

# Church Volunteer Evaluations



LEADERS & STAFF



# Church Volunteer Evaluations

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# Leader's Guide

*How to use "Church Volunteer Evaluations" by BUILDING CHURCH LEADERS*

Welcome to BUILDING CHURCH LEADERS: your complete guide to leadership training. You've purchased an innovative resource that will help you assemble an effective volunteer evaluation. Selected by the editors of Leadership Resources at Christianity Today, these are the best components of numerous evaluations, which come from a variety of churches and denominations.

We have assembled seven forms to help you evaluate your volunteers. Although this is not exhaustive, these forms can be adapted for almost any volunteer position in your church. You may use any component as it appears in this training packet, or you may customize any form for your particular use.

The seven forms range from evaluating your volunteer musicians to your church financial team. These forms will help your volunteers review their goals and objectives as well as evaluate whether they are using their spiritual gifts.

We hope these forms will assist your church in making volunteer evaluations a smooth and helpful process.

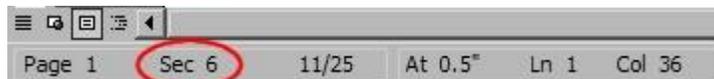
Need more material, or something on a specific topic? See our website at [www.BuildingChurchLeaders.com](http://www.BuildingChurchLeaders.com).

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PRINTING NOTE: To print out the forms you would like to use, put your cursor on the page to print and notice the section number located on the left side of the status bar at the bottom of the page.



Click "File" + "Print," select "Pages," and type "s" and the section number in the corresponding box. For example, if you would like to print the third form, "Performance Appraisal for Care Ministry Volunteers," type "s6."

\* We've worked hard to make sure this information is accurate and legally sound. However, we remind you that this is not a substitute for legal counsel. If your church has a legal question, be sure to talk with an attorney.

# How to Conduct Volunteer Evaluations

*Evaluations can encourage your volunteers to do their best.*

by Steve McCurley

Most staff and volunteer coordinators do not look forward to evaluating their volunteers. Many volunteer programs, in truth, do not even have a process for volunteer evaluation. Evaluation, however, is not something to be avoided, especially if you realize that it can be a positive management device.

## Why Evaluate Volunteers?

Rather than dreading the prospect of evaluation, the smart volunteer supervisor should realize two important facts:

1. Most volunteers want to do the best job they can. The absence of feedback and assistance is both demeaning and disturbing to them.
2. Most volunteers will “win” in assessment situations. Failing to evaluate a volunteer sends a clear message that you don’t care about the quality of the work being done, and that you don’t care much about the volunteer. Both volunteers who know they aren’t doing well and those who think they should be congratulated for good work will think less of the volunteer effort, and of you, if evaluations are not conducted.

There are two basic reasons for conducting a volunteer evaluation:

1. To help the volunteer work closer to his or her potential.
2. To help the organization better involve volunteers.

There is one key reason for not conducting evaluations: To deal with all the small performance problems that supervisors have been ignoring since the last evaluation. A periodic volunteer evaluation can help shape the overall performance of the volunteer, but it cannot and should not replace the day-to-day on-site coaching and supervision that must occur.

## Setting Up the Evaluation System

There are a number of ways to develop an evaluation system. The first issue to be faced is what to call it. Here are some possibilities:

- Evaluation system
- Performance assessment system
- Work appraisal
- Progress planning
- Feedback

Clearly these have different connotations. Our suggestion is that you call the system by the same terminology as is used for paid staff, since this will send a clear message about job equality. You should also attempt to make the processes of the system congruent, if not identical, to that utilized with staff.

Whatever system you create should contain the following elements:

- A policy on performance appraisal and review.
- An initial trial period for all volunteers, before they are officially accepted and enrolled by the church.

- A system for developing and maintaining current and accurate job descriptions for each volunteer.
- A periodic scheduled evaluation meeting between the volunteer and supervisor to discuss job performance and satisfaction.
- A method for reviewing commitments made during the evaluation meeting.

This system should be explained to volunteers during their initial orientation session, and should be reviewed with each staff person who will be supervising volunteers.

