

SERVICE DEPARTMENT GUIDELINES

February 2018

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Watch Tower Bible and Tract Society of Pennsylvania

Service Department Guidelines
English (S-280-E)

Table of Contents

Chapters	Paragraphs
1. OVERVIEW AND STAFFING GUIDELINES	1
HuB Groups.....	2
Staffing Levels	3-13
2. SERVICE DEPARTMENT OVERSIGHT	1-3
3. OFFICE SUPPORT	1
4. CONVENTION AND ASSEMBLY DESK	1
Speaking Assignment Desk	2
5. FIELD MINISTERS DESK	1-6
6. FOREIGN-LANGUAGE SERVICE DESK	1-5
7. PREACHING NEEDS DESK	1-9
8. SERVICE DESK	1-3
Bethel Matters Desk	4
9. THEOCRATIC SCHOOLS DESK	1-5
10. TRANSLATION DESK	1-5
APPENDIX	
A. SERVICE DEPARTMENT ORGANIZATION	

Overview and Staffing Guidelines

1. The purpose of these guidelines is to (1) Provide a consistent organizational structure for training, as well as for assessing staffing levels, developing needed workflows, and using the necessary features available in HuB. (2) Help the Service Department to identify short-term and long-term needs in the field and to be proactive in caring for those needs.

HUB GROUPS

2. Although there may be many different assignments within the Service Department, personnel in the department should be reported in HuB in one of five groups: Convention and Assembly Desk, Service Desk, Theocratic Schools Desk, Translation Desk, or General. Individuals working with multiple desks should be listed according to their primary assignment.

STAFFING LEVELS

3. The general staffing levels for the Service Department should be determined based on the criteria for each desk as listed below. Oversight ensures that the workload is distributed evenly and that the department is sufficiently staffed. Depending on the volume of work, one brother may be able to care for two or more of the various desks. As a general rule, even in small branches, a minimum of four or five brothers should be assigned to the Service Department to ensure the smooth functioning of the department and to care properly for the needs of the field. The Branch Committee should use good judgment in determining if additional personnel is needed.

4. **Oversight:** The Service Department overseer should be a member of the Branch Committee or Country Committee. In most branches, an assistant overseer is appointed in order to help the overseer with the workload. In smaller branches, the overseer may also be able to care for the work of a Service Department deskman.—*bo* chap. 6 pars. 36-37.

5. **Convention and Assembly Desk:**

- (1) **Conventions:** There should be one brother for every 75 regional conventions. Staff may be temporarily increased as needed for peak seasons, special conventions, and international conventions.
- (2) **Circuit Assemblies:** There should be one brother for every 300 to 350 circuits.

6. **Field Ministers Desk:** There should be one deskman and one secretary assigned to this desk for every 400 special full-time servants in the field under the Service Department's care—namely, circuit overseers (including field instructors) and their wives, field missionaries, special pio-

needs, and temporary special pioneers. This desk oversees the two-week Service Department training for new circuit overseers.

7. **Preaching Needs Desk:** There should be one brother assigned to this desk for major adjustments affecting between 100 to 125 congregations each year. These adjustments include the work involved in forming new congregations and merging existing congregations.

8. **Service Desk:** If the brothers are assigned to care for section work of a Service Desk only, which may be true in larger branches, there should be one deskman and one secretary for every 25 to 35 circuits. If the brothers care for multiple assignments, as is often the case in smaller branches, there should be one deskman and one secretary for every 15 to 25 circuits. Fewer circuits may be assigned depending on the demands of the additional assignments, such as in the case of Foreign-Language Service Desks.

9. **Theocratic Schools Desk:** In most branches, one brother will be able to care for the various theocratic schools with the assistance of temporary personnel as needed during peak periods. In larger branches, if additional staffing is needed on a permanent basis, the following guidelines should be used:

- (1) **Pioneer Service School:** One brother for every 500 to 750 classes.
- (2) **School for Congregation Elders:** One brother for every three teams of full-time instructors.
- (3) **School for Kingdom Evangelizers:** One brother for every 15 to 20 classes.

