Module Outcomes

As a result of completing this module you will be able to:

• Establish Staff Development as a ministry priority
• Understand the seven elements of Staff Development
• Articulate the three key principles of training
• Articulate and discuss the seven key competency areas
• Understand the process of conducting a training analysis
• Possess an awareness of the key concerns regarding Staff Development
• Design a set of training outcomes for any staff competency
In Youth for Christ the training and development of leaders is taken with great seriousness at the international, national, area, regional and local levels. This means that the leadership in every YFC programme needs to embrace the YFC leadership journey—from the recruitment and orientation of new staff to the ongoing growth and development of those with more experience. As a leader you must set the pace as lifelong learner who continues to grow and mature as a leader.

A leader needs to recognise that their most valued contribution to the ministry of YFC is the development of a team of well trained and committed ministry personnel. To do this a leader needs to identify the key needs of his/her staff and provide the orientation, training, supervision and coaching/mentoring opportunities to meet the need.

Elements of Staff Development

Recruitment

Obviously, we cannot develop staff unless we have staff. A key aspect of every YFC leader’s responsibility is to be constantly looking for people who share our passion for seeing young people reached for Jesus. We need to be sharing with groups of believers and individuals about opportunities (both as paid staff and volunteers) to reach lost youth by becoming part of the YFC team.

Screening

Once a person has expressed an interest in serving with YFC, we need to carefully screen that person, to ensure that they are a good match with YFC’s values and mission, and that they do not pose a danger to the young people God has entrusted to our ministry.

This process begins by having the prospective staff or volunteer fill in an application form. The application form should include questions about how they came to faith in Christ, their experience in ministry, their educational background, a list of character references with whom we can check, a question about whether they have ever been arrested for a crime, and our Statement of Faith. If the application looks good, then references should be called to verify the character of the applicant. In some societies it is important to do a police background check to verify if the person has a criminal record.

We must be very careful not to bring people onto our YFC team if they are not in agreement with our mission and values, or if they pose a danger to young people.

Placement

After a new recruit has been screened, the next important step in the process is to place that person in a role that matches their interest, abilities and passion. New staff and volunteers can become discouraged if we simply place them in a position that meets our staffing needs, but is not a good fit for them. We must take the time to listen to our new staff and volunteers, to “hear their heart”, and then place them in a role that is a good match for the way God has created them.

For key roles in our ministry it is well worth investing in some survey tools such as the Predictive Index, the Keirsey Temperament Sorter, and the Green Light Profile. Contact the YFCI Training Department to learn about the various tools that are available for matching people to specific roles.

Orientation

In the very beginning of a new staff or volunteer’s time with YFC they need to receive a thorough orientation to the values, mission, philosophy of ministry, and ethos of Youth for Christ. It is highly recommended that all new staff and volunteers are taken through the Staff Credentialing Manual. The Staff Credentialing Manual has ten sections that can be covered in a weekend retreat or in segments over time. The best way to to cover this material is in a small group setting, but the manual is designed in such a way that it can also be done as a self-study course. This manual is available in several languages on the YFC World website.


**Supervision**

It is impossible to effectively develop staff without good, positive supervision. The starting point for good supervision is to insure that the staff person has a good position description. Unless a person has a detailed position description with mutually agreed upon standards of performance, the supervisor and the staff person have no basis for evaluating how well the staff person is doing, and no way of identifying areas in need of further development.

A good position description contains the following elements

- Title of the position
- Position overview (state why this position exists; the main goal for this position.)
- Reporting relationships (who this person reports to, and who,(if any) reports to this person.)
- Key Result Areas (KRAs) with Standards of Performance (SOPs) for each KRA.
  - The KRA states a specific responsibility for this position.
  - The Standards of Performance can be stated as “You will know you have done a good job when.....”

A position can have very few or many KRAs depending upon the scope of the responsibilities of the role.