### **It All Starts with the Job Description**

It is impossible to conduct good evaluations if you do not have accurate job descriptions for each volunteer. Remember Lynch's Law: "Lousy job descriptions produce really lousy evaluation sessions." Without a good job description that outlines the goals, objectives, and performance measures of the job, the supervisor will not know what they are asking of the volunteer and the volunteer will not know what is expected of them. Remember McCurley's Rule of Thumb: "If you don't know what you want from the volunteer, why should they?"

A job description that is a paragraph long is fine, as long as it tells volunteers what their goals should be, what specific work is anticipated, and how their success will be measured.

The most difficult part of this effort is getting supervisors to change the job descriptions of volunteers as time passes. You can encourage this by having them rewrite the descriptions after each evaluation session, or as part of each annual planning session (making the jobs match the new strategic efforts of the department or program).

### **Conducting the Evaluation**

The evaluation session should be a two-way meeting. It is your chance to talk about the volunteer's performance, giving either praise or suggestions for improvement. It should also be the volunteer's opportunity to talk about how their participation can be enhanced, which might even include discussing their moving to a new volunteer position.

The easiest method of conducting the evaluation session is to follow the RAP method:

- **Review the past**
- **Analyze the present**
- **Plan the future**

Keep in mind these suggestions:

- Don't get overwhelmed by forms. Forms are helpful (and can particularly be so for your poor successor who may be trying desperately to find out what went on before she got there), but they are not the major concern during the discussion.
- Start with the job description. Begin by finding out if it in fact describes what the volunteer has been doing. Take notes so you can adjust it closer to reality.
- Stick to the basics: job proficiency, working relationships, comparison with last review.
- Listen at least as much as you talk. When you schedule the session with the volunteer, tell them this is their opportunity to evaluate the volunteer program and you want their ideas on how to make things better both for them and for other volunteers.
- Remember that the evaluation may show as much what you need to do as it does what the volunteer needs to do.

### **Dealing with Problem Behavior**

If the evaluation does deal with some unsatisfactory performance by the volunteer, follow these simple guidelines when giving a reprimand:

- Don't smile. This is a serious subject, and you will simply confuse the volunteer if you are saying one thing and acting in a different manner.
- Don't gunnysack: don't save up a lot of small criticisms and drop them all on the volunteer at the same time. These should be dealt with in smaller segments during regular volunteer/supervisor conversations.
- Be specific. Talk about what the volunteer is not doing correctly.
- Don't make vague comments, particularly if they are about the volunteer's attitude or motivations as opposed to the volunteer's action or behavior.
- Let the volunteer know how you feel. Indicate that the church expects quality performance and that you are disappointed by the unsatisfactory work.
- Put the reprimand in perspective. If the volunteer has done good work in other areas or at other times, remind them of that good performance.
- Don't repeat the reprimand. Cover the area that needs improvement and move on.

—Steve McCurley, ©1995. All rights reserved. Used with permission.  
<http://www.casenet.org/program-management/volunteer-manage/voleval.htm>

# Performance Appraisal for Missions and Outreach Volunteers

(Keep written answers brief but clear enough to open discussion with reviewer.)

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

- Yes    Somewhat    No

2. During my service to the church this year, the area of missions and outreach functioned smoothly:

- Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

## Communication

Has our team communicated a vision for missions and outreach to the:

**Staff?**                     Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

**Church body?**         Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

Does our team have a good understanding of our church's vision for missions and outreach?

Yes    Somewhat    No

## Mission & Outreach Advances

Our church is actively supporting our missionaries financially, emotionally, and spiritually.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

Our church is actively reaching out to the community around us.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

---

## General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

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My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized    Moderated    Minimized    Unused

Please comment: \_\_\_\_\_

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## Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

## Development

In what area of ministry would you like additional development or skill training?

# Performance Appraisal for Volunteer Musicians

Name: \_\_\_\_\_

## Questions on Major Categories of the Musician's Work

### Music/Worship Skills

Which areas do you feel are your strengths and which areas need improvement?