10. Branch Committees should use good judgment in determining temporary staffing needs when organizing foreign-language teaching seminars, Kingdom Ministry Schools, and the School for Circuit Overseers and Their Wives.

11. **Translation Desk:** At least one brother should be assigned for the management of jw.org and MDS postings. Translation and checking should be handled primarily by part-time commuters and remote volunteers. (The permanent project-team approach used by the Translation Department, including sign-language translation, is not needed when translating service materials.) For languages in which all service materials are translated, at least three individuals are needed. For languages in which less material is translated, at least two individuals are needed. For sign-language translation, temporary increases in staff may be needed for technical support.

12. **Correspondence:** There should be one person for every 450 correspondence items received per month at the branch.

13. **Use of Sisters:** Mature sisters may be used for some clerical roles, such as data entry of basic personnel information, territory mapping, and translating and proofreading nonconfidential forms and letters. However, sisters should not be involved in handling confidential material.

Service Department Oversight

1. Good communication and training promote unity, which is essential in and the smooth functioning of the Service Department. Service Department oversight must promote such a spirit. The following are ways to help with communication and training:

- (1) **Meetings:** Specific desks will meet regularly to evaluate and fill the needs in the branch territory.
- (2) **Contacts:** In large branches, Service Department contacts may need to be established to help oversee the Service Department, under the direction of the overseer and the assistant overseers. Each contact coordinates the work of specific desks, in addition to caring for his own responsibilities. He should meet regularly with the desks under his oversight. For example, a contact may coordinate one or more Service Desk groups and would need to meet with the desk group to discuss complex cases. If a matter needs direction from oversight, then the overseer, his assistants, and the contacts would meet to discuss such matters. The Branch Committee and Service Department overseer would need to determine the number of approved contacts, their responsibilities, and their level of authority.
- (3) **Cross-Training and Backups:** Since at times brothers will be away from work or will leave the department, it is vital for others to be trained to handle various assignments. In addition to keeping the work moving, such training builds understanding and appreciation for the work done by other desks.

2. Under the direction of the Branch Committee, Service Department oversight must analyze the branch territory and identify and prioritize the personnel and congregational needs using the tools and guidelines available. They should work with the respective desks to assess the projected needs for the coming year.

3. The Branch Committee should determine the number of individuals assigned to the Service Department based on the approved Service Department staffing guidelines.

CHAPTER THREE

Office Support

1. In larger branches, a brother or brothers may be assigned to the department to handle general office matters and to provide computer support. In other branches, this work may be handled by a brother assigned to one of the desks or by the secretary of the overseer. The Branch Committee should use good judgment in determining the number of brothers used for office support.

CHAPTER FOUR

Convention and Assembly Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 90-93, 155, and 157.

SPEAKING ASSIGNMENT DESK

2. This desk arranges for weekend assignments of Bethel speakers to local congregations and of branch representatives to circuit assemblies.

Field Ministers Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraph 154 and portions of chapter 9.

2. The Field Ministers Desk should be organized in a way similar to that of a Service Desk. A deskman should be proactive and not simply reactionary. He should have the reputation of dealing kindly with brothers and sisters and for showing them due honor. A branch with fewer than 400 special full-time servants may choose to assign at least one service deskman to serve as the Field Ministers Desk. Older, responsible brothers on the Branch Committee or in the Service Department could assist this desk with personnel issues and shepherding matters.

3. The Field Ministers Desk serves as the point of contact for special full-time servants in the field in regard to allowances, evaluations, health care, leaves of absence, shepherding, and training. However, the role of the Field Ministers Desk in making medical or financial decisions is limited. The Field Ministers Desk works with the Branch Committee and appropriate departments in processing the special full-time servants' medical and financial needs. The Field Ministers Desk should be notified of important matters involving or affecting special full-time servants so that appropriate follow-through can be made. Good communication is needed between the Field Ministers Desk and other desks and departments.