Here is a sample of a KRA and SOPs:

**KRA:** Administate the Young Leader Development Process

**SOPs:**
- Response to requests for information about the Young Leader Process is sent out within 24 hours of a request
- Young leaders are logged into the data base, Area Young Leader Coordinators are notified, and Predicative Index is ordered within 3 days.

After a position description with agreed upon KRAs and SOPs is established, the supervisor and staff person should meet together at least quarterly to review how well the staff person is doing on the KRAs and SOPs. Changes to the position description can be made if it becomes clear that some of the KRAs are no longer relevant, or if some KRAs need to be transferred to a different staff person.

In addition to the quarterly reviews, a good supervisor gives frequent and immediate feedback to the staff person, affirming them for things done well and identifying things that are not done well and offering helpful suggestions. It is important to remember that a supervisor should give several positive comments and affirmations for every negative performance issue he or she addresses with the staff person. Too much emphasis on “problems” with the staff person’s performance is emotionally detrimental and can cause the staff person to lose motivation or even give up on their involvement with YFC. The point is to DEVELOP the staff person, not to point out all of their flaws and short-comings.

**Coaching/Mentoring**

Coaching has become a very important part of developing staff within the YFC movement. Studies have shown that people are much more likely to achieve their goals if they are engaged with a trained coach. In most cases it is preferable for a staff person to be coached by someone other than their supervisor, to avoid confusion between the supervision and coaching roles.

YFC has a partnership with CoachNet International to provide coaching training for YFC leaders. YFC leaders can avail themselves of three levels of coaching training.

The most recommended level of training is to go through the CoachNet certification process. this involves two days of initial training, followed by six months of coaching two coachees under the supervision of a coach-mentor. The final aspect of the certification process in another two-day training seminar to evaluate your coaching skills set a course for further developing your coaching skills.

The second level of coaching training is to
YFC leaders can check with their Area Office to see when and where the two levels of coaching classes will be held in their Area.

The third level is to simple read “Coaching 101”, the text book used in the CoachNet training. This book can be ordered from the Training Department of YFCI.

Mentoring is also a proven method of developing staff. YFCI provides a Mentoring Guide on the YFC World website that can help the mentor/mentee relationship get off to a great start.

The final element of Staff Development is training. Training is dealt with in detail in the next section of this manual.

It should be recognised that the success of any organisation depends on the knowledge, skills, and commitment of its staff. The identification and meeting of staff and organisation development needs should therefore be amongst its leadership’s top priorities.

This priority can be addressed by:

- A regular review of training needs by staff, board and community advisors.
- Provision of well planned, regular training opportunities for staff at all levels.
- Evaluation of the effectiveness of any training undertaken.

In some multi-staffed programmes a more suitable member of staff may assume the role as Training Director while in smaller programmes you may need to coordinate the training.

It must be recognised that new staff will need a broader and more basic level of training while more experienced staff will need specific information and skills development. Leaders in smaller national programmes will need to call upon board and community resources to meet their training needs. In all cases the level of training will need to reflect the experience level and needs of the staff.

Development and training is a continuous and systematic process. All training should be related to fulfilling YFC ministry objectives. The process of training should provide each staff member with a sense of competency, passion for the ministry and a sense of the values and ethos of their YFC programme.

**PRINCIPLES OF TRAINING**

**Identification of Training Needs**

Training does not achieve its purpose unless it improves the effectiveness of existing staff and programmes or prepares staff for innovation or change.

An analysis of the training needs should:

- Identify the skills and abilities necessary for the program to achieve its goals
- Determine which staff and board skills and abilities are adequate/inadequate
- Plan to enhance/develop those identified inadequate skills and abilities

The training need analysis should identify the priorities for the training strategy and the best way it can be delivered.

**Essential Staff Competencies**

Not all staff need training in all areas. Their roles will determine which competencies are necessary and which are not. YFCI has identified competency in the seven following key areas as essential for a YFC team member to engage in effective ministry:

1. Theological Foundations
2. Responsibility to self, family, staff and community

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The process of being “developed” is never ending. We can’t ignore the lifelong necessity of instruction.

