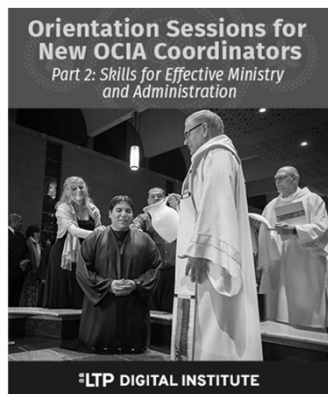




**Part I**  
Building and Leading the Team

**Part II**  
Walking with People  
in Real-Life Situations

**Part III**  
Administration and  
Keeping It All Together

1

**Session 3: Administration and Keeping It All Together**

- Baptized Candidates
- Discernment
- Calendaring and Scheduling
- The Coordinator's Role in the Rites
- Paperwork and Recordkeeping
- Maintaining a Healthy Balance

2



**Kelsey B. Peña**  
Associate Director of Faith Formation  
St. Laurence Catholic Church  
Sugar Land, TX



**Timothy A. Johnston**  
Pastoral Associate  
St. Thomas the Apostle  
Catholic Church and School  
Chicago, IL

3.2a

3



4

*A reading from the first letter of Saint Peter.*

*(4:8-11)*

Let your love for one another be intense,  
because love covers a multitude of sins.

Be hospitable to one another without complaining.

As each one has received a gift,  
use it to serve one another  
as good stewards of God's varied grace.

Whoever preaches, let it be with the words of God;  
whoever serves, let it be with the strength that God supplies,  
so that in all things God may be glorified through Jesus Christ,  
to whom belong glory and dominion forever and ever. Amen.

The word of the Lord.

5

Let us pray...

Loving God,

you call us to walk with those who seek you.

Bless our listening and discernment,  
our planning and preparing,  
our recordkeeping and our rites.

May every detail of our work reveal your presence  
and draw your people closer to Christ.

Through Christ our Lord. Amen.

6



7

## **Special Pastoral Cases**

8

## Special Pastoral Cases

- baptized but uncatechized Catholics  
*(we will mention this in a moment)*
- mixed marriages and marital status  
*(we will mention this in a moment)*
- people with disabilities
- cultural or family dynamics  
that affect the journey of faith

9

# Paperwork and Recordingkeeping

10

## Personal / Individual Records

- **Inquirer Information Form**  
*(basic contact info, religious background, sacramental history, marital status)*
- **Sacramental Records:**
  - Proof of baptism *(certificate or affidavit, if applicable).*
  - Proof of marriage *(if relevant)* and annulment documentation when needed.
  - Records of Confirmation / First Eucharist *(for candidates, if applicable).*
- **Discernment Notes:** written reflections from team members, sponsors, or coordinator on the person's readiness at each stage.
- **Informal Log** of attendance / participation.

11

## Parish & Sacramental Recordkeeping

- **Parish Register Entries**
  - Catechumenal Registry *(for catechumens at the Rite for Entrance)*
  - Baptisms *(for neophytes at the Easter Vigil)*  
*(candidates are added with location of baptism and a special notation about profession of faith)*
  - Confirmations *(whether neophytes or candidates with profession of faith noted)*
  - First Eucharist *(whether neophytes or candidates with profession of faith noted)*
  - Received into Full Communion *(for baptized candidates of other Christian denominations )*
  - Marriages *(if celebrated during or after OCIA)*
- **Notification to Baptismal Parishes** of Confirmation & Eucharist  
*(for Catholic candidates seeking Eucharist and Confirmation)*

12

## Program Administration

- **Master list of participants** *(current inquirers, catechumens, candidates, sponsors)*
- **Sponsor information forms** *(including safe environment clearances if required)*
- **Liturgical planning documents** for each rite *(participant names, roles, seating)*
- **Evaluation & feedback forms** for continuous improvement of the process
- **Archiving:** store completed paperwork securely *(often parish keeps for 7 years, sacramental registers permanently)*

13

## Pastoral Sensitivity

- **Confidentiality:** personal or sacramental documents *(e.g., annulments, irregular situations)* should be handled securely and discreetly.
- **Accessibility:** clear, organized files help clergy, parish staff, and future coordinators find what they need without confusion.

