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OF LEADERSHIP

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**VOLUNTEERS**



# TABLE OF CONTENTS

## FROM THE SGI COMMITTEE CHAIR

*Darrell Johns*

## FROM THE GENERAL SUPERINTENDENT

*David K. Bernard*

### ARTICLE 1

Serving with Gladness

*Doug Klinedinst*

### ARTICLE 2

The Value of Volunteers

*Tom Foster*

### ARTICLE 3

The Gift of Volunteers

*Nathan Scoggins*

### ARTICLE 4

Celebrating Volunteers

*David Bryan*

### ISSUE 12 TOOLBOX

Ministry Grid: Online Volunteer Training

#### MISSION STATEMENT

Leading the United Pentecostal Church International to think strategically about future growth.

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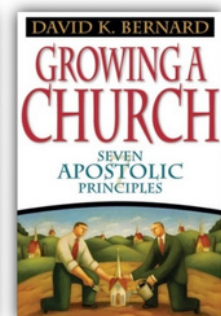
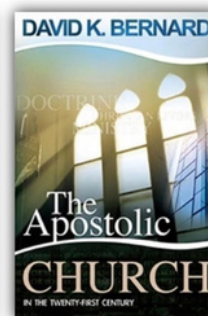
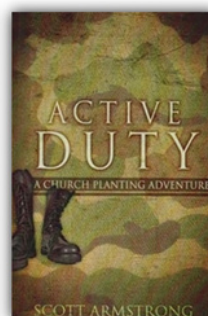
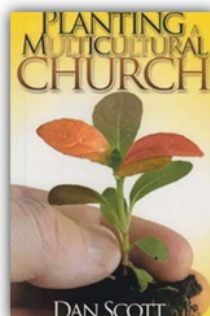
## Strategic Growth Initiative (SGI) Resources



The Strategic Growth Initiative (SGI) was born in the heart of General Superintendent David K. Bernard as God gave him a vision for growing the North American church. The General Board of the UPCI approved the forming of SGI for the purpose of highlighting growth in the areas of the number of churches and ministers in North America. The four focus points of SGI are outlined below along with resources available through the Division of Publications.

### Multiply the number of churches

SGI will assist districts by providing promotion, planning, and training with the goal of enabling every district to at least double the number of churches (including preaching points, daughter works, autonomous church plants, multicultural church plants, integrate independent Apostolic churches, etc.) in one decade.



# A VOLUNTEER ARMY

DARRELL JOHNS  
SGI Committee Chair



## Tips for Recruiting and Retaining Volunteers

- Create a culture of serving in ministry
- Equip people for ministry
- Release people for ministry
- Coach continually and provide opportunities for growth
- Resist the temptation to do it all yourself
- Express appreciation

**The Mexican-American War began in 1846 and was a controversial war. President James Polk promoted the political doctrine of “Manifest Destiny,” the belief that the United States was destined to stretch from “sea to shining sea” and become a world power. This, of course, meant taking territory occupied by other powers, which resulted in conflict.**

The annexation of Texas into the United States in 1845 created hostilities with Mexico and led to bloodshed and a call to arms. With a regular standing army of only 8,000 men and General Zachary Taylor screaming for reinforcements, President Polk was forced to call upon the states to raise 2,600 men each to supply the American Army in Mexico.

Many governors got behind the president and rallied men from their states. Aaron Brown, governor of Tennessee, issued a proclamation from Nashville calling for 2,600 volunteers to aid in the war. With fellow Tennessean Sam Houston in trouble on the front lines and the legendary exploits of David Crockett and other native sons who had given their lives for Texas Independence still fresh in their minds, Tennesseans possessed a strong dislike for the Mexican government. They jumped at the opportunity to go to war against them.



Within a week, 30,000 of them had responded to the call and swelled the ranks of the militias. Many complained they couldn't even purchase a place in the units. This overwhelming response from Tennessee earned the state its nickname, "The Volunteer State."

Actually, the spirit of volunteerism is much older than the Mexican-American War or even the United States of America. Volunteerism is as old as the innate need to do something for others in their time of trouble and the Bible itself is a rich resource on the subject of volunteerism.

