Trustees shall meet once a month to conduct regular business and on the call of the Pastor for emergency business.

¹New International Version of the New Testament (Grand Rapids: Zondervan Bible Publishers, 1973), p. 457.

²Lowell Russell Ditzen. Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 21.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Receive requests on, report on, and supervise church finances and property.
2. Groups within the congregation (Unorganized):
 - a. Receive requests on, report on, and supervise church finances and property.
3. Groups within the congregation (Organized):
 - a. Receive requests on, report on, and supervise church finances and property.
4. The entire congregation:
 - a. Receive requests on, report on, and supervise church finances and property.

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Schaller, Lyle E. The Decision Makers (Nashville: Abingdon Press, 1974).

Chapter 33

Position: Membership Secretary

Selection

The person selected to be the membership secretary should:

1. Be a church member.
2. Be well qualified as a secretary through practical education and/or on-the-job training.
3. Be willing to serve at the salary the church can afford.
4. Be one who does not divulge confidential information.
5. Be acquainted with most of the families in the church.
6. Be one noted for taking a genuine, personal interest in others.

Position Description

"The membership secretary, as a member of the church staff, under the authority of the minister, is directly responsible to the secretary to the minister.

Her specific duties are to:

1. Maintain an accurate, up-to-date card file of the entire church membership including preparatory and unbaptized children in each family.
2. Maintain a book of historical data recording new members, births, baptisms, marriages, and deaths.
3. Keep current a set of membership books with a page of detailed data on each family in the membership.
4. Maintain a card file indicating phases of church work in which members are interested in serving; make this information available to appropriate department chairmen of the church.

5. Keep current several loose-leaf copies of a complete membership directory for desk use by the staff.
6. Maintain an up-to-date card file on prospective church members; make this information available to the Commission on Membership and Evangelism.
7. Maintain current addressograph file, which includes the complete church membership, prospective members, youth organizations and college students, and personnel of the Official Board.
8. Inform the financial secretary and ministers immediately of any change in the membership or changes of address, and the educational secretary of changes involving children and youth.
9. Under the direction of the associate minister who is in charge of membership, make the various arrangements for membership classes. Prior to the forming of a new class, work with him in determining (from the prospective membership file) those who should receive letters of invitation to membership, and write letters to those persons for the minister's signature; make available necessary material for orientation classes; handle all correspondence, for the signature of the minister, regarding new members.
10. After new members have been received, give their names to the various organizations and groups within the church who, in turn, invite these persons to join them; also, give the names of children in the family to the educational secretary.
11. Mail out notices of meetings of the Commission on Membership and Evangelism; receive the minutes from the commission secretary and be responsible for typing and distributing copies to the members of the commission.
12. Furnish correct names of the entire membership, alphabetically arranged, with addresses and telephone numbers for the annual membership directory; proofread the directory with the office secretary for correctness; furnish day-by-day changes for inclusion until the actual mimeographing is done; help to assemble the directory.
13. Prior to a baptismal service, do the initial telephone work with the parents; write letters to the parents for the minister's signature; secure necessary data for the certificates, and prepare the certificates.
14. Prepare for the minister's signature and send a booklet of condolence to members of a family where a death has occurred.
15. Type the following correspondence for the minister's signature:
 - a. Letters of thanks to flower donors

- b. Letters to visitors at worship services
 - c. Congratulatory letters to members after births, special recognition, etc.
 - d. Other miscellaneous correspondence as directed
16. Inform editor of church paper of news items of interest regarding the membership, such as births, baptisms, weddings, new members, illnesses, etc.; type all general material for the church paper in conjunction with the editor; handle mailing of the church paper.
 17. Maintain a complete file of correspondence regarding the membership.
 18. Upon request, furnish statistical data for church and Annual Conference and other reports for Official Board, Executive Committee, and other meetings.
 19. Type the pastor's sermons from the tape recorder.
 20. Assist the financial secretary in handling the Sunday offering, go to the bank with her to receive it, assist in counting and recording it properly, and accompany her when making deposits.
 21. Deliver the altar flowers to the ill and shut-ins when requested.
 22. Assist with the general office work load as directed.
 23. Use good judgment in keeping confidential staff and congregational matters.
 24. Handle objectively any comments of commendation or criticism by members of the congregation and/or staff in order to maintain a happy, wholesome atmosphere regarding all aspects of the administration of the church.

In summarizing, she should contribute a gracious spirit to the cooperative efforts of the staff in serving the people effectively."¹

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Report daily, Monday through Friday, to the secretary to the minister.
 - b. Inform the financial secretary and ministers immediately of any change in the membership or changes of address, and the

¹Marvin T. Judy, The Multiple Staff Ministry (Nashville: Abingdon Press, 1969), pp. 266-268.

educational secretary of changes involving children and youth.

- c. Type correspondence and sermons for the minister as directed by minister's secretary.
- d. Inform editor of church paper of news about church membership.
- e. Assist minister's secretary with general office work as needed.