14



*Any questions about...?*  
Special Pastoral Cases  
Paperwork and Record Keeping  
Marital Status

3.4aa

15

## Baptized Candidates

16

## OCIA

**#473:** The rite by which a person born and **baptized** in a separated ecclesial Community is received into the full communion of the Catholic Church... is so arranged that **no further burden is imposed** than what is necessary to restore communion and unity.

**#76:** The length of time appropriate for the catechumenate depends both on the grace of God and on various circumstances...  
**So nothing can be laid down *a priori*.**

17

## Uncatechized Candidates

- Formation is joined with uncatechized, unbaptized catechumens
- Rites, see →

Formation in the  
Catechumenate  
*Catechesis, Community,  
Liturgy, Apostolic Witness*  
Catechumenate-like

## Catechized Candidates

- Inquiry
- **[Rite of Welcoming]**
- Catechumenate
  - Formation “Catholic Classes”
  - Inspired by the Catechumenate
- **[Call to Continuing Conversion]**
- Spiritual Preparation (*similar to P+E*)
  - **Penitential Liturgy, Sacrament of Reconciliation**
- **Rite of Reception**

18

### Formation Experience for Baptized Candidates at St. Theresa's (Sugar Land, TX)

**Year-Round Inquiry** using QR code, email, phone calls, meetings.

**Initial Interview** to determine formation journey and rites – it varies based on needs of candidates.

**Inquiry Sessions every other Wednesday** – informal, Q&A about the faith, sharings from Team member's lives reflecting on a Scripture passage

#### **Formation**

- The sessions typically cover → → based on the liturgical calendar & seasons
- Throughout the journey, there is also an expectation of participating in the life of the church as well, not just attending sessions. Each session always leads with Breaking Open of the Word for that Sunday morning's Gospel.

**Sacramental Preparation** mini-retreat to reflect back on their baptism, then Reconciliation preparation, and a final reflection before their full initiation

19

### Formation Experience for Baptized Candidates at Saint Mary of the Lake (Chicago)

Throughout the journey, there is also an expectation of participating in the life of the church as well, not just attending sessions. Each session always leads with Sunday gospel reflection from the week prior.

1. **Special session for non-Catholic candidates:** *Intro to Catholic Practices (and language)*
2. The Liturgical Year, Liturgy and Prayer
3. The Sacraments
4. Living Our Faith: Catholic Social Teaching, Works of Mercy, Beatitudes, Virtues, Living the Fruits of the Holy Spirit, etc.
5. The Creed
6. Discipleship
7. Mary, The Saints
8. Brief Church History
9. Spiritual Preparation for Reconciliation/ Eucharist / Confirmation

Who attends?  
When do these take place?  
How often?  
What about sponsors?

20



**BELIEFS**

1. The Most Holy Trinity
2. Jesus, the Son of God
3. The Holy Spirit
4. Divine Revelation
5. Creation
6. Original Sin
7. The Incarnation
8. The Life of Jesus
9. The Paschal Mystery
10. Sacrifice
11. Sin, Mercy, and Grace
12. The Resurrection of the Lord
13. The Ascension of the Lord
14. Suffering
15. The Kingdom of God
16. Salvation and Redemption
17. Death and Eternal Life
18. The Second Coming of the Lord

**SACRAMENTS**

19. A Catholic Sacramental Worldview
20. Jesus, the Church, and the Seven Sacraments
21. Baptism: Session 1
22. Baptism: Session 2
23. Confirmation
24. Eucharist
25. Penance and Reconciliation
26. Anointing of the Sick
27. Holy Orders
28. Matrimony

**HOLY PEOPLE**

29. The Church
30. The Blessed Virgin Mary
31. The Communion of Saints
32. Apostles, Evangelists, and Other Holy People

**PRAYER AND LITURGY**

33. Catholics and Scripture
34. How Do Catholics Pray?
35. The Mass
36. Liturgical Prayer
37. Personal and Devotional Prayer
38. The Liturgical Year
39. The Creed
40. The Lord's Prayer

**CATHOLIC LIVING**

41. Faith, Hope, and Love
42. Discipleship and Mission
43. Vocations
44. Virtues
45. The Ten Commandments
46. The Beatitudes
47. Charity and Justice
48. Corporal and Spiritual Works of Mercy
49. Catholic Social Teaching
50. Christian Morality

21





What obstacles / struggles do you encounter when ministering to baptized candidates?