Your level of preparation and practice for rehearsals and services.  Strong  Needs Improvement

The variety of music experiences you provide.  Strong  Needs Improvement

Your knowledge of the liturgy and worship traditions of this faith.  Strong  Needs Improvement

*What were your accomplishments in these areas during the past year?* \_\_\_\_\_

\_\_\_\_\_

*What specific goals do you have for the coming year?* \_\_\_\_\_

\_\_\_\_\_

### People Skills/Working Relationships

Which areas do you feel are your strengths and which areas need improvement? Please explain.

Relationships with other members of the worship team.  Strong  Needs Improvement \_\_\_\_\_

\_\_\_\_\_

Relationships with congregation.  Strong  Needs Improvement \_\_\_\_\_

\_\_\_\_\_

*How do you see your "musical fit" with the congregation?* \_\_\_\_\_

\_\_\_\_\_

*What developments in these relationships did you make during the past year?* \_\_\_\_\_

\_\_\_\_\_

What specific goals do you have for these relationships in the coming year? \_\_\_\_\_

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**Complete the following items:**

1. Does your current job description adequately match the work you are required to do?

If not, how should the job description be changed? \_\_\_\_\_

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2. What have been your accomplishments and successes in the past year? \_\_\_\_\_

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3. Are there any particular aspects of your work that you especially enjoy or find rewarding? If so, what are they? \_\_\_\_\_

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4. Are there any particular aspects of your work that you do not especially like? If so, what are they? \_\_\_\_\_

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What changes would you like to see with regard to these concerns? \_\_\_\_\_

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5. What goals would you like to set for yourself for the next year? \_\_\_\_\_

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6. In general, how would you evaluate your performance over the past year? \_\_\_\_\_

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To what extent were last year's goals met? \_\_\_\_\_

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# Performance Appraisal for Care Ministry Volunteers

(Keep written answers brief but clear enough to open discussion with reviewer.)

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

- Yes    Somewhat    No

2. During my service to the church this year, the area of care ministry functioned smoothly:

- Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

## Communication

Has our team communicated a vision for care ministry to the:

**Staff?**                       Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

**Church body?**             Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

Does our team have a good understanding of our church's vision for care ministry?

Yes    Somewhat    No

## Care Ministry Advances

Our church is actively caring for the members of our congregation financially, emotionally, and spiritually.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

Our church is actively reaching out to the community around us.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

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### General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

---

My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized                       Moderated                       Minimized                       Unused

Please comment: \_\_\_\_\_

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### Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

### Development

In what area of ministry would you like additional development or skill training?

# Performance Appraisal for Family Ministry Volunteers

(Keep written answers brief but clear enough to open discussion with reviewer.)

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

Yes    Somewhat    No

2. During my service to the church this year, the area of family ministry functioned smoothly:

Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

## Communication

Has our team communicated a vision for family ministry to the:

**Staff?**                       Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

**Church body?**             Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

Does our team have a good understanding of our church's vision for family ministry?

Yes    Somewhat    No

## Family Ministry Advances

Our church is actively caring for the emotional and spiritual needs of our families and singles.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

Our church is actively reaching out to the families and singles in our community.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

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### General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

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My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized                       Moderated                       Minimized                       Unused

Please comment: \_\_\_\_\_

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### Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

### Development

In what area of ministry would you like additional development or skill training?

# Performance Appraisal for Youth Ministry Volunteers

(Keep written answers brief but clear enough to open discussion with reviewer.)

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

- Yes    Somewhat    No

2. During my service to the church this year, the area of youth ministry functioned smoothly:

- Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

## Communication

Has our team communicated a vision for youth ministry to the:

**Staff?**                       Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

**Church body?**             Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

Does our team have a good understanding of our church's vision for youth ministry?

Yes    Somewhat    No

## Youth Ministry Advances

Our church is actively supporting our youth emotionally and spiritually.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

Our church is actively reaching out to the youth in our community.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

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### General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

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My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized    Moderated    Minimized    Unused

Please comment: \_\_\_\_\_

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### Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

### Development

In what area of ministry would you like additional development or skill training?

# Performance Appraisal for Children's Ministry Volunteers

(Keep written answers brief but clear enough to open discussion with reviewer.)