4. The Field Ministers Desk proactively considers the current, short-term, and long-term personnel needs within the branch territory so that qualified individuals can be identified and trained in advance of such needs. The desk also monitors approved quotas, such as those for special pioneers. Specific personnel needs should be discussed at regular meetings that the Field Ministers Desk arranges with the Foreign-Language, Preaching Needs, Service, and Theocratic Schools desks.

5. When appointments or deletions of special full-time servants are required, including recommendations for the appointment of circuit overseers, the Field Ministers Desk provides a summary and recommendation to Service Department oversight and to the Branch Committee. Close communication and cooperation with the Service Desk is needed, since the Service Desk is often involved in the process and would provide input in some recommendations. The Field Ministers Desk also helps in making assignments or transferring special full-time servants.

6. The Field Ministers Desk coordinates the arrangements for new circuit overseers to receive the two-week training course at the branch office with the Service Department and other departments.

Foreign-Language Service Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 77, 78, 149-152.

2. At least one Service Desk should focus on the foreign-language congregations and circuits in each branch. Although the Foreign-Language Service Desk functions as a Service Desk, the additional tasks required to care for the foreign-language field generally necessitate a reduced number of circuits per desk. If there are not a sufficient number of foreign-language circuits, the Foreign-Language Service Desk should also be assigned circuits in the primary language(s) of the branch to ensure a sufficient workload. If two or more Foreign-Language Service Desks are needed, all foreign-language congregations and circuits should be distributed so that each language is cared for by only one desk. To accomplish this, some branches have chosen to divide the foreign-language congregations and circuits alphabetically.

3. In addition to caring for the general work of a Service Desk, the Foreign-Language Service Desk proactively evaluates the needs of the various foreign-language fields and endeavors to stimulate growth in them.

4. The Foreign-Language Service Desk provides recommendations to Service Department oversight and the Branch Committee regarding the languages that need publications and the publications to be translated. This desk consults with the Translation Department before submitting recommendations to oversight.

5. The Foreign-Language Service Desk should communicate well with the other desks in the Service Department when caring for the needs of the foreign-language field. For example, when a recommendation for a foreign-language class is received or if the Foreign-Language Service Desk observes a need for a class, the Foreign-Language Service Desk communicates this to the Theocratic Schools Desk. The Theocratic Schools Desk will follow through on arranging the class.

Preaching Needs Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 75, 76, 79-81, 86-89, 156, 158, 161-164.

2. The Preaching Needs Desk should be cared for by a brother or brothers with abilities similar to those of a service deskman. He should have good judgment and the ability to organize well, and he should be proactive in reviewing the preaching needs of the branch's territory. In addition to caring for the coverage of unassigned and seldom-worked territories and producing congregation territory assignments and maps, the Preaching Needs Desk should coordinate the arrangements for special forms of witnessing, such as special metropolitan public witnessing, domestic or special preaching campaigns, harbor witnessing, prison witnessing, witnessing to refugees, and other witnessing initiatives. This will allow a specific desk to focus on reaching those in the branch territory by using all forms of witnessing.

3. The Preaching Needs Desk would not be organized the way a Service Desk is, with one deskman and one secretary. Rather, depending on the extent of preaching initiatives taking place, it may be advantageous to assign a group of individuals, including sisters, to work with the Preaching Needs Desk.

4. The Preaching Needs Desk works with the Field Ministers, Foreign-Language, Service, and Theocratic Schools desks to determine current, short-term, and long-term preaching needs for the branch territory. This desk will organize meetings, as needed, with the above-mentioned desks to identify and coordinate preaching needs.