3. Groups within the congregation (Organized):

- a. Make membership files available on request to the Commission on Membership and Evangelism.
- b. Make necessary scheduling arrangements for membership classes.
- c. "After new members have been received, give their names to the various organizations and groups within the church who, in turn, invite these persons to join them; also, give the names of children in the family to the educational secretary."²
- d. Serve as secretary to Commission on Membership and Evangelism and handle all correspondence for the Commission.

4. The entire congregation:

- a. Keep records on name, address, age, birthdate, anniversary, attendance, membership status, family relationships, occupation, and other pertinent data on the entire church membership. Make data available to all whom the ministerial staff may direct.
- b. Prepare the Annual Membership Directory.

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Chapter 34

Position: Minister of Music

Selection

The Minister of Music shall:

1. Be a committed Christian.
2. Be a member of the local church.
3. Have completed college-level studies in music, including course-work in conducting and sacred music.
4. Be known for professional quality performance and leadership of sacred vocal and instrumental music.
5. Have completed certification as a Minister of Music, where this is a requirement of the denomination.

Position Description

The Minister of Music shall:

1. Be in charge of all musicians, music programs, and music materials in the church.
2. Serve as chairperson of the Music Program Advisory Committee.
3. Plan the music program of the church, in cooperation with the Music Program Advisory Committee.
4. Direct congregational singing in all worship services.
5. Direct the sanctuary and teen choirs.
6. Provide training for leaders of the graded choirs and musical ensembles in the church.
7. Administer the church music budget.
8. Serve as Music Librarian (unless this task has been assigned to another).

9. Report weekly to the Senior Pastor.

If the Minister of Music is a member of the professional staff of the church, he or she shall be entitled to the same level of salary and benefits as the Associate Pastor.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Train and supervise all musicians in the church.
3. Groups within the congregation (Organized):
 - a. Supervise and/or lead all music groups in the church.
4. The entire congregation:
 - a. Direct congregational singing in all worship services.

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Chapter 35

Position: Minister of Visitation

Selection

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to much wine, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap.¹

- - I Timothy 3:1-7

Position Description

"A church may grow to the point where further division of ministerial leadership is required, and it may therefore seek an additional clergyman to serve as "minister of visitation" or "minister of evangelism" or "parish minister." His responsibilities may include:

1. obtaining the names of prospective members for the church;
2. maintaining an accurate prospect file;
3. calling on new people, prospects, and strangers to develop a closer relationship to the church;
4. preparing new members for reception into the church;

¹New International Version of the New Testament (Grand Rapids: Zondervan Bible Publishers, 1973), p. 457.

5. contacting agencies through which the names of people moving into the area may be obtained;
6. forming a committee of church members to welcome or call on new people in the area."²

If the church has an "under-shepherd" program, the lay shepherds should report to the Minister of Visitation and be asked to accept his guidance.

The Minister of Visitation shall report each week to the Senior Pastor.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Obtain prospect names and addressed from present members.
 - b. Conduct membership classes for new persons in the congregation.
 - c. Assist the Membership Secretary in keeping an up-to-date list of church families and prospects.
3. Groups within the congregation (Organized):
 - a. Provide leadership and guidance to the Visitation Committee.
 - b. Recruit members for the Visitation Committee and train new members in visitation and personal evangelism skills.
4. The entire congregation:
 - a. Assist in the worship services and teaching ministries of the church, as the Senior Pastor may direct.
6. Individuals outside the congregation:
 - a. Call on all prospective members of the congregation.
8. Groups outside the congregation (Organized):
 - a. Establish a working relationship with organizations such as Chambers of Commerce and utility companies, which can supply the church with the names of new people moving into the area the church serves.

²Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 206.

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Chapter 36

Position: Musician

Selection

The church musician (organist or pianist) is to:

1. Be a committed Christian.
2. Be a church member.
3. Be the person with the most talent, ability, and versatility on the instrument in question in the congregation.
4. Be a dependable, punctual person.

Note: Many of the same principles found in the above selection suggestions and in the accompanying job description will easily apply to other instrumentalists in the church as well.

Position Description

1. "The first responsibility of the pianist is in the selection of the instrumental music for the worship or devotional service. This is a cooperative task involving the pianist, the director of music, and the minister. There should be regular and consistent meetings of these three" ¹
2. The second responsibility of the pianist/organist is to carefully rehearse all musical selections to be performed before, during, and after worship services.
3. The third responsibility of the pianist/organist is to accompany the choirs and soloists of the church both in practice sessions and during worship services.
4. The fourth responsibility is to be prompt and faithful in attendance at all worship services of the church.

¹William S. Mathis, The Pianist and Church Music (New York: Abingdon Press, 1962), p. 56.

5. The fifth responsibility is to perform all assigned musical selections during each assigned service on his or her assigned instrument to the best of his or her ability and to the glory of God.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Confer regularly with and follow the direction of the Minister of Music.
 - b. Confer with and accompany harmoniously other musicians with whom one is assigned to work.

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Chapter 37

Position: Music Librarian

Selection

The church music librarian should:

1. Be a church member.
2. Be an active participant in the music program of the church.
3. Be acquainted with music filing procedures.
4. Be a well organized person.
5. Be a dependable person who will be available to file or retrieve music for the church music director whenever needed.

