



Serve with Confidence. Grow with Purpose.

An usher ministry coaching and practice workbook for leaders and team members

A strong usher ministry grows when people know what is expected, practice with support, and continue learning. Use this workbook to turn one ministry need into a clear goal, an observed practice, and a next step toward further training.

Use it together

Leaders: invite honest feedback and coach one skill at a time.

Members: ask questions, practice, and record what helps you serve well.

Complete the activities with your ministry leader or a mentor. Keep this workbook for your next review.

Tool 1 / Choose a meaningful growth goal

Reflect on 1 Peter 4:9-10 and Romans 12:10-13. How can your gifts help someone feel welcomed and supported in worship? Then name a specific behavior you want to strengthen.

Instead of a broad goal	Choose an observable goal
"Be a better usher."	"Offer a clear seating choice and ask before assisting."
"Improve teamwork."	"Confirm my post and backup before each service."
"Train new members."	"Pair each new member with a mentor for observed practice."

My role / church: _____

One skill I want to strengthen: _____

Why this matters to the people we serve: _____

Who will coach or support me: _____

Practice date: _____ Review date: _____

Connect your growth to further training

NUCUAA's George T. Grier School of Ushering provides training at the state level and at the National Convention and promotes a unified Silent Uniform Method. Ask your state ushers about qualified instruction and the current authorized manual. [1]

If your Western Region state is not organized, use the contact pathway on page 5. You can seek guidance while building your church team.

A companion resource prepared for use in the Western Region context. These are suggested coaching tools, not an official NUCUAA curriculum, certification, or substitute for instructor-led training.



Set Your Team Up to Succeed

Tool 2 / A service agreement that makes responsibilities clear

Complete this page with church leadership. An agreement helps volunteers serve consistently and gives newer members a safe place to ask questions. Review it whenever the service format or team changes.

Agree on	Our church's decision
Arrival and huddle time	Time: _____ Location: _____
Posts and backup coverage	Who assigns posts? _____ How do we request coverage? _____
Seating and late arrivals	Who sets the entry timing? _____ Where can guests wait comfortably? _____
Available assistance	Accessible route / seating: _____ Resources and who can help: _____
Communication	Approved way to call the lead: _____ Who confirms service changes? _____
Offering / communion	Where are approved procedures kept? _____ Who teaches and supervises them? _____
Escalation and boundaries	Service lead: _____ Emergency / safeguarding contacts: _____

A five-minute huddle you can lead

1 minute / Center: pray and name the purpose of today's service.

2 minutes / Prepare: confirm posts, backups, service changes, and available assistance.

1 minute / Check: invite questions; verify anything uncertain.

1 minute / Commit: choose one behavior to practice and agree on the debrief time.

Team commitment

We ask before assisting, protect personal dignity, follow approved church procedures, and seek help when a situation is beyond our role or training. We give feedback with kindness and receive it as an opportunity to grow.

For an individual team member

Before serving, explain your assignment back to your mentor: "My post is _____. My backup is _____. If I need help, I contact _____. Today I am practicing _____." If any answer is unclear, clarify it before taking your post.

Our next review date: _____



Practice the Welcome

Tool 3 / Three role-play cards for a 30-minute team session

Use groups of three: usher, guest, and observer. Spend about eight minutes on each card, then use six minutes for shared learning. Rotate roles. Do not act out a disability; describe the guest's request and practice responding respectfully.

Practice card A / A guest is unsure where to go

Situation: A first-time guest enters as worship begins and says, "I don't know where to sit."

Practice: introduce yourself, offer a seating choice, and explain any church-approved wait calmly.

Try saying: "Welcome. Would you prefer a seat near the front or farther back?"

Observer checks: Was the greeting warm? Were directions clear? Was a choice offered without pressure?

Practice card B / Someone requests access assistance

Situation: A guest asks for a route without steps and a seat beside a family member.

Practice: ask what would help, describe a verified route, and check seating options. Ask before guiding or moving belongings.

Try saying: "Let me show you the available options. Would you like me to walk with you?"

Observer checks: Did the usher listen, respect consent, and check facts rather than guess?

Practice card C / A volunteer cannot cover a post

Situation: An usher reports an unexpected absence shortly before worship.