5. The Service Desk receives the *Congregation Needing Assistance* (S-310) report, evaluates the request, prioritizes the needs, and determines if the needs can be filled within the circuit. Thereafter, the Preaching Needs Desk enters the data into HuB for the benefit of other desks, such as the Field Ministers, Service, and Theocratic Schools desks, that use such information when making recommendations for appointed men and regular pioneers, as well as assignments for special full-time servants in the field. For urgent needs in the field, the Preaching Needs Desk forwards the S-310 to the Field Ministers and Theocratic Schools desks for handling.

6. The Preaching Needs Desk receives and processes requests from individuals who desire to move to an area where there is a greater need.

7. The Preaching Needs Desk receives and processes requests for one of Jehovah's Witnesses to visit, such as through online requests and *Please Follow Up* (S-43) forms.

PREACHING NEEDS DESK

8. Because much of the work in the Preaching Needs Desk is not confidential, sisters can be assigned to this desk. Their work includes processing *Territory Adjustment Requests* (S-6), preparing territory maps based on congregation territory boundaries, assisting with visits to unassigned and seldom-worked territories, processing requests for visits, entering *Congregation Needing Assistance* (S-310) reports, and so forth.

9. The Preaching Needs Desk works closely with the Local Design/Construction Department to determine where projects are needed and their priority, thus developing and updating the master plans for Kingdom Halls, Assembly Halls, and field residences.

CHAPTER EIGHT

Service Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 37-41, 52-62, and 64-74.

2. Service Desks receive the *Congregation Needing Assistance* (S-310) reports, evaluate the requests, prioritize the needs, and determine if needs can be filled within the circuit. Thereafter, the reports are forwarded to the Preaching Needs Desk for entry and coordination.

3. Service Desks make assignments for convention speakers. This task requires close communication with the Convention and Assembly Desk.

BETHEL MATTERS DESK

4. This work should be handled by a specific Service Desk. It cares for congregation matters dealing with the Bethel family, such as congregation assignments for Bethelites, long-term temporary volunteers, and construction servants. If wrongdoing involving such individuals occurs or is reported, the Bethel Matters Desk would serve as the communication link between the affected congregation(s) and the branch office. Good communication is necessary between this desk and the Bethel Office and the Local Design/Construction Department.

Theocratic Schools Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 78, 159, and chapter 7, paragraphs 114-122, 129-143.

2. The Theocratic Schools Desk coordinates the arrangements for the theocratic schools—Kingdom Ministry Schools (KMS), Pioneer Service Schools (PSS), the School for Circuit Overseers and Their Wives (SCOTW), the School for Congregation Elders (SCE), and the School for Kingdom Evangelizers (SKE), as well as Foreign-Language Classes and various seminars.

3. Since graduates of the SKE will be evaluated for up to three years, the Theocratic Schools Desk coordinates these evaluations. It works with the Field Ministers Desk when evaluating and making recommendations to Service Department oversight for the appointments or deletions of temporary special pioneers within their first three years of graduation from SKE.

4. Working with the Field Ministers Desk, the Theocratic Schools Desk regularly monitors the number of circuit overseers who are qualified to attend the SCOTW and follows through on arranging classes. This desk also communicates with oversight to ensure that the branch territory has a sufficient number of approved field instructors.

5. To help the Theocratic Schools Desk determine the number of SKE classes needed and to improve the process for making assignments of graduates, the steps outlined in *School for Kingdom Evangelizers Office Guidelines* (*skeog*) should be followed as well as the following:

- (1) Reports regarding short- and long-term needs are generated based on recent *Congregation Needing Assistance* (S-310) reports, along with inquiries made to the Bethel Office and the Local Design/Construction Department (LDC) regarding the needs at Bethel and in the design/construction fields. The Theocratic Schools Desk should communicate the needs to Service Department oversight.
- (2) Under the direction of the Branch Committee and Service Department oversight, the Theocratic Schools Desk schedules a meeting annually with representatives of the Field Ministers Desk, the Preaching Needs Desk, and oversight to determine the list of needs for the entire branch territory. (To the extent practical, Service Desks should also be included.)
- (3) After completing steps 1 and 2, a recommendation should be submitted to the Branch Committee. After receiving the Branch

THEOCRATIC SCHOOLS DESK

Committee's approval on the list of needs, the number of classes can be determined based on (1) the number of approved applications and (2) the potential for applicants to fill the approved list of needs.

