

SUPPORT SERVICES HANDBOOK
DREAM TEAM

TABLE OF CONTENTS

Welcome3

Onboarding Process4

Organizational Chart5

Our Cultural Values6

Our Leadership Competencies8

Expectations11

Processes, Systems, and Resources13

WELCOME

Welcome to Support Services! Through our department, we greet, meet, and engage with guests and Dream Team to help them feel welcomed, seen and valued. Our role is to ensure our environments are excellent, welcoming and hospitable. We encourage conversation with other people to see where they are currently on our spiritual pathway, and how we can best assist them. We do this through several ways which you will learn as you acclimate to the role.

ONBOARDING PROCESS

Dream Team

1. Attend Join the Team
2. Express Interest in one of the teams we oversee
3. Complete background check where applicable (Admin, Counting, Merch)
4. Upon cleared background check, complete orientation and first shadow experience on campus.
 1. In this shadow experience I am watching what the person leading me is doing. I ask questions, I observe and take notes.
 2. I will be provided a Best Practices guide relative to my role. My leader will walk through this guide with me. I am responsible for knowing and internalizing the expectations outlined in the Best Practices guide.
 3. The Best Practices guide and Culture guide are starting point resources for me to use.
5. Complete second shadow experience on campus.
 1. During this shadow experience, I will walk step-in-step with my leader who is training me. I will be asked to demonstrate what I have learned thus far. This is a learning process. I am always evolving, always learning. I receive feedback and coaching openly and implement change quickly when needed.
6. Complete second shadow experience on campus.
 1. During this shadow experience, I am showing my leader and allowing them to give feedback throughout the shadow.
- I understand that some teams/roles may require more than three shadow experiences.
7. Once training is complete, I receive notifications allowing me to share my serving availability. I respond promptly so that my team can plan accordingly.

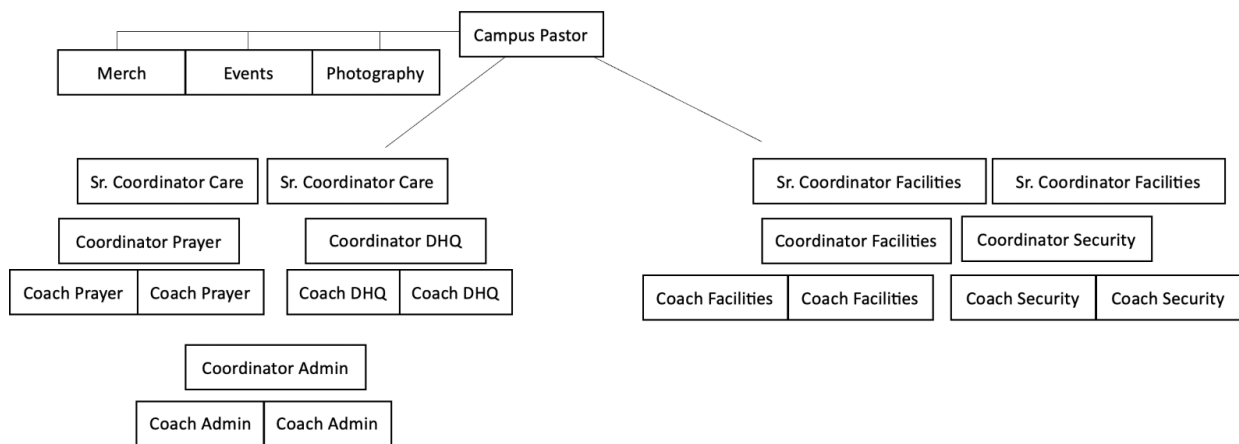
As I serve this house:

- I am open to feedback and coaching. I have eyes to see where areas can be improved. I give helpful suggestions and feedback.
- I respond to communication from my team and leader(s).
- I meet routinely with my leader(s) and team.
- I continually develop my skills and strive to exceed expectations. I am looking for opportunities to try new things, to stretch and grow.
 - I am to continuously develop my closeness with God through quiet time, prayer and fasting.
 - I am developing my gifts and talents through practice, research, reading and opportunities.
- I keep a pulse on the alignment of my gifts with my role. If I need to make a change, because God is stirring my heart, or the Holy Spirit is guiding me to take next steps, I communicate this to my leaders.

ORGANIZATIONAL CHART

The below chart outlines the Dream Teams within Support Services areas. The Campus Pastor will develop one to one relationships with those in leadership of these teams. In a structure filled to maximum capacity you may have up to:

- 2-4 Senior Coordinators over Support Services Teams
- 1-2 Coordinators over each team for an A and B rotation: DHQ, Prayer, Facilities, Security, Admin,
- 1-2 Coaches over each team for an A and B rotation: DHQ, Prayer, Facilities, Security, Admin
- Merch, Events and Photography have a POC that roll up to the Campus Pastor, and are supported by Global staff member/department as well.