Position Description

The church music librarian shall:

1. Organize, control, and maintain an adequate music filing system for the church.
2. Establish times and procedures for filing and retrieval of music for the church music director and the directors of the graded choirs and ensembles in the church.
3. Keep an accurate inventory of all written and recorded music owned by the church.
4. Keep all portable musical instruments owned by the church in clean and dry quarters until use.
5. Keep all music and musical instruments owned by the church under lock and key until use.
6. Report monthly to the Minister of Music.

Communication Functions (See Introduction)

1. Individuals within the congregation:

- a. Cooperate with all musicians on storage and retrieval of music and musical instruments.

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Chapter 38

Position: Pastor

Selection

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to much wine, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap.¹

-- I Timothy 3:1-7

Position Description

- "1. Preaching -- full responsibility for the preaching program with privilege of calling upon associate and others for participation.
2. Plan for and lead in administration of the Sacraments and reception of members.
3. Teaching - -
 - A. Plan for and share in teaching preparatory membership classes for children and adults.
 - B. Occasional class teaching, by invitation, on Sundays when not preaching.
4. Counseling by request and reference.

¹New International Version of the New Testament (Grand Rapids: Zondervan Bible Publishers, 1973), p. 457.

5. Calling . . .
 - A. Hospital and sick at home calls.
 - B. Share in shut-in calls.
 - C. Share in prospective membership calls
 - D. Special calls.
6. Administration of the total program.
 - A. Work with commissions, committees, and organizations.
 1. The chairmen of commissions, committees, and organizations are to have the responsibility of their offices with the counsel and leadership of the senior minister.
 2. A staff member is to be assigned to work with each group, except those the senior minister will work with, to serve as a representative of the senior minister for his personal guidance.
 - B. Meet with staff regularly to coordinate plans, programs, and labors.
 - C. Receive reports of all commissions, committees, and organizations within the church.
 - D. Supervise other staff members, with certain responsibilities delegated to them.
7. Act as editor of church newsletter, with the assistance of any associate editors.
8. Conduct weddings and funerals by request and reference.
9. Larger church service - - district and conference responsibilities, speaking.
10. Community ministry - - cooperation in interdenominational and community programs."²
11. The Pastor shall report monthly to the Church Board.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Counseling

²Marvin T. Judy, The Multiple Staff Ministry (Nashville: Abingdon Press, 1969), pp. 255-256.

- b. Calling
- 2. Groups within the congregation (Unorganized):
 - a. Group counseling
 - b. Lead ad-hoc planning and learning groups
- 3. Groups within the congregation (Organized):
 - a. Preaching
 - b. Teaching
 - c. Lead all church commissions and committees.
- 4. The entire congregation:
 - a. Preaching
 - b. Teaching
 - c. Editing of church newsletter
- 5. Denominational organs and organizations:
 - a. Serve on denominational committees and commissions.
 - b. Write for denominational publications.
- 6. Individuals outside the congregation:
 - a. Counseling
 - b. Calling
- 7. Groups outside the congregation (Unorganized):
 - a. Group counseling
 - b. Lead evangelistic Bible studies.
- 8. Groups outside the congregation (Organized):
 - a. Serving on service clubs
 - b. Speaking before civic groups
- 9. The entire community:
 - a. Write pastor's column in the local newspaper.
- 10. Regional and national organs and organizations:

- a. Write for regional and national organs.
- b. Serve with regional and national organizations.

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Chapter 39

Position: Pastor's Secretary

Selection

The person selected to assist the Pastor as his secretary should:

1. Be a church member.
2. Be well qualified as a secretary through practical education and/or on-the-job training.
3. Be willing to serve at the salary the church can afford.
4. Be one who does not divulge confidential information.

Position Description

The pastor's secretary "shall be responsible for the following:

Gathering information, typing the stencils, proofreading and mimeographing the church newsletter and the Sunday bulletins.

Preparing the weekly newspaper and radio publicity and seeing that it reaches the proper office on time.

Writing all thank-you notes regarding flowers, memorials, and special services.

Operating the mimeograph, ditto, folding and addressograph machines for all work requiring the use of these machines for all departments of the church.

. . . Secretarial work for the ministers and other members of the program staff and assistance at the telephone and reception desk as needed.

Recruiting all the needed volunteer assistants.

Sending notices of meeting dates and times to the church officers.

Maintaining the addressograph plates and mailing file.

Sending names, addresses, and telephone numbers of new members and interested persons to the appropriate organizations.

Annually preparing the church directory for printing or mimeographing.

Annually preparing and mimeographing the annual report for the congregational meeting.

Taking all telephone reservations and cancellations for camp conferences, breakfasts, luncheons, dinners of a church-wide nature.

Maintaining a file of the members of the church serving in the armed forces and a list or file of college students.

Supervising the volunteer help in preparing the "guest letters" each Monday to visitors attending services the previous day. This involves assigning cards to the Friendship Callers and keeping the list current"¹

Reporting to the Senior Pastor daily, Monday through Friday.