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

- Yes    Somewhat    No

2. During my service to the church this year, the area of children's ministry functioned smoothly:

- Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

\_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

\_\_\_\_\_

## Communication

Has our team communicated a vision for children's ministry to the:

**Staff?**                       Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

\_\_\_\_\_

**Church body?**             Yes    Somewhat    No

Where or how would you like to see communication improve or increase? \_\_\_\_\_

\_\_\_\_\_

Does our team have a good understanding of our church's vision for children's ministry?

Yes    Somewhat    No

## Children's Ministry Advances

Our church is actively supporting the children in our church both emotionally and spiritually.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

\_\_\_\_\_

Our church is actively reaching out to the children in our community.

Yes    Somewhat    No   Suggestions on how to improve: \_\_\_\_\_

---

### General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

---

My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized    Moderated    Minimized    Unused

Please comment: \_\_\_\_\_

---

### Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

### Development

In what area of ministry would you like additional development or skill training?

# Performance Appraisal for Financial Team Volunteers

*(Keep written answers brief but clear enough to open discussion with reviewer.)*

**Name:** \_\_\_\_\_

## Ministry Description:

- Include your Ministry Description as the next page in this document.
- Read through the Ministry Description and note any comments or suggested changes, as desired.

## Evaluation of Performance:

1. Over the last year, I fulfilled the duties listed in my Ministry Description:

Yes    Somewhat    No

2. During my service to the church this year, the area of financial ministry functioned smoothly:

Yes    Somewhat    No

3. My greatest strengths this year were: \_\_\_\_\_

\_\_\_\_\_

4. My greatest weaknesses this year were: \_\_\_\_\_

\_\_\_\_\_

## Accountability

Do you feel your area of ministry has the checks and balances necessary to keep all volunteers honest?

Yes    Somewhat    No

How would you like to see accountability improve? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Efficiency

Do you feel that our financial processes are efficient and up-to-date?

Yes    Somewhat    No

How would you like to see efficiency improve? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## General Comments

*(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: \_\_\_\_\_

\_\_\_\_\_

My spiritual gift(s) are: \_\_\_\_\_

I believe that my gifts are:

Maximized       Moderated       Minimized       Unused

Please comment: \_\_\_\_\_

\_\_\_\_\_

## Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled?
2. How/where do you spend most of your time?
3. Are there areas of ministry on which you spend too much time?
4. In what area of ministry do you experience the greatest amount of stress?
5. What area of ministry do you find difficult to resolve?

## Development

In what area of ministry would you like additional development or skill training?

# Additional Resources

*Resources for church volunteer evaluations.*

**Building Church Leaders:** Leadership training resources from Christianity Today



[www.BuildingChurchLeaders.com](http://www.BuildingChurchLeaders.com)

- “Volunteer Applications” Best Church Practices
- “Volunteer Development” Training Theme and PowerPoint
- “Secrets of Recruiting and Keeping Volunteers” Survival Guide

**Building Children’s Ministry:** Children’s ministry training resources from Christianity Today and Willow Creek Association



[www.BuildingChildrensMinistry.com](http://www.BuildingChildrensMinistry.com)

- “Lead a Volunteer Orientation Meeting”
- “Develop a Volunteer Training Program”
- “Recruit and Retain Volunteers”
- “Attracting First-time Volunteers”
- “Grow and Care for Volunteers”

***The ABC's of Evaluation: Timeless Techniques for Program and Project Managers*** by John Boulmetis, Phyllis Dutwin (John Wiley & Sons, 1999; ISBN 0787944327)

***Church Administration Handbook*** by Bruce P. Powers (Broadman & Holman Publishers, 1997; ISBN 0805410619)

***Church Staff Evaluation*** by Joyce Parchman (Nacba Press, 2001; ISBN 097054331X)

***Poorly Performing Staff and How to Manage Them (Educational Management)*** by Tessa Atton, Brian Fidler (Routledge, 1999; ISBN 0415198178)

***Volunteer Encouragement, Evaluation, and Accountability*** by Marlene Wilson, editor (Group Publishing, 2004; ISBN 0764427504)