Practice: contact the lead, activate the agreed backup, and confirm the new assignment. If coverage is limited, the leader prioritizes essential duties.

Try saying: "We need coverage at this entrance. Who is available, and who will confirm the change?"

Observer checks: Was responsibility clear? Did the team avoid leaving a post unattended without a plan?

Observer feedback / Keep it specific

One action that helped: _____

One action to practice again: _____

What the guest said they needed: _____

Debrief without blame

Ask: What did we notice? What made the response effective? What should we verify with our leader or instructor? Repeat the scenario once using the feedback. For official signs, signals, and floor techniques, seek qualified School of Ushering instruction. [1]

These practice cards are original suggestions. Adapt them to your church's approved procedures.

Coach, Encourage, Then Practice Again

Tool 4 / A growth record for a member and mentor

Observe the agreed skill during practice or service. Invite the member's reflection first. Focus on behavior rather than personality. This record supports learning; it does not award a qualification.

Skill	Observed evidence	Next step
Warm, clear welcome	_____ _____	_____ _____
Respectful assistance	_____ _____	_____ _____
Knows post and backup	_____ _____	_____ _____
Follows agreed procedures	_____ _____	_____ _____
Asks for help appropriately	_____ _____	_____ _____

Choose a next step: observe a demonstration / practice with support / repeat practice / seek instructor guidance. Readiness for a duty is determined by your ministry leader under church policy.

A ten-minute coaching conversation

Ask: "What went well? Where did you feel unsure?"

Describe: "I noticed you asked before offering assistance."

Connect: "That gave the guest control over the help they received."

Practice: choose one adjustment and rehearse it together.

Plan: name the next opportunity and review date.

My next step

Skill to practice: _____

Support or training needed: _____

Mentor / instructor to contact: _____

Practice date: _____ Review date: _____

Strengthen the team as you grow

At the monthly meeting, identify recurring questions and invite further training rather than expecting one experienced volunteer to know everything. Share what you learn, mentor a newer member, and recognize dependable service. A confident, supported team can welcome more people and prepare future leaders.

One person I can encourage: _____

One topic our team should take to state or regional trainers: _____



Take Your Next Step Toward Excellence

Tool 5 / Connect with state ushers or the Western Region team

If your state usher organization is active

Contact your state usher organization or its School of Ushering chairperson. Ask how your church team can participate in training, connect with an instructor, obtain the current authorized manual, and learn about membership. Confirm current dates, costs, age requirements, and registration details directly.

If your Western Region state is not organized

Alaska, Hawaii, Idaho, Kansas, New Mexico, Oregon, Utah, and Wyoming: contact the Western Region at ppbatiste@aol.com. Ask about training connections and help organizing ushers in your state with the guidance of the Western Region team. You do not need an established statewide group to make an inquiry. [3]

For state information and regional connections, visit westernregionchurchushers.net. If you are unsure which contact to use, ask the regional team to direct you. Outside the Western Region, use NUCUAA's contact and affiliate resources. [2, 4]

A message you can adapt

Hello, my name is _____, and I serve with _____ church in _____ [city/state]. We want to strengthen our usher ministry and learn the approved methods. We have _____ members and would welcome guidance on training, state connections, and membership. [If applicable: We would also like help exploring how to organize ushers in our state.] What is our best next step? Please contact me at _____.

Contact by: _____ Person responsible: _____

Response / agreed next step: _____

Follow-up date: _____

Sources and additional reading

[1] NUCUAA, George T. Grier School of Ushering. State and convention training; unified Silent Uniform Method. [Read online](#).

[2] Western Region Church Ushers, Home. Regional purpose and participating states. [Visit the region](#).

[3] Western Region information supplied by the organization representative: unorganized-state list and inquiry email provided for this resource.

[4] NUCUAA, Contact Us / Affiliates. [Visit NUCUAA and select Contact Us / Affiliates](#).

Read next: the current NUCUAA School of Ushering Manual through your state or regional training contact; your church's service, safeguarding, access, and emergency procedures; Romans 12:10-13, 1 Peter 4:9-10, and James 2:1-4. Online sources checked October 2, 2026. The exercises are suggested tools; verify current training arrangements directly.