Supervision of secretarial staff as directed by the Senior Pastor.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Provide secretarial work for the ministers and staff as needed.
 - b. Report to the Senior Pastor daily, Monday through Friday.
 - c. Send thank-you notes to individuals for gifts to the church.
3. Groups within the congregation (Organized):
 - a. Supervise secretarial staff as directed by the Senior Pastor.
 - b. Recruit and supervise volunteer secretarial assistants.
 - c. Send names, addresses, and telephone numbers of new members and interested persons to appropriate church groups.
4. The entire congregation:
 - a. Supervise preparation and production of the church newsletter and bulletin.

¹Marvin T. Judy. The Multiple Staff Ministry (Nashville: Abingdon Press, 1969), pp. 265-266.

- b. Supervise preparations for all church board and committee meetings.
- c. Supervise preparations and reservations for church camps and conferences, unless this duty has been delegated to the Secretary to the Director of Christian Education.

10. Regional and national organs and organizations:

- a. Prepare newspaper and radio publicity, unless this duty has been delegated to a Director of Public Relations.

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Chapter 40

Position: President, Missions Society

Selection

The President of the Missions Society in the local church should:

1. Be a committed Christian.
2. Be known as a "prayer warrior".
3. Be able to impart enthusiasm for winning souls through home and foreign mission programs to other members of the church.
4. Be an able public speaker.
5. Be a longstanding member of the local church.
6. Be thoroughly acquainted with the denomination's mission program.

Position Description

"Responsibilities:

1. To promote the full program of the N.W.M.S. in the church.
2. To preside at all General Council meetings.
3. To keep close communications with Chapter Chairmen in order to lend assistance or advice where it may be needed.
4. To see that all district and general projects and plans are incorporated into the local schedule.
5. To seek to be a soul-winner.
6. To report monthly to the church board and annually to the church."¹

¹B. Edgar Johnson, Pastoral Leadership (Kansas City: Unpublished Monograph, n.d.).

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Promote the church missions program.
3. Groups within the congregation (Organized):
 - a. Promote the church missions program before missions chapters.
4. The entire congregation:
 - a. Promote the church missions program through posters, bulletins, and speeches to the entire congregation.

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Chapter 41

Position: Receptionist

Selection

The receptionist in the church business office should:

1. Be a committed Christian.
2. Be a member of the church.
3. Be punctual and dependable.
4. Have a pleasing personality.
5. Have a pleasant and distinct speaking voice.
6. Genuinely enjoy meeting people.
7. Evidence grace under pressure.

Position Description

The receptionist shall:

Maintain the "church calendar, including booking of rooms, arrangements for use of buildings, and so on. Prepare billing cards for the financial secretary. Send form, with letter, to group requesting space in the church.

Prepare Sunday bulletin. File copies for future use and binding. Prepare bulletin for special church services. Inform organist and superintendent of buildings of sermon topic, hymns, and so on, for hymn board and outside bulletin boards. Inform minister of pulpit announcements.

Send publicity notices to newspapers.

Prepare weekly sexton and housekeeper schedule.

Prepare daily listings of events and rooms to be used for bulletin board.

Prepare calendar of events for church magazine.

Maintain schedule of girls for switchboard duty Saturday mornings.

Type stencils for monthly financial statements.

Compile church attendance figures for monthly board report.

Record staff lunch reservations.

Assemble material for annual directory.

Record pledge numbers on payment tapes and glue in cash book. Post church pledge payments from cash book. At end of each month, total and prove pledge controls.

Prepare stickers for new pledges to be used on posting card, offering envelopes, acknowledgment. Mail same. Add new pledges to respective control and file cards."¹

Report daily, Monday through Friday, to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:

- a. "Maintain the church calendar, including booking of rooms, arrangements for use of buildings, and so on" for the Church Business Administrator.²
- b. Notify participants in worship services of the order of worship.
- c. "Prepare weekly sexton and housekeeper schedule."³

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 225.

²Ibid.

³Ibid.

- d. "Record staff lunch reservations."⁴
 - e. "Record . . . total and prove" pledges.⁵
 - f. "Prepare stickers for new pledges to be used on posting cards, offering envelopes, acknowledgements. Mail same. Add new pledges to respective control and file cards."⁶
 - g. Report daily, Monday through Friday, to the Church Business Administrator.
3. Groups within the congregation (Organized):
- a. "Prepare billing cards."⁷
 - b. "Send form . . . to group requesting space in the church."⁸
 - c. Maintain schedule for switchboard operator group.
 - d. Type stencils for financial statements for the Finance Committee and financial officers of the church.
 - e. "Compile church attendance figures for monthly board report."⁹
4. The entire congregation:
- a. "Prepare Sunday bulletin."¹⁰
 - b. "File away old bulletins."¹¹
 - c. "Prepare daily listing of events" at the church.¹²
 - d. "Assemble material for annual directory."¹³
8. Groups outside the congregation (Organized):
- a. "Prepare billing cards."¹⁴
 - b. "Send form . . . to group requesting space in the church."¹⁵
 - c. "Send publicity notices to newspapers."¹⁶

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

⁹Ibid.

¹⁰Ibid.

¹¹Ibid.

¹²Ibid.

¹³Ibid.

¹⁴Ibid.

¹⁵Ibid.

¹⁶Ibid.

