

Developing Rectors Program

The *Centre for Ministry Development* (CMD - A centre of Moore Theological College) has been working in conjunction with the Archbishop and Regional Bishops to develop a program for new Rectors. The program will assist ministers to transition from an Assistant Minister position into what is a very challenging and unique role.

The aim of the Developing Rector Program (DRP) is that all ministers, moving into the role of Rector for the first time, will participate in the Program. While the DRP is considered important, and is recommended, it is not compulsory.

The DRP has been developed in three parts over a two-year period which includes:

- A two day / overnight “boot camp”, or induction, which brings new Rectors together with some of the Regional Bishops and some experienced Rectors to make clear expectations, challenges and support mechanisms for Rectors across our Diocese;
- The provision of a trained Mentor (an experienced Rector) who will work with a new Rector, one to one, over the two-year period to coach and support ministers as they face new situations and challenges.
- A training curriculum to build the knowledge required for a Rector’s role, which will involve approx. 12 days of training over the two-year period. Mentors will also help Rectors consider how they might apply this new knowledge into their new parish. An overview of the curriculum is available as an appendix.

Objectives:

Our stated objectives for the Developing Rector’s Program are to:

- Create a clear understanding of expectations and requirements of the Rectors role;
- Provide training for a New Rector in the key skills that need to be developed as an Assistant Minister transitions into the Rector role;
- Provide one to one mentorship and support for the Rector for the first two years of their role; and
- Create a loose cohort of peers amongst new Rectors that can learn, dialogue with and support each other as they transition into their new role.

We are excited about the role this program will play we seek to better support Rectors in their challenging role in leading churches.

Cost and Funding

We have been very careful in costing the project and have set to deliver this in as cost-effective a manner as possible without becoming unsustainable.

The cost for participation is \$6,000 per year for two years.

Whilst some parishes will find this a simple cost, some parishes will find this more challenging to find. We believe that church budgets should be including these sorts of budgets into their annual budget to support ministers and staff in their work as a normal part of their WH&S obligations. We recognise however that for many churches this is not the norm and so we recognise that churches may approach this in various ways:

- This could be paid for by the parish budget as part of the normal training budget;
- A portion of this cost could be met from the Rectors Ministry Expense Account (MEA);
- A member of the congregation or from another congregation, or a wealthier church could be asked to sponsor part or all of the cost; or
- A mix of the above
- It may also be appropriate to be mindful that donations to the work of Moore Theological College are Tax deductible.

If you feel that you are unable to raise the funds, or if you have any questions about the DRP, we would welcome the opportunity to discuss any matters with you further.

CMD is excited about the Developing Rector's Program. I, and the whole CMD team, look forward to working with your church, seeking to build effective and sustainable ministries. We hope that it will be of value to you and to your church.

Please don't hesitate to contact CMD directly on 02 9577 9835 if you have any questions about the program or dates for boot camp and training this year.

Yours in Christ

The Centre for Ministry Development

Appendix

The curriculum for the Developing Rectors Program (DRP) was developed following CMD conducting focus groups with Rectors who had been appointed to their role in recent years. We asked these Rectors “what do you wish you had learned over your first two years if we could have provided training for you?” Based on this feedback CMD developed the curriculum whilst acknowledging:

- The need to ground skills in theology;
- Our aim to build both knowledge and skills in a way that will help new Rectors in their current situation – using a range of tools;
- Include experienced Rectors and experts in delivery of the curriculum to introduce new Rectors to strong practitioners and demonstrate skills in theological practice;
- Building a climate whereby the Rectors will learn from each other’s experiences and challenges as they grow into their new role; and
- Support each other as a growing cohort of pastors.

