Guidelines

for

Good Practice in

Member Care

maximising participation in world mission

Guidelines for Good Practice in Member Care

Contents

Introduction

The purpose of this document is to provide a resource for churches and mission agencies involved in member care who desire to provide the best input and support that they can for their members involved in Global mission. All of us want our mission personnel to thrive, not just survive. These guidelines have been assembled for that purpose. While they will be most helpful to churches and mission agencies, those interested in a missions journey themselves should find the material helpful in moving them forward and in facilitating conversation with their own church and the agencies they choose to have dialogue with.

One of the felt needs when the NZ Missions Interlink Member Care Committee was constituted in 2010 was for Guidelines for Good Practice. Two years later and it's finally a reality.

We acknowledge with gratitude the work of Global Connections UK who have developed their own Guidelines for Good Practice in Member care. This document has provided a starting point for us and with their permission we have adapted it for the New Zealand context.

We have outlined the core values which we believe are a valid and responsible statement of the principles which drive the following Good Practice Guidelines.

The Guidelines then provide further information about how the values **might** be put into practice. There always needs to be flexibility in applying these, depending on the particular situation.

While we would claim that this document represents a minimum standard for those involved in sending mission partners from New Zealand, we recognise the practical limitations faced by many in terms of staff and resources.

Therefore these Guidelines are intended to be aspirational, to point us in the right direction, to facilitate the sharing of resources between agencies and churches and to assist individuals, agencies and churches to ask the right questions and to be aware of the range of preparation and support activities which contribute to an appropriate placement and an effective member care plan.

These Guidelines for Good Practice in Mission Member Care are designed to apply to any church or Christian organisation which is sending staff or volunteers overseas from New Zealand. The practices apply to all personnel such as volunteers working overseas, and mission personnel and their families. The practices mainly relate to those who are expecting to be overseas for more than six months.

Terms

Different people use different terminology to mean the same things. We have therefore tried to be consistent throughout this document with the use of terms:

Mission Personnel **–** this term is used to refer to people working overseas, also called mission partners or missionaries.

Sending organisation **–** this term is used to refer to a mission agency, church, or any other organisation that takes **overall major responsibility** for the person's placement and support. It can therefore be taken to refer to a church that sends independently without the support of a mission agency.

Supporting church – this term is used for the main church from which the person originates or is 'sent'. They have a major role in working with the mission agency, if there is one.

Field – this term is used for the person or family's place of ministry. This may be overseas, but may also refer to a cross-cultural or other ministry placement or assignment within NZ or the person's country of residence.

Receiving partner organisation or churches– this term is used for the 'national' organisations and churches the mission personnel will work with as colleagues in their place of ministry. We recognise the importance of healthy relationships and open communication with receiving partner organisations and churches for effective and sustainable ministry and for the well-being of mission personnel.

Core Values

"Member care is the on-going preparation, equipping and empowering of mission personnel for effective and sustainable life, ministry and work"

Definition agreed by the Global Member Care Network of the WEA Mission Commission in 2008

The point of member care is to launch and sustain resilient individuals in fulfilling and effective ministry.

Members of NZ Missions Interlink value the following:

• Treating enquirers, mission personnel and their family members with love, care and respect

• Working with the whole person, considering their emotional, physical, spiritual and social needs

• Transparent and documented processes

• Partnership in member care between sending organisations, mission personnel and supporting churches

• Well resourced and skilled member care personnel

Statistics show that good Member care promotes longevity in overseas service (*Worth Keeping, 200*7). It should begin for an enquirer when they make their first contact with either a leader in their church or with a sending organisation and should follow through to when they are settled back in NZ following their time of overseas service or have completed the ministry to which they were assigned.

1.   Effective Partnership for Member care

Member care planning and implementation requires clear communication and effective partnership between mission personnel, supporting church (es) and the sending organisation.

1.1   Sharing strengths for Partnership

- Both supporting churches and sending organisations have important roles throughout the different stages of the missions journey. There are 4 stages: Enquiry and Selection; Preparation; Service/Ministry and Return/Resettlement. Supporting church involvement is desirable in all stages, but what church and sending organisation are best placed to do may vary from stage to stage.
- Churches have particular strengths in foundational equipping in terms of spiritual and character training, relational and ministry development and they may provide pathways into mission engagement.
- Sending organisations have their own distinctives, values and specialties in cultural awareness, preparation and training courses. A sending organisation needs to make it easy for enquirers to compare what it offers in relation to what others offer

1.2   Flexibility

- There is no 'one size fits all' option in how supporting churches and sending organisations should relate when involved together in mission. Supporting churches vary in their desire and/or their ability to be involved in the member care of their member. Similarly, small and medium sized sending organisations may struggle with few staff and do not always have the time and resources to do everything to the standard they would like. Quality member care is both time consuming and labour-intensive.

1.3   Member Care Plan

- Mission personnel will often have a relationship with a supporting church and also with a sending organisation. At each of the 4 stages of mission there need to be conversations and clear decisions made around whether the supporting church or the sending organisation is best placed to provide the particular care and input that is needed. Partnership agreements or MOUs (Memoranda of Understanding)[1] are particularly helpful for covering the member care roles and responsibilities on the field and at the time of coming back and it is important to have in writing who is doing what: clarifying roles and relationships and specifying expectations of communication both ways between supporting church and sending organisation, especially over matters of pastoral care (see 2.6 & 3.2).   Having the mission personnel taking ownership of their own well-being and discipleship in a member care plan (as per David Williams) is helpful. (see Appendix 1 for example)
- This member care plan should be reviewed before, during and post assignment.