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Chapter 42

Position: Secretary to the Christian Education Director

Selection

The person selected to assist the Christian Education Director as his secretary should:

1. Be a church member.
2. Be well qualified as a secretary through practical education and/or on-the-job training.
3. Be willing to serve at the salary the church can afford.
4. Be well acquainted, through formal education and/or practical experience, with the Christian education program of the local church.

Position Description

The secretary to the Director of Christian Education will:

"Assist counting of church school money on Monday mornings.

Maintain shut-in list. Send bulletins to shut-ins on Mondays.

Prepare interoffice church school enrollment form from names supplied by director of religious education. Enter information in following places from this form:

Church school permanent enrollment card (new one or from inactive file).

Church school parents' file.

Send offering envelopes. Set up posting cards.

Maintain file of students away at school and in armed forces.

Prepare stickers for these for church mailings.

Prepare church school bulletin.

Type daily letter to those remembered in daily prayer service.

Type form letters for minister: Guest book letters, appreciation for flowers in Sunday service, baptisms noted in bulletin, deaths noted in bulletin, those on hospital lists Tuesday and Friday.

Cradle Roll: Send letters to children on Cradle Roll at birth and at each birthday. Make up white cards and permanent record cards for Cradle Roll.

Christian Education Minutes: Type and send out to the committee."¹

Report daily, Monday through Friday, to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Report daily, Monday through Friday, to the Director of Christian Education.
 - b. Send birthday cards to members of the cradle roll.
 - c. Type form letters for the minister.
3. Groups within the congregation (Organized):
 - a. Type and send out minutes to members of the Christian Education Committee.
 - b. Collect and file information on specified groups for Membership Secretary.
 - c. Send bulletins to shut-ins.
 - d. Assist secretarial staff in other duties as needed.
4. The entire congregation:
 - a. Prepare church school bulletin.

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 227.

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Chapter 43

Position: Secretary to Church Business Administrator

Selection

The person selected to be the Administrator's secretary should:

1. Be a church member.
2. Be well qualified as a secretary through practical education and/or on-the-job training.
3. Be willing to serve at the salary the church can afford.
4. Be one who does not divulge confidential information.
5. Be a well organized person.

Position Description

The secretary to the church business administrator is to:

"Do all mimeographing.

Keep narthex and all literature racks supplied with literature.

In charge of 'Lost and Found'. Put articles in closet for weekends and bring back to office for the week.

Call newspapers for articles concerning our members and send form letter from minister.

Maintain church scrapbook.

Prepare bulk mailings for post office (fill out pink slips and tie bundles of cities and states when necessary).

Keep schedule for ministers for Prayer Phone and Daily Prayer service. Give them reminders. Select names of members to be remembered

in daily prayer service, and give minister list of names.

Send acknowledgments for sermon publication gifts.

Sort church offering envelopes on Monday mornings.

Cradle roll.

Membership Coffee letters.

Tuesday for post office, stamp meter, telephone.

Help housekeeper when needed for Tuesday's staff lunch.

Take care of closets as to food supplies for the different departments. Type monthly list for financial secretary as to all provisions used by the different departments in the church for activities that are being held.

Write Sunday school absentee cards, together with list and follow-up list for Parents Association.

Check on mailbox every week on the side down near the board room.

Keep published sermon list up to date.

Keep record of articles published in the different magazines for the minister's personal file."¹

Report daily, Monday through Friday, to the Church Business Administrator.

Communication Functions (See Introduction)

1. Individuals within the congregation:

- a. "Keep schedule for ministers for Prayer Phone and Daily Prayer service. Give them reminders. Select names of members to be remembered in daily prayer service, and give minister list of names."²
- b. "Send acknowledgments for sermon publication gifts."³

¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), p. 226.

²Ibid.

³Ibid.

- c. "Type monthly list for financial secretary as to all provisions used by the different departments in the church for activities that are being held."⁴
 - d. "Keep published sermon list up to date"⁵ for the minister.
 - e. "Keep record of articles published in the different magazines for the minister's personal file."⁶
 - f. Report daily, Monday through Friday, to the Church Business Administrator.
2. Groups within the congregation (Unorganized):
- a. Send Membership Coffee letters.
3. Groups within the congregation (Organized):
- a. Keep Cradle Roll current.
 - b. Take mailings to the Post Office for the staff.
 - c. "Write Sunday school absentee cards, together with list and follow-up list for Parents Association."⁷
4. The entire congregation:
- a. "Do all mimeographing."⁸ (Unless assigned to Pastor's Secretary.)
 - b. "Keep northex and all literature racks supplied with literature."⁹
 - c. "Cull newspapers for articles concerning our members and send form letter from minister."¹⁰
 - d. "Maintain church scrapbook."¹¹
 - e. "Prepare bulk mailings for post office."¹²

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Ditzen, Lowell Russell. Handbook for the Church Secretary (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1963).

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid.

⁸Ibid.

⁹Ibid.

¹⁰Ibid.

¹¹Ibid.

¹²Ibid.

Ditzen, Lowell Russell. Handbook of Church Administration (New York: The Macmillan Company, 1962).