Developing Rector’s Program – 2 Year Program

Boot Camp / Induction

Our aim with the Boot camp is to:

- Build / establish the co-hort to a level whereby they will be able to share, pray and learn with each other both within and outside of formal session
- Create a clear understanding of the key elements of the Rector’s role – particularly the massive shift from Assistant Minister to Senior Minister. We:
 - Introduce the key priorities that undergird effective ministry and hope to create a strong imperative for prioritisation;
 - Wish to reinforce a commitment to life-long learning and development; and
 - Help new Rectors at even this early stage to identify early opportunities in their church ministry.
- Understand the key elements of Anglican polity and parish governance and how their new role fits into this
 - The Rector’s responsibility for the governance of the Diocese through their summons to synod by the Archbishop.
- Introduce the concept of a leadership pipeline which encourages:
 - The Rector to step into a new role;
 - The Rector to be committed to delegating to, equipping and discipling other leaders in the church; and
 - Involving the broader church in living out and implementing the church’s mission.
- Introduce the concept and expectations for mentoring and coaching so that each Rector will gain the most from the mentor they are matched to.

We believe it is important that the culture of this boot camp establishes a commitment to best practice and effectiveness. Therefore we conduct this boot camp offsite and overnight in a formal training centre (including accommodation and meals), and we invite the active participation of Regional Bishops from the diocese.

Mentoring

CMD provides a trained Mentor (an experienced Rector) who will work with a new Rector, one to one, over the two-year period to coach and support ministers as they face new situations and challenges.

CMD selects experienced Rectors to mentor and then provides training in the skills and tools associated with supporting pastors in their parish situation. This training includes, at least, 2 days per year in an offsite format with mentors involved in didactic, workshop and role play learning.

We expect mentors to provide support to a high standard and hold them accountable for the quality of mentoring that they provide through dialogue with new Rectors and through formal online assessment. Mentors are paid for the time taken to conduct mentoring and training. (NB in the situation whereby the mentor is an existing experienced Rector working at a parish or organisation we do not pay the mentor directly but, instead, we pay the parish or organisation for their time). The payment of mentors is a significant cost to the DRP however we have learned that it is a very important contributor to establishing high expectations for delivery and accountability amongst our mentoring cohort.

The assessment of our mentor cohort since we launched the DRP in March 2016 has been very pleasing.

Training Curriculum

New Rectors meet each time for a full day at Moore Theological College to focus on a particular skill cluster in ministry. Common practices are repeated on each occasion including:

- Devotion
- Prayer as a cohort – split into smaller groups at the start and end of each day to support each other
- Mixture of learning approaches using pre-work, assessment tools, didactic learning, workshop / exploration approaches, role plays, post work implementation, further reading
- Inclusion of an expert or experience person each session
- Morning tea, lunch and afternoon tea provided and create time for more informal discussion and support

The curriculum we train over the two years, in parallel with the one to one mentoring, is outlined below:

Self Management

Summary:

- Reinforce prioritisation of key ministry work
- Address effectiveness and time management
- Introduce basic diagnostic tools
- Explore the hazards in ministry and how to deal with them – facilitated by a Christian Clinical Psychologist

Teams & Meetings

Summary:

- Reflect on the people in church teams – persons, roles, skills, faith
- How well do the teams in the church work together and how we might make this more effective
- The role of a team leader
- Conducting effective meetings eg team meetings and a parish council meetings

Small groups and Discipleship

Summary:

- Underscore the organisational influence of small groups and the need for focus
- Importance of small group leaders – a focus on equipping and leadership pipeline in action
- Underline the requirements to build a discipleship culture through a church

Staffing & People Management (this is a very large topic conducted over two days)

Summary:

- Reinforce the Senior Minister's role as a leader of people (the Leadership Pipeline) and how this must be achieved through others.
- Understanding what we are staffing for - exploring alternative staffing models and the importance of clarity (job descriptions)

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- How to recruit well (NB CMD offers a ½ day course specifically for this topic and so do not cover all the details of recruitment in the DRP but more of an overview / preparation)
- How to create shared expectations from the start and the importance of on- boarding staff / leaders (the first 6 months)
- Creating a climate whereby support and performance management (recognising staff / dealing with performance issues / discipling staff) is normal (NB CMD runs a specific ½ day course on coaching people and so we do not cover all of these details in the DRP due to time available).
- Exiting staff well – this is a major issue for churches when separation is required. This is a very difficult area however we wish create understanding of good practice and diocesan guidelines to do this as best we can

Strategy and Vision

Summary:

- Equip Rectors to understand the basics of strategic thinking and strategic planning.
- Explore the importance of vision, mission, values and a plan.
- Demystifying the planning and review process with a view to helping the pastor to conduct an environmental scan of their church and community and be able to identify priorities for ministry
- Building skills and shared experience in explaining and communicating vision well

Conflict Resolution

Summary:

- Conflict is one of the key traumas evident in ministry and all ministers will need to resolve conflict. A major shift in the Rector's role is that much of the conflict ends up for the Rector to resolve.
- We explore personal conflict and, with the assistance of an organisational psychologist, explore how people respond to and deal with conflict.
- We partner with 'Peacewise' (www.peacewise.org.au) during half of this day to train rectors in their approach to handling conflict.