OUR CULTURAL VALUES

Our culture, our leadership, and our DNA is shaped by Jesus Himself. We look at how He invested His life, how He treated people, and how He approached His ministry. There is no better example for us to follow. Four values define our culture:

Love God

- Develop your closeness with God
- Develop your character
- Develop your calling

As a Leader you hold weight as an example of closeness with the Holy Spirit, honoring God as your closest companion. You are responsible for seeking ways of development through time with Him and growth opportunities. One great opportunity is Lifepoint College, learning and growing deeper in the Word, your faith and your knowledge. Developing and using your Spiritual Gifts is integral as part of the team.

Love People

- See people as they could be
- Say what you see in them
- Start a process to develop them

As a Leader you are in position to consistently develop those on your team. Each person on your team should feel known and needed. When you recognize giftings within a team member, call them out, encourage them and assist your team with taking their next steps. Each person on your team, including yourself, should be taking next steps to develop. We are the resource for knowing and encouraging everyone we see to take a next step.

Pursue Excellence

- Do all things well
- Do it before you're asked
- Do more than is expected

As a Leader you set the tone, you set the bar. Leaders go first and leaders eat last. As a Next Steps Leader we see people. We have an eye for the unseen. We do not let people slip through the cracks, and this means double checking all queues, connections, and following up. Excellence is in you, because it is in the heart of our God.

Be Life-Giving

- Be a servant
- Be positive
- Be enjoyable

On the Support Services teams, we have a sweet spirit. We go out of our way to approach people at their level of comfort. We actively engage and participate in every room. We turn the dial up in the best ways. We seek out ways to give to others and serve others so we can show others the character of Jesus through our actions. We ensure each environment is fun and honoring to the person experiencing it.

OUR LEADERSHIP COMPETENCIES

Our competencies outlined in the Culture Guide are the combination of skills, behaviors, knowledge, and abilities that enable you to effectively perform as a part of this house. Below are the core competencies along with how they apply to Next Steps specifically

Cast Vision

- Communicate the mission
- Connect people to it
- Inspire them to join

You cast vision to the Dream Team you lead, to the Dream Team and to the campus staff team. In all that you do, you link people back to the mission and vision of the house through sharing with them the 'why' behind 'what' we are doing. You give them vision before making the ask, and leak vision in all things. The 'what' we are doing is so much bigger than it seems. However, you know that people will not connect to what they are doing until they know the 'why.'

For example: Instead of asking someone to pick up a wrapper off of the floor, share how creating a distraction free, clean environment helps to break down barriers for people who are here to encounter Jesus.

Communicate Clearly, Often, and Honestly

- Create clear expectations
- Provide consistent feedback
- Tell the whole truth (give your last 5%)

Communication is vital in my role. Communicate constantly. You must be clear to those you lead what the expectations are, you must be honest yet grace-filled in feedback. While you are transparent in my communication, you are aware of your surroundings. Not everything you know is to be shared with every person you interact with. Read the room, and the situation. Be completely transparent with those who lead you, but filter communication to Dream Team, peers, and guests as appropriate. Tell the truth always in all things.

For example: In the campus staff meeting we discuss how the Dream Team is creating silos by not communicating with Kidspoint team on what we are doing in the foyer. We discuss this openly, and the discussion feels tense at times. When communicating the direction we are going to the teams you oversee, you do not share the sentiments or emotions expressed in the room, instead express the new direction we are working towards. Allow the Dream Team you oversee to be part of the solution and ask for their feedback. Understand that in the staff or leader level room we may disagree, but once we leave the room, we commit to the initiative(s) we have determined as a team to be a best fit for the mission we are on.

Create Opportunity

- Bring others with you
- Look for potential
- Empower people

As you learn, share what you know with others so that they are continuously growing also. In the team you oversee, evaluate periodically for ways the people you lead can be developed. Look for gifts and talents God has placed within them and call out what you see. Challenge them with what you feel God is wanting them to use, exercise or grow in. You are present with God, and allow the Holy Spirit to guide the way you lead people. Have your eyes open and your spirit alert to the people God is entrusting you with, so that you can make way for what the Spirit is doing within them.

For example: You have been asked to lead the Usher team for a night of worship. You recruit other people for this team and seek wisdom from the Dream Team who typically oversee this serving area on Sundays. You look to learn from others, then, you share what you have learned with others who will be on the team for the night of worship.