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Chapter 44

Position: Sunday School Secretary

Selection

The Sunday school secretary should:

1. Be a committed Christian.
2. Be a member of the church and Sunday School.
3. Be familiar with the accounting, reporting, and supply procedures of the local Sunday school and the denominational Sunday school program.

Position Description

The responsibilities of the Sunday school secretary are:

- "1. To keep records:
 - a. Individual attendance
 - b. Department and class attendance
 - c. Pertinent family data
2. To maintain records that have been kept for the purpose of recording growth or decline in attendance.
3. To develop new devices for recording necessary data.
4. To care for record systems so they will be readily available.
5. To handle correspondence.
6. To follow up absentees, unless this responsibility is assigned elsewhere.
7. To handle enrollment and withdrawals.
8. To interpret data--verbally and visually as in the case of charts.

9. To prepare and make reports.
10. To take minutes where desired.
11. To order, store, and distribute supplies."¹
12. To report weekly to the Director of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Report weekly to the Director of Christian Education.
 - b. Handle correspondence for the Sunday school superintendent.
 - c. Prepare and make reports to the Sunday school superintendent and the Director of Christian Education as they may direct.
 - d. To keep records on the Sunday school and each of the Sunday school classes and scholars as ordered by the Director of Christian Education.

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¹Weldon Keckley, The Church School Superintendent (St. Louis: The Bethany Press, 1963), p. 41.

Chapter 45

Position: Sunday School Teacher

Selection

A Sunday school teacher should:

1. Be a committed Christian.
2. Be in the clear experience of sanctification.
3. Be a church member.
4. Have a genuine interest in Christian education and be aware of the importance of teaching in fulfilling the Great Commission.
5. Have experience as a teacher's assistant in the Sunday school or as an instructor in a public school.

Position Description

- "1. Upon the teachers rest the direct responsibility for molding the lives and influencing the thinking and action of their pupils. At the same time the teachers learn through confronting the pupils with matters of the Christian faith and life.
2. Teachers should always keep the needs of pupils foremost. They should prepare carefully for every session. Such preparation should include being present well in advance of the scheduled time for sessions so that early arrivals may have opportunity to share thoughts that would not emerge otherwise.
3. Teachers should work in close relation with their department superintendent, remembering that the superintendent is the administrative head of the department.
4. They should be thoroughly committed to the program of the Sunday church school, especially of the department.
5. Teachers should report to their department superintendent as early as possible any dates they anticipate being absent so substitutes can be secured.

6. Teachers should be thoroughly committed to their responsibilities and keep fit for the work through leadership training. The nature and form for this training should be suggested by the department leaders.
7. They should consult periodically with the pastor and/or the director of Christian education to enlarge their own thinking.
8. Teachers should attend workers' conferences and those meetings necessary for department planning.
9. They should keep in mind the objective and goals of the program of Christian education.
10. Teachers should make every effort to know the homes and to work with parents, thus enlisting their interest.
11. They should be committed to Jesus Christ in order to lead others to Him.
12. Teachers should know their pupils.
 - a. Know what to expect at each chronological age.
 - b. Know that each person is different.
 - c. Know that there are exceptions and variations to all descriptions of what to expect from a pupil.
 - d. Know something of the environment of the pupil apart from the home.
 - e. Know something about the public school and weekday activities of the pupil.
 - f. Know something of the future aspirations of the pupil and be interest in these dreams.
 - g. Be responsive to the pupils' thoughts, and thus encourage the pupils to share their thoughts.
 - h. Be aware of pupils who need love and approval.
13. They should avail themselves of opportunities to associate with pupils outside the classroom.
14. The teachers should note the achievements and recognitions that occur in the lives of the pupils and give recognition to these accomplishments.
15. Teachers should be aware of the role the group plays and recognize its teaching potential."¹

¹Weldon Keckley, The Church School Superintendent (St. Louis: The Bethany Press, 1963), pp. 49-51.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Teachers shall visit with their pupils often.
 - b. Teachers should be acquainted with the members of their pupils' families.
3. Groups within the congregation (Organized):
 - a. Teachers shall supervise the religious instruction of their pupils as a group, during the Sunday school hour.

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Chapter 46

Position: Sunday School Treasurer

Selection

The Sunday school treasurer should:

1. Be a committed Christian.
2. Be a member of the church and Sunday school.
3. Be familiar with the accounting, reporting, and supply procedures of the local Sunday school and the denominational Sunday school program.

Position Description

"Generally the Sunday church school treasurer has the following duties:

1. To receive and record Sunday offerings and other money collected within the church school.
2. To provide reports when requested.
3. To be informed on the financial system of the church.
4. To supervise expenditures according to a budget.
5. To keep books according to an adequate system.
6. To write checks if no other provision is made through a central system."¹
7. To report each week to the Director of Christian Education.

¹Weldon Keckley, The Church School Superintendent (St. Louis: The Bethany Press, 1963), p. 43.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Report each week to the Director of Christian Education, and at other times when requested.
 - b. Receive the Sunday school offering from each class treasurer each week.
 - c. Disburse funds according to directives provided by the Director of Christian Education.