## Helpers of the War

Before David became the second king of Israel, there was a season in his life when he was an outcast. David was hunted like an animal by King Saul, an insecure and extremely jealous monarch. David had no resources to hire guards or soldiers, but he was blessed to have "mighty men, helpers of the war" who came to him voluntarily (1 Chronicles 12:1). These men who *...separated themselves unto David into the hold to the wilderness [were] men of might, and men of war fit for the battle, that could handle shield and buckler, whose faces were like the faces of lions, and were as swift as the roes upon the mountains* (1 Chronicles 12:8). The number of volunteers David received was so great that they *...came to David day by day to help him, until it was a great army, like the army of God* (1 Chronicles 12:22, NKJV).

David's volunteer army was not only mighty in number, but also unified in their goal. All these men of war, who could keep ranks, came to Hebron with a loyal heart, to make David king over all Israel; and all the rest of Israel were of one mind to make David king (1 Chronicles 12:38, NKJV).

## God-called leaders motivate others to achieve their spiritual potential.

Below are a few thoughts on building a volunteer army in your local church.

### Tips for Recruiting and Retaining Volunteers:

#### Create a culture of serving in ministry

- Preach it and teach it
- Practice what you preach
- Make room for others to serve
- Prohibit territorialism and turf wars

#### Equip people for ministry

- Create a ministry development process – a path
- Guide volunteers to find their place of ministry based on their gifts and heart for ministry
  - Our local churches utilize the S.H.A.P.E. process to connect people to their place in the body of Christ:
    - Spiritual gifts
    - Heart for ministry
    - Abilities
    - Personality
    - Experiences
- Identify people with leadership abilities and train them to lead with you



### **Release people for ministry**

- Trust them
- Inspect what you expect, but don't micromanage
- Delegate authority instead of consolidating it

### **Coach continually and provide opportunities for growth**

- Provide on-the-job training
- Conduct formal training courses

### **Resist the temptation to do it all yourself**

- Perfectionists can make people feel incapable of serving
- Overcome insecurity
- Trust people – if your trust is violated, trust again

### **Express appreciation**

- o Behavior that is rewarded gets repeated
- o Build an environment of cooperation, not competition
- o Commend those who go the second mile in ministry
- o Honor lifetime achievement of faithfulness

*Darrell Johns*

Darrell Johns serves as pastor of Atlanta West Pentecostal Church, Assistant General Superintendent of the Eastern Zone, UPCI, and chair of the Strategic Growth Initiative Committee of the General Board.





## From the General Superintendent

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### *Selecting Volunteers*

In order to involve everyone personally, we must use new people—those who are relatively new to the church and those who are new to an assigned task or function. Everyone needs to feel that he or she will not be held back by prejudice, favoritism, or cliques but can easily be accepted and can easily attain a position of involvement and influence.

While there is some risk in using relatively untried people, it is amazing how often they will rise to the occasion. Often, it is a position of responsibility, even a small one, that motivates someone to step up to the next level of commitment. By placing confidence in people, we give them powerful encouragement to achieve things they have never done before. Let us discuss some ways in which we can take advantage of this principle and yet minimize the risk of failure.

#### **Establish a minimum list of qualifications.**

For leadership and representative roles, we adopt guidelines. For most defined positions, we have job descriptions that identify additional qualifications and skills. For people who do not yet meet the qualifications, we find or create places for them to work. Periodically, we explain to the church that we use people in various volunteer roles that do not involve leadership or representation of the church. Thus, some of them may not fully adhere to our standards; nevertheless, we want them to have a feeling of belonging and ownership. When church members clearly understand this concept, they are able to differentiate between roles and do not become confused about the standards of the church. Instead, they will adopt the same openness towards new people, remaining secure in their own convictions while avoiding judgmentalism and a “holier than thou” attitude.

#### **Start with small responsibilities.**

We first give new people a small task, and if they do well, we give them a larger task. Jesus Himself enunciated this principle, and it works at every level. (See Matthew 25:21; Luke 16:10-12.) If someone feels a call to preach, I urge him to teach home Bible studies, involve himself in an outreach endeavor, and start winning souls if he has not already done so. After he has worked diligently in outreach, then we will consider him for speaking roles. As he begins to preach, we will use him in outreach services, youth services, daughter works, and other small meetings. From there, we may schedule him to speak for ten minutes on a Wednesday night before I teach the main lesson or to emcee part of the Wednesday service.