Which topics and Catholic experiences are essential for the formation of a baptized candidate?

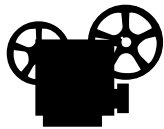
What is a creative and/or sustainable way to minister to baptized candidates based on their needs?

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22

## Conversion and Discernment

23

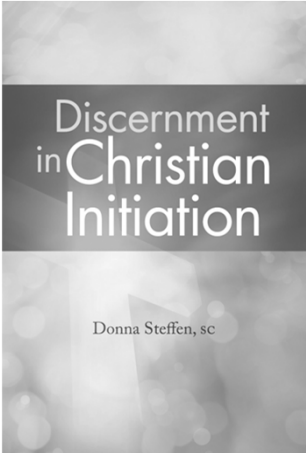


VIDEO

Conversion in Christian Initiation

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24



Discernment is an integral part in the life of all disciples.

In order to be discipled, formed into Christians, those bearing the name of Christ, we must live the way of discernment.

The beginning place for discernment for those working with the initiation process is within our own lives.

We are called to be disciples who are continually discerning God's call and invitation to us in the concrete aspects of our lives.

Donna Steffen, SC

25

## Discernment IS . . .

Required by the *Order of Christian Initiation of Adults* itself.

Discernment is "... not so much a rational process, but a [prayerful] listening to what God is doing, to where God is leading."

(Steffen, VIII)

Discernment is "... necessary to determine how catechized a person is, whether conversion has occurred, and if it has, what more is needed for the person to live as a full member of the Catholic community."

(Steffen, VIII)

26

## Discernment is NOT . . .

*Discernment is not **Judgment***

"Who are we . . . to play God and decide what is in another's heart and what God wants for that person?"

(Steffen, VI)

*Discernment is not **an individual endeavor***

Discernment involves sponsors, godparents, the catechumen/candidate, members of the initiation team, pastor, etc.

27

## Key Times for Discernment

### Period of the Precatechumenate

How long? As long as it takes. See OCIA 42.

### DISCERNMENT INTERVIEW

a few weeks before  
*Rite for Entrance into the Order of the Catechumenate*

### Period of the Catechumenate

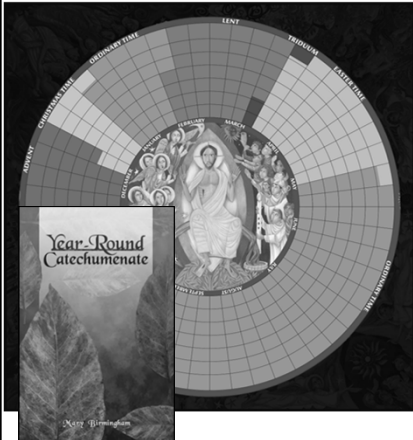
How long? At least a year in this period alone – including an "Easter Bypass"

### DISCERNMENT INTERVIEW

a few weeks before *Rite of Election*



28



### National Statutes, Norm 4

Ordinarily, a person who has entered the catechumenate is to remain in it from at least the Easter Time of one year until the beginning of the Easter Time of the next year;

preferably it should begin before Lent in one year and extend until Easter of the following year.

29

### Interview before Entrance

**WHO?** seeker, coordinator, sponsor, pastor, team members (*candidates before Rite of Welcoming*)

**WHAT?** prayer, conversation, regular check-ins, no hurdle mentality

**WHERE?** somewhere comfortable, non-classroom setting

**WHEN?** several weeks before the Rite for Entrance

**WHY?** to discern readiness indicated by the prerequisites found at OCIA 42

**HOW?** through conversations, not quizzes; listening to story and desire, observing community encounters,



30

*Rite for Entrance* **OCIA, 42**

In order for them to take this step, it is necessary for the beginnings of a spiritual life and the foundations of Christian doctrine to have been planted in the inquirers, namely: the first faith conceived during the Period of the Precatechumenate; an initial conversion and a desire to change their lives and enter a relationship with God in Christ; a consequent beginning of a sense of penitence and of a habit of calling on God and of prayer; a sense of the Church; a first experience of the company and spirit of Christians through contact with a Priest or some members of the community; and preparation for this liturgical order.