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Chapter 47

Position: Sunday School Superintendent

Selection

- "1. A superintendent must be a growing Christian.
2. A superintendent should be a member of the church.
3. A superintendent should feel the imperative that the church must teach and that man is capable of being taught.
4. A superintendent should possess ideas and also be willing to learn and to accept new ideas.
5. A superintendent should be willing to spend the amount of time that is required to perform the task.
6. A superintendent should like people--both students and leaders --and be concerned about their Christian growth.
7. A superintendent should be a well-ordered person, thus prepared to create order.
8. A superintendent should be willing to accept himself as a person or a child of God.
9. A superintendent should be familiar with the history and program of the church.
10. A superintendent should be committed to the idea that worship and the devotional life must receive constant and regular attention.
11. A superintendent should be one whose personal education is equal to or superior to those whom he leads. This is not necessarily measured in terms of academic achievement but of personal enlightenment."¹

¹Weldon Keckley, The Church School Superintendent (St. Louis: The Bethany Press, 1963), p. 27.

Position Description

- "1. Work with a board or committee of Christian education in developing a program and follow the policies and program projected.
2. Cooperate with the minister and director of Christian education so that everything that is done is correlated with the total program of the church, particularly regarding special days, emphases, and programs.
3. Supervise the total Sunday church school program according to the policies determined by the board of Christian education.
4. Assist in securing teachers and workers.
5. Counsel with teachers and workers.
6. Direct teachers and workers in outlining plans and setting goals.
7. Lead in evaluating the church school's role in helping pupils prepare for church membership and Christian responsibility.
8. Develop an esprit de corps among teachers and workers.
9. Provide opportunities for fellowship throughout the church school.
10. Give enthusiastic support, if not leadership, to all Sunday church school projects.
11. Carry on leadership training programs with the assistance of the board or committee of Christian education.
12. Conduct workers' conferences.
13. Observe at regular intervals the work of the various departments, especially noting needs regarding facilities and equipment.
14. Conduct general assemblies for the Sunday church school where such a program is desired.
15. Recommend a budget adequate to meet the needs of the Sunday church school.
16. Maintain an adequate system of records for the Sunday church school, both permanent and temporary.
17. Promote Sunday church school attendance.
18. See that the Sunday church school begins and closes on time.
19. See that curriculum materials are ordered on time and properly distributed.

20. Report the work of the Sunday church school to the board or committee of Christian education and wherever else such a report is requested.
21. Provide for his own personal growth through reading, training, and consultation with all from whom he can learn."²
22. The Sunday school superintendent shall report monthly to the Board of Christian Education.

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Recruit Sunday school workers.
 - b. Counsel and advise Sunday school workers.
3. Groups within the congregation (Organized):
 - a. Maintain good communications among Sunday school workers.
 - b. Lead educational training classes.
4. The entire congregation:
 - a. Promote the work of Christian education to the entire congregation.

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Chapter 48

Position: Sunday School Supervisor

Selection

A Sunday school department supervisor should:

1. Be a committed Christian.
2. Be a church member.
3. Be an "example to the believers."
4. Have Sunday school teaching experience, preferably in the department to be supervised.
5. Have first-hand knowledge of the administrative procedures of the Sunday school.
6. Have experience (on the job or at church) supervising other workers.

Position Description

The Sunday school supervisors report each week to the Director of Christian Education.

"Department superintendents have a multitude of duties. For convenience sake they are listed as follows:

- A. In preparing for the academic year (planning the work)
 1. See that the necessary teachers and workers are secured.
 2. See that the teachers and workers understand their duties.
 3. See that a program of teacher-training is set up through the monthly meetings, special reading assignments and on-the-job experience.
 4. See that a system of visitation is established.

5. See that an adequate record system is established.
6. See that the curriculum is in order.
7. See that adequate facilities and equipment are available.
8. Plan the assembly exercises for the year, and other expressional activities.
9. Plan class and age group goal for the year.
10. Compare notes with the general superintendent and with the Sunday school council.

B. In pursuing the academic year (working the plan)

1. See that the program is carried out.
2. See that pupils are welcomed, enrolled, and properly graded.
3. See that an evangelistic emphasis is maintained (visit by pastor).
4. Be ready to fill vacancies when necessary.
5. Visit (early in the class period) and study the need of the classes, standing ready to give help where needed.
6. Refrain from "snoopervision" and fault-finding (sit in rear).
7. Give honest recognition (through proper installation, promotion) and inspire enthusiasm.
8. Keep teachers in touch with best materials, methods, and books.
9. Be ready to give practical suggestions for improvement.
10. Require of secretary accurate records of attendance and punctuality.
11. Require of teachers a definite lesson plan.
12. All class activities approved.
13. Conduct monthly department conferences.
14. Attend all workers' conferences and councils.
15. Present needs of department to church officials.
16. Distribution of helpful literature on Sunday school work.
17. Direct plans for home cooperation.

18. Cooperate with the general superintendent and pastor.
19. Study and know needs, abilities, and interests of pupils.
20. Share in visitation.
21. Study class rolls as to size.
22. Encourage classes to organize (junior and above).
23. Start new classes.
24. Maintain organization of the department.
25. Keep the department properly graded.