#### **Use spiritual discernment.**

We should make personnel decisions with prayer, as Jesus did (Luke 6:12-13). More than looking for abilities, I look for people who have enthusiasm for the Lord and His work; who have a cooperative, teachable spirit; and who have been faithful in small things.

#### **Look for people who have initiative and burden.**

Before appointing someone to a position, see if the person has already expressed a burden for a certain work and is actively involved in it. For a new position, we typically do not give someone a job title until he or she has already been working successfully in that role without a lot of public explanation or recognition. In other words, the person has been instrumental in developing that role. In general, a person's burden and involvement should already be evident, not only to the pastor, but to other committed people, so that his or her appointment comes as no surprise.



For instance, when I pastored, I would tell aspiring ministers that I could give them training and opportunity, but I could not give them a ministry. They had to pray for God to direct their steps and open doors. They had to take the initiative. If they approached me with a burden and a plan of action, I would support, train, and assist them in their endeavor, but they had to take responsibility for their own ministry. Thus, I encouraged them to explore the possibility of teaching home Bible studies or starting an outreach at a jail, nursing home, juvenile detention center, retirement home, or college campus. If they conducted a Bible study that grew, we would consider a daughter work. In every case, however, I wanted to see them step out by faith, follow the leading of the Lord, and develop their own opportunities for ministry.

**Rely on department heads and activity coordinators to identify potential workers.**

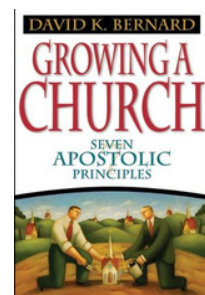
I trained lay leaders in the foregoing principles and instructed them to look for people who could work in their area of responsibility, either officially or unofficially. When new people became faithful to the church, leaders soon began considering them for some type of responsibility. When a leader thought someone was suitable for a certain role, he or she came to me with the suggestion. If I approved, then the leader approached the person. Sometimes I wanted to talk to the person first to ensure that he or she met the necessary qualifications. Other times, I was immediately confident of the suggestion and simply asked the leader to review the qualifications with the person.

**If someone does not work well in a position, find a creative way to move him or her into another area of responsibility.**

This situation requires tact, but frequently the person himself senses the need for change and is quite willing to take a suggestion. Often the solution is to make the change as a natural part of involving yet another new person and to swap, subdivide, or modify job responsibilities.

*David K. Bernard*

**Recommended Resource**  
Article adapted from *Growing a Church: Seven Apostolic Principles*  
by David K. Bernard  
(Word Aflame Press, 2010).







## Article No.1

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### *Serving with Gladness*

Ministry is accomplished through serving. There are many areas in which to be involved, especially in the local church. Men's ministry, ladies' ministry, outreach, prayer, music, and administration are just a few of the possibilities with an open door for those with a heart to serve.

The book of Psalms gives us a tremendous attitude toward serving. Serve with gladness! Serving is linked to worship and the joy of the Lord. This joy is strengthening both to the volunteer and to the kingdom of God.

**Serve the Lord with gladness:  
come before his presence with singing.  
(Psalm 100:2)**

Volunteering to serve the local church is a very fulfilling activity. We have found that most churches have about 20% of the membership actively involved in serving in an identifiable manner. This is an area of great potential for explosive growth. The people of our United Pentecostal Churches are talented, powerful, and gifted. A wise pastor will look for ways to get people involved in an area where they will be fulfilled, and it will benefit the vision locally.

One of the obstacles we face is the busy schedules many families are enduring in these trying times. Husband and wife both work secular jobs in many cases. Children are involved in education and school-related activities. Factoring in the occasional vacation, hobbies, and rest, many church members simply do not see any available time to commit to the local church.

However, the call of ministry and love for the mission must become a priority and begin to displace some of our other activities. There is no easy answer to the time dilemma. Sacrifice and love for the mission must become so powerful that we simply "make time available" for the cause.

**Two biblical declarations come to mind as we consider serving as volunteers in the kingdom of God.**

**1) David asked in 1 Samuel 17:29, *Is there not a cause?***

He was captivated by the cause and was willing to risk his very life on behalf of his people and his God. Nothing in this world is more valuable than a soul. Every labor of love in the local church that directly or indirectly brings the gospel to a soul is more valuable than the whole world.