A quick glance at the prerequisites before Rite for Entrance.  
We have an exercise coming up.

31

### Exercise

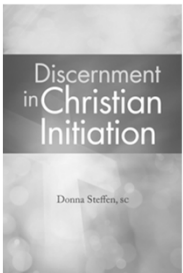
See the prerequisites  
at OCIA 42 →  
(before Rite for Entrance).

Turn these into  
discernment questions.

What would you  
ask the inquirers?

1. Beginnings of a spiritual life
2. Foundations of Christian doctrine
3. First faith
4. Initial conversion
5. Desire to change their lives
6. [Desire to] enter a relationship with God in Christ
7. Beginning of a sense of penitence
8. Habit of calling on God and of prayer
9. Sense of the Church
10. Experience of the company and spirit of Christians

32



*Appendix 2: The Interview during the Precatechumenate*

This interview occurs several weeks before the Rite of Acceptance into the Order of Catechumens, when the precatechumenate leaders see signs that the initial conversion is happening. The areas of discussion come out of the prerequisites for this rite stated in paragraph 42. A designated initiation minister coodines the interview in an appropriate setting that is, private, inviting, with no desk or table between the inquirer and interviewer. The interviewer uses appropriate discerning listening skills to enable the inquirer to talk at a deeper level about inner awarenesses. Each of the person's responses may be delved into, following the inquirer's lead and willingness to engage.

1. The interviewer begins with a greeting of gratitude for coming.
2. There is a moment of prayer. For example, of quiet to recall we are in God's presence of God's invitation. *(Pause for a moment, your presence, and ways you invite us to us now. Help us listen together to you (inquirer's name). Guide our time together. Amen.)*
3. The interviewer names this as a time actions within the inquirer, with the appropriate timing for movement to the next step.
4. Invitations to talk about areas named:
  - a. How has this time of precatechumenate been for you?
  - b. Are you noticing any changes happening in your relationship with your spouse/children?
  - c. Have you found that you are any different at work (or school) than you used to be?
  - d. Are there any changes in yourself, in how you feel as a person?
  - e. How has your relationship with God been affected by your coming to the inquiry sessions?
  - f. Can you talk about any ways your prayer has changed?
  - g. Do you have a sense of how God is leading you, or where God might be inviting you to grow or change?
  - h. How are you coming to appreciate what church is?
  - i. Do you have any questions or concerns you'd like to discuss?

33

## Interview before Election

**WHO?** catechumens, coordinator, sponsor, pastor, team members *(candidates before Rite of Reception)*

**WHAT?** prayer, conversation, regular check-ins, no hurdle mentality

**WHERE?** somewhere comfortable, non-classroom setting

**WHEN?** several weeks before the Rite of Election

**WHY?** to discern readiness indicated by the prerequisites found at OCIA 120 and questions at 131b

**HOW?** through conversations, not quizzes; listening to story and desire, observing community encounters,

34

### *Rite of Election, Affirmation by The Godparents* **OCIA, 131b**

Have they faithfully listened to God's word proclaimed by the Church?

Godparents: They have.

Have they begun to walk in God's presence, treasuring the word they have received?

Godparents: They have.

Have they persevered in fraternal communion and in the prayers?

Godparents: They have.

35

### *Rite of Election* **OCIA, 120**

Before "Election" is celebrated, the catechumens are questioned regarding

- their conversion of mind and morals,
- a sufficient knowledge of Christian doctrine,
- and their sense of faith and charity;

deliberation is especially required regarding their suitability.

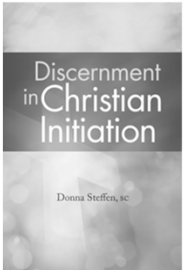
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|                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>Exercise</b></p> <p>Consider OCIA 120.<br/>What would you ask the catechumens?</p><br><br><p>Look at OCIA 131.<br/>How could you rephrase these questions to be used with catechumens?</p> | <p><b>OCIA 120</b> <i>Prerequisites for Election</i></p> <p>The catechumens are questioned regarding...</p> <ul style="list-style-type: none"> <li>• their conversion of mind and morals</li> <li>• a sufficient knowledge of Christian doctrine</li> <li>• and their sense of faith and charity</li> </ul> <p><b>OCIA 131</b> <i>Questioning of Godparents</i></p> <p>Have they faithfully listened to God's word proclaimed by the Church?</p> <p>Have they begun to walk in God's presence, treasuring the word they have received?</p> <p>Have they persevered in fraternal communion and in the prayers?</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