- (4) Prior to the graduation, the Theocratic Schools Desk (in consultation with the Field Ministers Desk, Service Department oversight, the Bethel Office, and the LDC) uses the approved list of needs to fill the assignments for the SKE graduates.

Translation Desk

1. The following details supplement the direction in *Branch Organization*, chapter 6, paragraphs 63 and 160.

2. The Translation Desk should be cared for by a brother with abilities similar to those of a service deskman. He should be able to coordinate a number of individuals, many of whom may work remotely in caring for translation. Additionally, he should have a good understanding of the technical process for making documents available for the field. A keen attention to detail is required.

3. The Translation Desk is responsible for posting such items on jw.org as letters, forms, guidelines, curriculums, and other documents for the field. To ensure a consistent standard for documents being released to the field, good communication is necessary with Service Department oversight, Branch Committee contacts, and the overseers or contacts of other departments. This is especially true when the desk sees that adjustments are needed to documents that they are asked to post on jw.org.

4. Good communication is needed with the Translation Department. This is especially true if the Translation Desk does not retrieve or post documents on MDS but relies on the Translation Department to do so. Usually MEPS composition and the production of digital publications are handled by the Translation Department.

5. Files should be sent to outside translators and checkers in a secure manner. This precludes the use of personal e-mail or cloud-based storage sites with limited security, such as Dropbox. It is preferred that files either be sent to the translator's jw.org Inbox or be accessed by a remote connection using Junos Pulse Secure.

Service Department Organization

Branch Committee Member
Overseer

Office Support

- Oversight (assistant[s] and contacts)
- Computer support
- Disaster relief
- Training
- Work assignments

Convention and Assembly Desk

- Baptism pools
- Circuit assembly scheduling
- Convention Committee selection and appointment
- Hotel negotiation
- Program Desk
- Regional convention scheduling
- Signage
- Special and international convention scheduling
- Special events
- Speaker ratings
- Speaking Assignment Desk
- Trucking and equipment
- Venue negotiation

Field Ministers Desk

- Personal needs of special full-time servants in the field
 - Allowances
 - Assignments and deletions
 - Evaluations
 - Health
 - Housing
 - Shepherding
 - Time away and leaves of absence
 - Visas
- Pursuit of new circuit overseers
- Service Department Training for New Circuit Overseers
- Substitute Circuit Overseer Desk
- Works with the branch contact for the Global Health Care Office

Preaching Needs Desk

- Follow-up on interests from the public and requests for a visit
- Master planning for Kingdom Halls and Assembly Halls
- Processing adjustments to congregations and groups
- Regular pioneers (branch transfers)
- Report Desk
- Seldom-worked territories
- Special campaigns
- Special methods of witnessing
 - Book fairs
 - Harbor witnessing
 - Prison witnessing
 - Special metropolitan public witnessing
- Witnessing to refugees
- Territory maps
- Unassigned territories

Service Desk

- Approving the formation of and dissolving of congregations and groups
- Bethel Matters Desk (congregation assignments and issues)
- Circuit overseers' reports on congregations
- Complex cases
- Convention speaker assignments
- CSA cases
- Desk groups
- General congregation matters
- Isolated publishers
- Judicial cases
- Processing S-77 reports

Theocratic Schools Desk

- Kingdom Ministry School
- Language classes and seminars
- Pioneer Service School
- School for Circuit Overseers and Their Wives
- School for Congregation Elders
- School for Kingdom Evangelizers

Foreign-Language Service Desk

- (Same work as outlined above for Service Desks)
- Evaluating new-language needs
 - Groups and congregations in new languages
 - Publications in new languages

Translation Desk

- Coordination of remote translators
- Posting documents on jw.org
- Processing MDS documents
- Translation of documents