Proverbs 5: 12, 13 “How I have hated instruction, and my heart despised correction! I have not obeyed the voice of my teachers.” NKJV
3. Evangelism (3Story Evangelism)
4. Financial and time management
5. Up-to-date information on the population-in-focus
6. Ministry skills required for their specific role
7. Relationship skills

Although these key areas are usually introduced during staff orientation or internship they still need to be the focus of on-going staff development.

Planning your Staff Training

You need to consider:

- The outcomes of the training analysis.
- How to integrate your training program into your ministry schedule.
- Matching newer staff with more experienced staff as training mentors/coaches.
- When experienced staff is available to assist with new staff training.
- Whether to engage the services of a specialist trainer(s).
- Using shorter and more frequent training sessions rather than lengthy and infrequent ones.
- That training is more effective when it builds on what is already known.
- That training is more effective if it is contains a hands-on experience.
- That training is more effective when it engages with staff expectations and needs and provides for evaluation and feedback.

*Remember: Never ask staff members to do something without the training to do it.*

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Examples of Training Outcomes

**Theological Foundations**

As a result of undertaking the YFC training in Theological Foundations the staff member will be able to:

- Provide a basic study plan for youth to help them develop an understanding as to the composition, role and relationships of the Trinity.
- Explain who Jesus Christ was, is and will be in world history.
- Explain the difference between being born a Christian and becoming a Christian by new birth.
- Prepare a twenty minute presentation to defend the Bible as the reliable and trustworthy word of God.
- Articulate their understanding of “The Kingdom of God” in Scripture.

**Responsibility to Self, Family, Staff and Community**

As a result of undertaking the YFC training in core responsibilities the staff member will be able to:

- Design and implement a daily, weekly and monthly schedule containing activities to balance their responsibilities to self, family, staff and community.
- Provide the biblical and personal reasons for the choices they made.
- Explain their value and role in the YFC team and community.
- Design a three year self-development programme covering the Spiritual, social, physical and mental dimensions of a balanced life.
- Identify the strengths and weaknesses within their family, staff and community relationships that require attention and prepare a draft response.
Evangelism

As a result of undertaking the YFC training in evangelism the staff member will be able to:
- Clearly and compellingly share the gospel of Jesus Christ in a one-on-one or group setting.
- Thoroughly understand and teach others the 3Story Evangelism approach to relational evangelism.

Financial and Time management

As a result of undertaking the YFC training in financial and time management the staff member will be able to:
- Prepare a realistic six month personal and ministry budget and review them with their director.
- Deliver a ten minute presentation to the YFC team on their personal and ministry priorities.
- Design and implement a six month programme to increase personal support.
- Identify their five major time-wasters and their identified solutions.
- Design and implement a monthly progress report on the above items to be reviewed with their director.

Up-to-date information on the population-in-focus

As a result of undertaking the YFC training in the population-in-focus the staff member will be able to:
- Present a ten minute update on the current trends in their youth population.
- Identify the key players in the lives of their youth population.
- Identify the key resources available to their youth population.
- Design and implement a five session series addressing the key issues faced by their youth population.
- Prepare and deliver a thirty minute address to parents on key issues facing their youth.

Ministry skills required for their specific role

As a result of undertaking the YFC training in ministry skills specific to their role, the staff member will be able to:
- Effectively execute all elements of the specific YFC ministry models in which the staff person is engaged.
- Teach others how to execute these ministry models.
Relationship skills
As a result of undertaking the YFC training in relationship skills the staff member will be able to:

- Identify their relationship strengths and weaknesses.
- Demonstrate key relationship skills with family, friends, staff and young people.
- Address relational conflicts with family, friends, staff and young people.
- Communicate with family, friends, staff and community in a transparent and constructive manner.
- Prepare and deliver a ten minute presentation to staff on Jesus’ relational style.