**2) Secondly, to pursue the cause, we will be required to make adjustments.**

Ephesians 5:16 tells us, *Redeeming the time because the days are evil*. There is no way around it. We must reclaim our time. Something else will have to be canceled to make time to serve in the area of our burden and calling. This sacrifice will be well worth it. The self-denial involved will at first seem like a loss but will, in time, prove to be a source of great joy.



Volunteering in the local church is also an excellent way to involve the whole family in meaningful ministry. Consider involving your entire family in an area of serving. The family will benefit as they work together in the ministry. These activities will serve as a training for the children, instilling in them the value of serving the kingdom of God. Additionally, this process serves as a training ground for future involvement. Many principles and practices learned will become foundational as the young ones move forward in the various areas and levels of ministry into which God calls them.

**Serving will position the worker to be used in spiritual gifts and experience the power of God in a powerful manner.**

May the joy of volunteering become an avenue of worship for you and your family. Surely the Lord will strengthen you in the labor of love. There are many blessing to be discovered as you embark on this journey of giving.

*Dan Hines*





## Article No.2

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### *The Value of Volunteers*

William Shakespeare once said, “The meaning of life is to find your gift. The purpose of life is to give it away.” This is the heart and soul of volunteers. When they find their gift, the greatest joy is in giving it to help others. No price can be put on the value of a dedicated volunteer. Without them the church could not continue to expand its vision.

The church is made up of a group of diverse people who have different skills, talents, temperaments, motivations, and experience. The best way to show value to a volunteer is to recognize their unique giftedness and allow them to put their skill to work for the kingdom of God.

A key element to discovering the giftedness of your volunteers is in cultivating good relationships with people. While building relationships can be difficult and frustrating at times, its rewards are worth the time and effort. When you build good relationships with your volunteers, you are helping them develop and grow. Below is a list of ways to cultivate good relationships with your team. By doing so, you are expressing the value they bring to the church.

- **Know your volunteers:** Learn about them, learn about their family, their occupation, and their passions. This requires having consistent conversations or contact.
- **Care about them:** Notice when they are struggling or facing difficult times. Encourage them in their walk with the Lord. Celebrate their life victories with them. Be aware of their spiritual development.
- **Ask for their advice:** It is not a sign of weakness to say you don't know. Ask their opinion or how they would handle a situation. Ask for a special favor; people want to help and feel important.
- **Be considerate of their feelings:** Try to see through their eyes. The effectiveness of what you say depends on how you say it. Remember, they are volunteers.
- **Don't underestimate the value of any one individual:** If you are cultivating good relationships with people of all different backgrounds, you might find a diamond in the rough just waiting to be discovered. Value volunteers not only for what they can do but also for who they are.
- **Don't take advantage of people:** Take care of your people while they help you take care of the work of God. Remember, they have jobs, family, and life affairs to attend to. When you respect their time, they feel valued and appreciated.
- **Be a good listener:** Give people room to complain but encourage them to find solutions. Being quick to resolve conflict builds trust and dependability. Most people just want to be heard.
- **Be credible and consistent:** Follow through with any commitments you make to them. Keep your word. It trains them to do the same.



- **Help them accomplish their goals:** When you equip volunteers to fulfill their desired place of service, they experience the joy of success and accomplishment, which is the greatest reward of a volunteer. Let your volunteers dream and try new things.
- **Celebrate:** When you take the time to recognize the work of volunteers, it fuels them to do more. A dedicated volunteer doesn't usually want the limelight. However, when they know that you recognize and truly appreciate what they are doing, it deepens their commitment.

Jesus said in Mark 8:35, "For whosoever will save his life shall lose it; but whosoever shall lose his life for my sake and the gospel's, the same shall save it." When you recruit, train, and empower people to serve in the kingdom, you are helping them save their life. You exhibit value to volunteers by helping them lose themselves for the sake of the gospel, so they can find themselves as the earthly treasure of God.