C. General duties

1. Direct getting and holding people in the department.
2. See that the department has adequate equipment.
3. Maintain regular conferences of teachers and officers.
4. Promote a standard of education.
5. See that the officers of the department do their jobs and know their duties.
6. Set up standards for the department.
7. Attend church services, including prayer meetings.
8. Make after-services contacts for the department.
9. Keep in touch with the registrar and absentee workers.
10. Attend all district and denominational meetings possible.
11. Make an annual report to the board.
12. Oversee and promote department growth.
13. Help place new members and visitors.
14. Assist pastor and general superintendent in selecting and enlisting workers.
15. Urge workers and pupils to attend church.

D. Sunday duties

1. Be present early.

2. Superintend platform exercises when your department has charge (or meets separately). Keep the program varied and interesting.
3. During the class period:
 - a. Be sure the staff is on hand; fill vacancies.
 - b. Help place new members and visitors.
 - c. Be ready to teach or help where needed.
 - d. Visit and study the needs of the classes.
 - e. Supervise the work of the department secretaries:
 1. Instruct the class and department secretaries.
 2. Know how to use the class record books.
 3. See that class reports get to the general secretary.
 4. See that new pupils are registered and assigned.
 5. See that absentees are reported to the registrar or general secretary.

E. Monthly duties

1. Attend the meetings of the Board of Christian Education and/or the Sunday school council.
2. Prepare for departmental meetings with workers.
3. See that all teachers and workers in the department attend the general and departmental meetings of which they are a part.
4. Call on the absentees and sick of the department.
5. Assign calls to others; have a visitation day."¹

Communication Functions (See Introduction)

1. Individuals within the congregation:
 - a. Secure teachers.
 - b. Instruct teachers in their duties.
 - c. Instruct departmental secretary in her duties.

¹H. W. Byrne, Christian Education for the Local Church (Grand Rapids: Zondervan Publishing House, 1963), pp. 188-190.

- d. Report regularly to the Sunday School Superintendent and the Director of Christian Education.
 - e. Reward workers with recognition for their work.
3. Groups within the congregation:
- a. "Conduct monthly department conferences.
 - b. "Attend all workers' conferences and councils."²

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²Ibid.

Chapter 49

Position: Superintendent of Buildings

Selection

The Superintendent of Buildings should:

1. Be a church member.
2. Be one with supervisory experience in janitorial maintenance.

Position Description

The Superintendent of Buildings shall:

- "1. Oversee all phases of the church's physical equipment, and the maintenance of the church buildings.
2. Care for the oil burners, circulating pumps, plumbing, and electrical system.
3. Arrange and assist the sextons in placing tables, chairs, serving machines, and so on, as required for various church functions.
4. In the summer, plan and oversee all seasonal work, such as waxing the floors, cleaning and painting where necessary in the interior of the buildings.
5. Supervise operation of all special machinery and equipment, such as mechanical ladders, snow-removal plow, acoustical systems, switchboard on stage, and so on.
6. Order, under prearranged plan with Maintenance and Operations Committee, all supplies needed in cleaning and repairing the church property.
7. In charge of the workshop--all tools, supplies, and equipment relating thereto.
8. Responsible for assigning work schedules for day, week, and season for janitors, and approving their time schedules.

9. In cooperation with the Music Committee oversee the operation of machinery in conjunction with the organ."¹
10. Report daily, Tuesday through Sunday, to the Church Business Administrator.

Communication Functions (See Introduction)

3. Groups within the congregation (Organized):
 - a. "Responsible for assigning work schedules for day, week, and season for janitors, and approving their time schedules."²
 - b. "Order, under prearranged plan with Maintenance and Operations Committee, all supplies needed in cleaning and repairing the church property."³
 - c. "In cooperation with the Music Committee oversee the operation of machinery in conjunction with the organ."⁴

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¹Lowell Russell Ditzen, Handbook of Church Administration (New York: The Macmillan Company, 1962), pp. 218-219.

²Ibid.

³Ibid.

⁴Ibid.

- d. All prospects for church membership in your group.
- 4. Call on church membership prospects who sign communion cards but have no church membership in the city.
- 5. Encourage the attendance of members in your group at all church services, Sunday school, and the midweek service.
- 6. Help assimilate members into the various organizations of the church according to their ages.
- 7. Report promptly all removals or changes of address to the church office."³

Communication Functions (See Introduction)

- 1. Individuals within the congregation:
 - a. Report to the Minister of Visitation:
 - 1. All cases of sickness or death among assigned flock.
 - 2. Non-church members who might be won to Christ.
 - 3. Non-church members who might be prospects for the membership class.
 - b. Report to the Membership Secretary all changes of address of members of the assigned flock.
 - c. Encourage each member of the assigned flock to attend all church services.
 - d. "Help assimilate members into the various organizations of the church according to their ages,"⁴
- 2. Groups within the congregation (Unorganized):
 - a. "Call on each family once or twice a year, personally or by telephone."⁵
- 3. Groups within the congregation (Organized):
 - a. Hold at least one meeting of the assigned flock each year.

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²Ditzen, op. cit., p. 141-142. ³Ibid.

⁴Ibid.

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