37

|                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><br><br><br><br><small>3, 4b</small> | <p style="text-align: center;"><b>Exercise</b></p> <p><b>Before Rite for Entrance:</b> See the prerequisites at OCIA 42. Turn these into discernment questions. What would you ask the inquirers?</p> <p><b>Before Rite of Election:</b> Consider OCIA 120. What would you ask the catechumens? Look at OCIA 131. How could you rephrase these questions to be used with catechumens?</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

38

|                                                                                    |                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>How have you experienced the life of the Church?</p> <p>What have your “mountaintop experiences” been?</p> <p>What lingering questions do you have?</p> <p>Struggles or problems?</p> <p>How do you feel about moving forward?</p> <p>How are you experiencing God's call?</p> |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

39

|                                    |
|------------------------------------|
| <h1>Planning without Planning</h1> |
|------------------------------------|

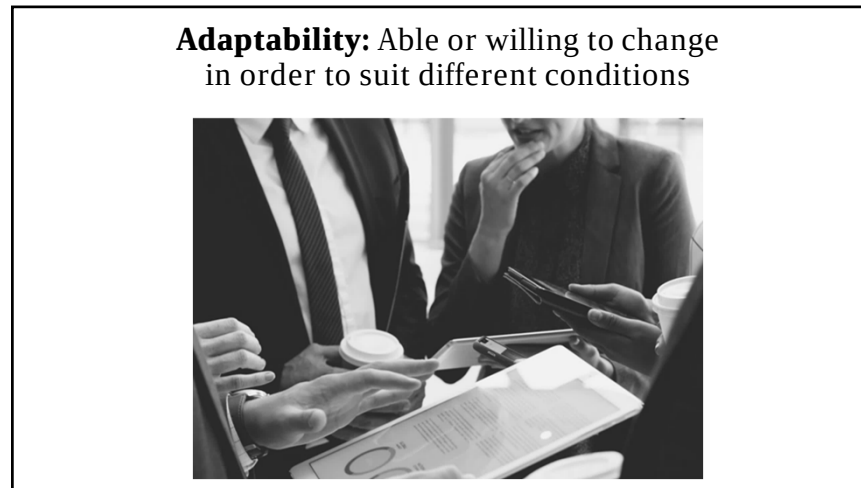
40



## Planning Without Planning

*Adaptable Calendars*

41



**Adaptability:** Able or willing to change in order to suit different conditions

42

## Adaptability!

**INQUIRY** → *Evangelization!* (OCIA, 36)

**CATECHUMENATE** → *Gradual Catechesis* (OCIA, 76)

**P & E** → *Intense Spiritual Preparation!* (OCIA, 139)

**MYSTAGOGIA** → *Connect with Community* (OCIA, 244)

43

## Calendaring . . .

*But you said NOT to calendar!*

Things we HAVE to plan:

- Rites: Put in the dates you KNOW for sure, tentative dates for those that can change.
- Sessions: Often need to reserve a room, etc.
- Going with the Parish Calendar!



44

# Calendaring

| SUN                                                     | MON | TUES | WED             | THURS          | FRI          | SAT            |
|---------------------------------------------------------|-----|------|-----------------|----------------|--------------|----------------|
| 12-16<br>Sundays<br>Dilemma of<br>Catholic Christianity |     |      | 1<br>Wednesdays | 2<br>Thursdays | 3<br>Fridays | 4<br>Saturdays |
| 17                                                      | 18  | 19   | 20              | 21             | 22           | 23             |
| 24                                                      | 25  | 26   | 27              | 28             | 29           | 30             |
| 31                                                      |     |      |                 |                |              |                |