*Tom Foster*





## Article No. 3

### *The Gift of Volunteers*

**“We make a living by what we get, but we make a life by what we give.” (Winston Churchill)**

In the apostle Paul's letter to the Philippian church, he exhorted the church in Philippians 2:1-8: *If there be therefore any consolation in Christ, if any comfort of love, if any fellowship of the Spirit, if any bowels and mercies, Fulfil ye my joy, that ye be likeminded, having the same love, being of one accord, of one mind. Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. Look not every man on his own things, but every man also on the things of others. Let this mind be in you, which was also in Christ Jesus: Who, being in the form of God, thought it not robbery to be equal with God: But made himself of no reputation, and took upon him the form of a servant, and was made in the likeness of men: And being found in fashion as a man, he humbled himself, and became obedient unto death, even the death of the cross.*

Paul made it clear that the foundation of Christianity that brought Jesus to the cross was for the sake of serving and saving others. It was others that motivated Jesus to take upon Himself the form of a servant and caused Him to be made in the likeness of men. We are more like Jesus when we are loving and serving others.

One of the greatest gifts that we as leaders possess are the volunteers around us. The church is the perfect place for the volunteer to gain the experience, knowledge, and understanding that enables them as followers to become one day some of the church's greatest leaders. Service is contagious. Volunteering at the church is an opportunity for us to share the teachings of Jesus and become ambassadors for Him.

The impact the church makes in our culture and our community is driven by people who give of their precious time, energy, and giftings to serve others. The mission of the church is to help people follow Jesus and that happens through the work and dedication of many volunteers. The impact we make inside and outside the walls of our local churches is determined by people who generously give their time, talent, and treasure to make Jesus known. “Others” is the motivating force that causes them to serve.

It is our responsibility as leaders to make sure that the volunteer is loved, valued, appreciated, and celebrated. We must convince them that their gifts are needed. We must also convey to them that they will experience the greatest joy and fulfillment when they are truly serving others. Without the volunteer, we would never reach the vision, purpose, and plans that we have designed to impact our communities. In this holiday season, let us return with a heart filled with gratitude and appreciation for the precious gift that God has given us in the form of those who serve their local church.

*Nathan Foggins*







## Article No. 4

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### *Celebrating Volunteers*

In this world's dominant culture of ungratefulness and negativity, do yourself a favor this holiday season. While you are vision-casting and planning for next year, be sure to stop and celebrate people within your reach. You would be surprised what showing thankfulness for someone will do. Too often we can miss opportunities to gather in fresh excitement and interest in serving by simply forgetting to give thanks in the most important areas.

Here are some things we can do to take a little extra time and make people feel valued and appreciated:

#### **1. Celebrate givers.**

People are important givers who go above and beyond in their sacrificial giving. Call them by name, celebrate them, show them in some way that they are recognized and valued.

#### **2. Celebrate servers.**

Every church struggles to find volunteers; that is, UNTIL they start celebrating the ones they have!

- Have a “volunteer of the month” celebration.
- Celebrate top volunteers for the year at your annual Christmas gathering.

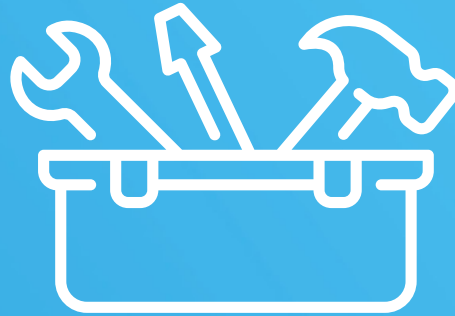
#### **3. Celebrate faithfulness.**

Publicly honor those who have been faithful in attending, giving, serving, and going beyond just “being there.”

As leaders, much of the pressure that many of us carry is based upon feeling under-appreciated or under-respected. Sadly, the dominant culture of unthankfulness is an unchanging trend; it's just the way of our fallen world. However, we have it in our power to create a counter-culture within our arena of influence, to help create a culture of thankfulness. A personal call, a note of thanks, or a public celebration—however you choose to do it—will go a long way in helping to do that. When we show thanks and appreciation and celebrate those among us who have been faithful, we ultimately reap the reward of peace and a culture of gratefulness. And that, my friends, is worth celebrating!

*David Bryan*





# ISSUE 12 TOOLBOX PRACTICAL TOOLS YOU CAN USE





# MINISTRY GRID VOLUNTEER TRAINING

**Ministry Grid is an online tool that helps churches train and develop volunteers. They provide over 850 pre-built training courses, or you can customize your training by adding your videos and documents. Ministry Grid offers premier online training for volunteers today. Click below to learn more.**