Cultivate an Environment of “We”

- Be loyal to the team
- Embrace collaboration
- Love sacrificially

You are committed to the mission of the Kingdom and this house. In all that you do, you think of others, those that you lead, the teams you oversee and how your efforts will impact those you do not lead, and others on your team.

For example: When you are thinking through how Setup Team will support spontaneous baptisms, you collaborate with all others who are on your Setup Team, other Support Services Dream Teams and Campus Staff teams to drive towards what is best for this house. You also collaborate with other Dream Teams across campus to ensure seamless, smooth transitions and an overall best experience for the guest.

Convey an Attitude of Hunger

- Always be evolving
- Pursue innovation
- Ask insatiable questions

You are always developing your closeness with God, your personal development and your ministry calling. You seek new opportunities that challenge you. Request to take the lead on projects and initiatives that will allow you to grow. In meetings of any kind, take notes, ask questions and seek clarity on anything you are unclear on. Look at everything we do through the lens of how you can make it better, and how we can improve different aspects.

For example: You notice that the flow of unloading the trailers is pinching the setup of Kidspoint areas. You decide to talk with the Kidspoint leader and Campus Pastor to share your feedback. You offer to pull together a few other Dream Teamers to discuss a better plan and flow for setup then review the idea with the Campus Pastor. You lead the way in casting vision to the setup

team the next week and your observation and small change saves an thirty minutes of delay for the Kidspoint team.

EXPECTATIONS

Generic & specific description of each position/layer on your team.

Dream Team Member – A person who has discovered their purpose and is making a difference on the Dream Team.

- Serves in a rhythm of “serve one, attend one”. Based on the service times at your campus this could mean serving weekly or bi-weekly. Your leader will help to determine the best serving rotation for your unique role and availability.
- Regularly communicates with his or her Team Leader regarding prayer requests, personal development, and serving availability.

Meetings & Rhythms

- You will have a one-to-one meeting with your leader at your availability. This meeting is approximately one hour in length no less than once per month. This time allows you to commune with your leader and develop personally and in your role.
- Your leader will reach out to check on you by phone, text or email. Please communicate back to your leader promptly.
- You will have a team meeting of development/training or community nature no more than once per month and no less than once per quarter.
- You will have a minimum of four opportunities annually to engage in training and community with other teams on campus.
- You will have a minimum of two opportunities annually to engage in training with other teams globally.
- All gatherings are strongly encouraged.

How To Guide

How do we accomplish our expectations?

A 3 deep structure allows all positions to be filled with proper development of leaders to follow.

- This structure can be outlined as having someone who will be ready to be in a leadership role in 3-6 months, the second position is someone who will be ready to be in a leadership role in 6-9 months, and the third position is someone who will be ready to be in a leadership role in 9-12 months. Each person in every role should be able to identify 3 people they are developing. We are all in the process of taking next steps, so while we are leading and fulfilling a role, we should always be bringing along someone with us to develop them and teach them.
- If each person is constantly having eyes to see people to develop, we will be in a consistent motion of recruiting and developing people.
- This is integral to building your teams and will be one of the best ways to ensure you have depth on my teams where layers of leadership can be put into place.

Communication

- On Sundays present yourself well in dress and manner. Be hospitable, available, and exuding a presence of grace, willingness, and a life-giving spirit.
- You are eager to connect with people, have your eyes open and alert for opportunities to bring joy to others. Carry a sweet disposition and lead by example.
- Greeting every Dream Teamer is important, whether they serve on a team you oversee or not, to ensure they feel known and needed.
- Communicate clearly, often, and honestly. Understand that you are a conduit of information. Anything you receive, when appropriate, you should pass on.
- All internal and external communication should receive a return reply from you as soon as possible, and within 24 hours where possible.

PROCESSES, SYSTEMS & RESOURCES

Resources List

Below are a list of the programs we use and their purpose:

Outlook – our external communication platform. Email is available as a communication tool.

Slack – our internal communication platform. You may be provided a slack invite as part of internal campus communication.

CCB Scheduler – scheduler is a component of our software system – Community Church Builder(CCB). You will need to respond to emails you receive that prompt you about your serving availability. You will mark your availability on scheduler through CCB.

You will be provided the general Support Services Best Practices Guide for the team you oversee to use as a training tool for your team.

THANK YOU

This guide is meant to assist in your acclimation to the leadership role of the _____ Dream Team. You will receive hands on training, touch points, and concerted effort to walk you through each item outlined in this module. Your Leader and Campus Pastor are the best resources for you to utilize for vision and direction. You have a support system who is with you each step of the way.