| SUN          | MON          | TUES          | WED             | THURS          | FRI          | SAT            |
|--------------|--------------|---------------|-----------------|----------------|--------------|----------------|
| 1<br>Sundays | 2<br>Mondays | 3<br>Tuesdays | 4<br>Wednesdays | 5<br>Thursdays | 6<br>Fridays | 7<br>Saturdays |
| 8            | 9            | 10            | 11              | 12             | 13           | 14             |
| 15           | 16           | 17            | 18              | 19             | 20           | 21             |
| 22           | 23           | 24            | 25              | 26             | 27           | 28             |
| 29           | 30           | 31            |                 |                |              |                |

| SUN          | MON          | TUES          | WED             | THURS          | FRI          | SAT            |
|--------------|--------------|---------------|-----------------|----------------|--------------|----------------|
| 1<br>Sundays | 2<br>Mondays | 3<br>Tuesdays | 4<br>Wednesdays | 5<br>Thursdays | 6<br>Fridays | 7<br>Saturdays |
| 8            | 9            | 10            | 11              | 12             | 13           | 14             |
| 15           | 16           | 17            | 18              | 19             | 20           | 21             |
| 22           | 23           | 24            | 25              | 26             | 27           | 28             |
| 29           | 30           | 31            |                 |                |              |                |

45

# Planning

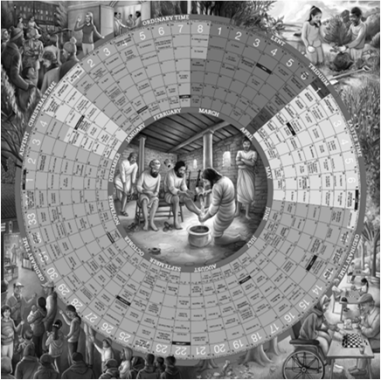
## Teachers, beware!



46

# Planning

- Lectionary
- Liturgical Calendar

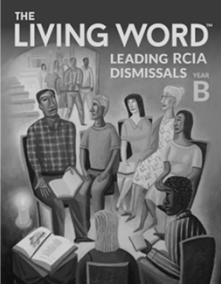
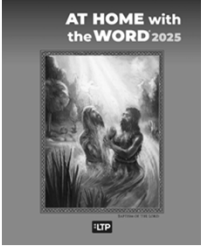


Resources from LTP

47

# Planning

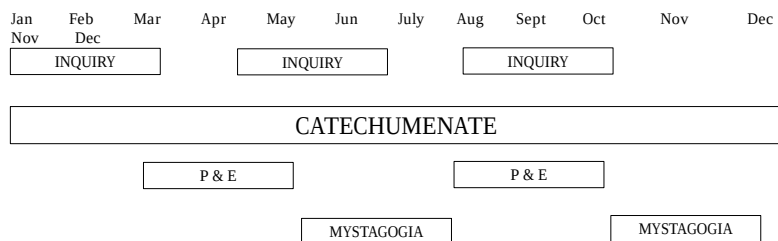
- Lectionary Aids
- Prayer

Resources from LTP

48

## Different Stages, Same Time!



49

## Different Stages, Same Time!

**Different Days**

**Different Teams**

**Different Rooms**

50

## Different Stages, Same Time!

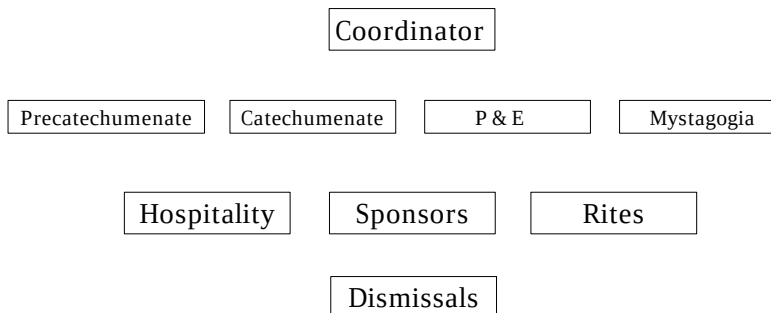
### Role of the Coordinator:

- ☐ To oversee all areas, each with own coordinator
- ☐ To maintain contact individually with each participant, at all levels
- ☐ To provide support, resources, and be present



51

## Different Stages, Same Time!



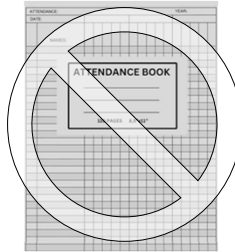
52

### ***But what if they can't come at the right time?***

This is not a program or class . . .  
Don't treat it as such!