YFC Training Resources to Assist in Training Your Staff

YFCI has a number of training pieces that can be used as resources as you develop your training plan. Here is a list of the Training resources available on the YFC World website:

- Staff Credentialing Manual (for all new staff)
- Leadership Training Manual (A 15 section manual for general leadership development for YFC staff and volunteers. Can also be used to train church leaders.)
- Journey Series (A series of books dealing with discipleship issues.) These are not available on the YFC World website, but can be ordered through NavPress)
- 3Story Evangelism (basic curriculum is available on YFC World. A full 9-hour curriculum with video can be ordered from the Training Department of YFCI.)
- YFCI Leadership Training Modules
  - Managing Self
  - Ministry Planning
  - Ministry Administration
  - Fundraising
  - Managing Finances
  - Community Relations
- Board Training
- Young Leader Development Process
  - Ministry Multiplier version
  - Ministry Practitioner version
  - Evangelist version
- YFC University (Courses are available for free on a wide variety of topics from theology, to christian living, to ministry. Go to - www.yfcuniversity.org)
Staff Development Workbook
Biblical Study on Staff Development

Staff development is an important yet often neglected role of a leader. It can be one of the most rewarding tasks; seeing your staff blossom and increase in their roles, is exciting. Jesus and Paul are great examples in the Bible of men who were very interested in the development of the people under their care. Jesus spent a large part of his ministry on earth developing the twelve apostles. Paul wrote two letters and spent countless hours in person developing Timothy.

Jesus and the Apostles

Throughout the gospels you see Jesus spending the majority of his time with the apostles. The main reason: he knew his ministry on earth would be short and he needed to prepare the apostles to take over his leadership role when he went to the right hand of the Father. Jesus used many different methods to prepare the apostles for their upcoming leadership responsibilities. E.g. Jesus used many object lessons.

List three other things that Jesus did to grow the apostles.

1.___________________________________________________________________________________

2.___________________________________________________________________________________

3.___________________________________________________________________________________

The apostles, for the years they were with Jesus, spent almost every minute of their lives with him. This allowed them to observe, listen to, and interact with Jesus as he demonstrated how to lead. The apostles got to see his interaction with the Pharisees, with gentiles, with believers, with skeptics, and anyone else who crossed Jesus’ path. They observed and listened to how he met people’s needs, affirmed their faith, challenged their disbelief, and admonished those who were sinning against him. They saw how he healed people and how he relied upon the Father for strength and wisdom.
You may not spend as much time with your staff as Jesus did with his but it is important that you spend time with them as you can. Part of developing your staff is informal and letting them learn by observation, listening to you as you do ministry and in conversation. Look for opportunities, like Christ did, to demonstrate by example how they should live their lives and do ministry.

Identify three ways you can spend more time with staff and include them in your ministry life.

1. __________________________________________________________________________

2. __________________________________________________________________________

3. __________________________________________________________________________

Another way that Christ developed his “staff” was that he gave them great responsibility and let them go do it.


Jesus sent out the apostles, and other disciples, in groups to do ministry in his name. This was an important step for the apostles to take. There was some risk involved in that the apostles and disciples could have gotten discouraged or failed while they were on their own. However, Jesus knew that this was needed for them to gain confidence and to experience challenges while he was still there to discuss these with them. When they returned to him it says in verse 17 that they “returned with joy!”

This opportunity gave the apostles great confidence in their ability to do what would soon be required of them when Jesus ascended to heaven. Jesus was then able to talk with them about their experience and give them advice, further instruction and encouragement.

Giving your staff the opportunity to do things on their own can be a frightening thing to do. It can be costly; they will probably experience a number of failures; it may cost more money, you could maybe do it faster and better than they can. But the long-term benefits far outweigh the short-term costs. Your staff can gain invaluable experience, confidence, knowledge, and other benefits. Doing it also allows you to sit down with them afterwards and debrief so that you can instruct, advise, and encourage them.

What are some ways that you can give your staff more opportunities to complete tasks that will challenge them?