Change Management & Project Implementation

Summary:

- Change and implementation are key gaps for the average pastor and yet are essential skills for leading the church.
- We explore the challenges associated with change and then learn a well-established framework for change management.
- Our objective is for pastors to work through an area of change in their context and explore how they can make their leadership of change more effective

Welcoming and Integration

Summary:

- This is a key ministry required for the average church to grow and is a ministry that must involve lay leadership and implementation
- We use this area to reinforce the new role of the Rector as an overseer and the importance of selecting and equipping the saints in an area of ministry
- Pastors are asked to evaluate their currently welcome and integration ministry and identify opportunities for improvement to implement.

Life Cycle and Growth Barriers

Summary:

- Reinforce the strategic nature of church Leadership and explore what Christian oversight looks like
- Explore life cycle thinking in a church context and help Rectors to evaluate how this helps them to focus their church ministry to consider growth.

Transitions

Summary:

- Understanding the difference between change and transitions and how we need to be mindful of transition in church life
- Helping pastors to think about their personal transitions and the transitions required of their staff and lay leaders, and how they might support this
- Recognising key life stage transitions and leading ministry in a way that encourages an understanding and support of these as we disciples, evangelise and equip.

Finances and Fundraising

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Summary:

- What does it mean to have a culture of generous stewardship of time talents and treasures across the church and how might a Rector work to build this culture
- The link between maturity and stewardship and how this aligns with all ministries of the church.
- The link between stewardship ad the communication of vision

Comments from participants who have completed the Developing Rector's Program

“Just as nobody accidentally becomes a rector, no rector should continue without intentional development especially in areas of competencies relevant to that office. The DRP is a multi-faceted program which blends together hearing from experts, working through the issues with fellow rectors and then nutting out the practicalities in our own church contexts alongside our DRP mentors.”

Eric Cheung, Rector Caringbah.

“The “Rookie Rectors” programme has been such a blessing over the past 2 years. Learning the ropes of being a rector, alongside brothers experiencing the same things, has been a joy and encouragement and has been such a worthwhile investment in our Parish Ministry. No doubt I will miss the regular sessions, the great wisdom of this training programme and of course, the fellowship we have shared together.”

Sturt Young, Rector, Barrenjoey.

“With a cohort of peers all on the same learning curve, the DRP has really challenged me to not just do ministry well but make my focus equipping and enabling others to do so more and more. I feel like the next few years will be spent fruitfully embedding into my thinking and practice the systems and tools I’m being taught.”

Dave Doran, Rector, Kingsford.

“On DRP training days, I regularly discover that we are covering issues that I have recently been wrestling with in my “overseer” role, and I leave with greater clarity and concrete plans that I have since implemented with my staff team. Oh, and for all the strategising, the DRP team always bring us back to the main game of the Word, prayer, and helping people to trust and obey Jesus.”

Stephen Shead, Rector, Fairfield & Bossley Park.

“Across the two years, the majority of topics we covered were right on point for what I was having to think about as a new rector. The peer-to-peer discussions and prayer with others who were at a similar stage were hugely beneficial. The chance to meet regularly with an independent mentor was a great source of wisdom for some of the challenges I faced.”

Nathan Walter, Senior Minister, Naremburn Cammeray.

“Learning from the wisdom and experience of others has been a huge blessing. It has strengthened my leadership and help me avoid some of the pitfalls of starting out in a new role.

The Developing Rectors Program has helped me establish a positive, intentional, gospel centric culture right from the start. Thank you.”

Jon Thorpe, Senior Minister, Shellharbour City.