Discernment the most important way  
to decide who moves forward, not  
how many times they miss sessions.

*If they aren't coming to sessions, liturgy,  
or events, it's time for a discussion!*



53

### ***But what if they can't come at the right time?***

Serve them on their calendar, not mine!  
Help them understand why some  
move on and some remain.



*Remember...  
We are all on a journey,  
not the SAME journey.*

54



What challenges and  
opportunities do you foresee  
in trying to embrace this  
adaptive vision of formation?

What is one thing that you can  
implement or do differently  
this year?

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55

## **Ritual Celebrations** *Your Role + Collaboration*

56



## I wish our parish's OCIA rituals were \_\_.

57

### If the OCIA Coordinator Prepares the Rites

- 1. Collaboration with clergy:** Ensure presider understands the pastoral needs of the inquirers/catechumens, and that the liturgy reflects the rite as prescribed.
- 2. Parish involvement:** Coordinate with musicians, lectors, sacristans, and hospitality ministers so the whole parish participates. *(formation of the baptized faithful →)*
- 3. Faithful to the ritual text:** Make sure adaptations follow the *Order of Christian Initiation of Adults* guidelines—no omissions, no improvisations that distort meaning.



58

### If the OCIA Coordinator Prepares the Rites

- 4. Integration with parish calendar:** Work with staff to align rites with Sundays, feasts, or parish events that highlight their importance.
- 5. Catechumenal focus:** Prepare the inquirers/catechumens spiritually and pastorally for the rite so it becomes a genuine encounter with Christ, not just a ceremony.
- 6. Practical preparation:** Handle details like worship aids, seating arrangements, or procession logistics to allow reverence and flow.



59

### If the OCIA Coordinator does NOT Prepare the Rites



- 1. Clear communication:** Maintain ongoing dialogue with clergy, liturgist, or worship committee about the timing, flow, and pastoral intent of the rites.
- 2. Advocate for the inquirers/catechumens:** Share with those preparing the rites what the participants are experiencing and what might support them best.
- 3. Support formation:** Ensure the team and parish community understand the significance of each rite and can participate meaningfully. *(formation of the baptized faithful →)*

60

### If the OCIA Coordinator does NOT Prepare the Rites

4. **Coordinate with sponsors and team:** Prepare them for their roles, even if the coordinator is not handling liturgical details.
5. **Follow-up after the rite:** Help participants reflect on their experience and integrate it into their ongoing journey of conversion.
6. **Respect boundaries:** Trust the liturgy team's expertise while ensuring the OCIA process remains faithful to its pastoral and ritual integrity.



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### The Rites: Formation for the Community



1. **Bulletin articles / newsletter pieces** explaining each upcoming rite, its meaning, and how the parish can support those celebrating.
2. **Announcements at Mass** before or after the rites, inviting the assembly to prayerfully participate.
3. **Parish website or social media posts** with short, accessible explanations and prayer intentions.
4. **Visual reminders** (posters, narthex displays, or a prayer board with names/pictures of those journeying).
5. **Intercessions at Mass** specifically naming the catechumens/candidates, connecting the parish's prayer to the rites.
6. **Brief catechesis** in the worship aid or by the homilist, tying the meaning of the rite into the liturgical season.
7. **Seasonal parish prayer cards** with the names of catechumens/candidates and suggested prayers for them.
8. **Moments of witness**—invite neophytes or sponsors to briefly share their journey at parish gatherings.

62

## Maintaining a Healthy Balance

63

### Maintaining a Healthy Balance

- **Prioritize prayer and Sabbath rest** – Regular personal prayer and intentional downtime keep ministry rooted in Christ, not just tasks.
- **Set realistic boundaries** – Communicate clear office hours and limits so that ministry does not overwhelm family or personal life.
- **Share the load** – Involve the team, sponsors, and parish community; coordinators are not meant to carry the process alone.
- **Integrate ministry with life-giving practices** – Find ways to connect ministry with joy: celebrate milestones, express gratitude, and recognize God's presence in small details.
- **Mentor with intention** – Invite potential leaders to share in responsibilities gradually, offer encouragement and feedback, and model a spirit of prayerful service so they are prepared to continue the ministry.

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