1. __________________________________________________________________________

2. __________________________________________________________________________

3. __________________________________________________________________________
**Paul and Timothy**

Paul wrote Timothy letters that gave him instructions for both ministry and his personal life. In those days there were no training materials, conferences, or any of our other modern means to train those in ministry. Paul helped teach Timothy using one of the only means possible, he wrote to him. Within Paul’s two letters there was valuable information for Timothy.

Read 2 Timothy Chapters 2 and 5. And list five directives Paul gave Timothy.

1. ___________________________________________________________________________________
2. ___________________________________________________________________________________
3. ___________________________________________________________________________________
4. ___________________________________________________________________________________
5. ___________________________________________________________________________________

Today, as a leader your access to information, in most cases, is greater than what Paul could give Timothy. There are now books, websites, conferences, YFC materials, people and other resources that you can provide to your staff. Like Paul you need to empower and develop your staff.

Identify three resources that you can use to further empower and develop your staff.

1. ___________________________________________________________________________________
2. ___________________________________________________________________________________
3. ___________________________________________________________________________________

Paul in 2 Timothy not only developed Timothy’s ministry ability but also spoke to him about personal things. In 2 Timothy 5 he discusses Timothy’s health and how he can improve it. You will also want to look for ways that you can help develop your staff’s personal lives. Provide them with learning opportunities that help them outside of the ministry, improving their health, families, and personal faith.

Depending on the size of your program you may not be able to do this on an individual basis on all occasions. It will probably only take place with those that you are more closely involved with, as Paul was very close to Timothy. But giving your staff opportunities to improve themselves in other areas besides ministry skills will benefit the staff and the ministry.

Consider the personal needs of a particular staff member. How then might you provide them with personal development opportunities?

1. ___________________________________________________________________________________
2. Staff Development

Staff development is both important and rewarding. Watching people you lead take steps in new directions and take on new responsibilities can be very exciting. There will be times where you will be stretched because anytime you give people an opportunity to grow they are bound to make mistakes. You will have to have patience and grace. It will be worth it, and if done properly, both your staff and the ministry will flourish.

List three ways your ministry would flourish with proper staff development.

1. 

2. 

3. 

**Staff Development Tasks**

**Task 1**
The first task in this section requires you to conduct a training needs analysis for your programme using the process as outlined in your Staff Development module. Remember, the analysis of national training needs should consider:

- The skills and abilities necessary for the program to achieve its goals
- Which skills and abilities of its staff and board are inadequate to the task
- How can those identified skills and abilities be developed

A visual representation of your findings such as the one below may help in presenting your training needs to your stakeholders. E.g.

<table>
<thead>
<tr>
<th>Skills/Abilities Required</th>
<th>Skills/Abilities Currently Available/Who</th>
<th>Skills/Abilities Still Needed</th>
<th>Resources Available to Meet the Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evangelism</td>
<td>Fred Smith: Public Speaking</td>
<td>Follow up</td>
<td>Journey Series YFCI</td>
</tr>
</tbody>
</table>
**Task 2**
Discuss with the programme stakeholders the outcome of your analysis and determine the order in which the training needs will be addressed and record the results and reasons.

<table>
<thead>
<tr>
<th>Training Need In Order of Priority</th>
<th>Basis for Selecting this as a Priority</th>
</tr>
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<tbody>
<tr>
<td>1</td>
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<td>5</td>
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</tbody>
</table>

**Task 3**
This task requires you to formulate a training schedule by which your prioritised needs can be addressed over the time frame best suited to your programme. This training schedule must integrate smoothly with your overall ministry schedule so as to not interrupt it. However, remember that staff training will result in a more effective and efficient national programme.

**Task 4**
Select one of your prioritised needs and design a set of measurable outcomes for staff personnel who undergo the training.

Description of training module: __________________________________________________________

Desired Outcomes:
1.___________________________________________________________________________________
2.___________________________________________________________________________________
3.___________________________________________________________________________________
4.___________________________________________________________________________________
5.___________________________________________________________________________________