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[1] Examples of Memoranda of Understanding can be obtained from neil.perry@tranzsend.org.nz and from Pioneers http://www.pioneers.org.nz/services/consultancy/   under the "+mission care" tab.

2. Enquiry, Selection and Appointment/Acceptance

The enquirer is helped to determine whether this ministry opportunity and sending organisation is right for them.

Good practice should ensure that throughout the enquiry process, the needs and views of the whole family are considered. More detailed guidelines on families are available in the *NZ TCK Guidelines.*

Good practice includes:

2.1   Enquiry:

- Providing clear and accurate information about the opportunities available, the application process to be followed and the skills and qualities needed.
- Clearly describing the ethos and values of the sending organisation.
- Using simple processes to allow the enquirer to state their interest, motivation, family responsibilities and suitability for the task.
- Acknowledging every contact promptly.
- Initiating collaboration between the sending organisation, the sending church and the family or individual applying at an early stage. The process of application should be clearly described to all parties and involvement invited.
- Seeing selection as a partnership by encouraging the family or individual to ask questions and assess whether the possible placement and/or organisation is right for them.

2.2   Application:

- Outlining the application process clearly and in detail, including costs involved in the process, time frames and financial requirements.
- Obtaining all relevant information (usually though an application form) covering personal, family, professional and spiritual history.
- Maintaining confidentiality and storing information in accordance with NZ privacy law.
- Giving, on receipt of application, a clear indication of the likely length of the process.
- Obtaining references from a range of sources, such as supporting church(es),training establishments and employers.
- Covering a whole range of family issues such as ages of the children, any special educational or emotional needs, aging parents and the long-term aspirations of the family (see NZ TCK guidelines).
- Ensuring the individual or family are personally, professionally and spiritually equipped for the role for which they have applied.
- Obtaining a Record of Criminal Convictions from Ministry of Justice.
- Continuing to build the relationship between sending organisation and supporting church.

2.3   Medical & Psychological Assessments

- Conducting medical and psychological assessments , to ensure that the family or individual are fit for life overseas, and to ensure they are being placed in a role that will suit them.
- Assessors should be qualified professionals who understand the stresses of living overseas and are informed about the location and type of placement (if known).

2.4.   Interviews and selection:

- Applicant interviews are conducted in an appropriate manner by skilled interviewers

- Maintaining contact with the family or individual throughout the process so that they are aware of any outstanding criteria to be met.
- Giving people the option of a support person to accompany the individual or family to any formal interviews.
- Interviewing family members separately as well as together, where appropriate.
- Ensuring the needs and opinions of the whole family are considered and not just those of the parents or one spouse.
- Ensuring that the family or individual has a working knowledge of the Bible and tries to apply spiritual principles to work and life in their personal walk with God.
- Identifying areas requiring further training or development (professional, personal, relational or theological). (see also 4.1)
- Liaising with receiving partner organisations and churches to ensure the applicant is a good 'fit' with their needs
- Informing applicants of any decisions as quickly as possible and the supporting church where applicable.

2.5   Unsuccessful applicants or conditional acceptance:

- Taking particular care when giving negative feedback, particularly when only one member of a couple or the family is considered unsuitable.
- Offering help and advice about other options to individuals or families who are not accepted.
- Setting out clear expectations and time-frames if acceptance is conditional.

2.6   Appointment/Acceptance:

- Drawing up a clear memorandum of understanding, agreement or job description specifying items such as the length of term, language learning expectations, and any probation period. This is agreed and signed by the sending organisation, the individual or family and sending church.
- Making arrangements for specific training needs and identifying areas of preparation for the whole family.
- Setting a realistic time-frame for departure.
- Establishing clear lines of communication and clarifying responsibilities for on-field care between the individual or family, the sending organisation, supporting church, the field team and any other involved party (see 1.3 & 3.2).
- Confirmation of support requirements.

More information about psychological assessments is provided in Supporting Staff Responding to Disasters: recruitment, briefing and on-going care by D Lovell-Hawker (see www.peopleinaid.org)

3.   Support Structures and Accountability

Ensure support structures are provided to enable personnel and their families to function well in their situation with provision for accountability and direction in order to encourage, enable and empower for a fruitful and effective ministry.

It is good practice to ensure that areas of responsibility and support for mission personnel are clearly defined for the sending organisation and supporting church(es). Also it is good practice to discuss and develop accountability structures prior to departure so that personnel are clear about the method and lines of accountability.

Good practice includes:

3.1   Administrative and financial support

- Ensuring mission personnel are given administrative support particularly in the areas of tax, retirement, health/medical, education & insurance.
- Developing a detailed budget which includes living costs, travel, education, insurance, medical care, retirement, home assignment, ongoing training and crisis contingency plans, sending organisation contributions, etc.
- Providing personnel with support raising advice, help and training.
- Developing a support raising plan to meet the agreed upon financial budget.
- Discuss provision of professional supervision and indemnity insurance as required.

3.2   Personal support

- Developing a Member Care plan that the sending organisation, supporting church and mission personnel agree on. It is recommended that the following be included:

    1. Appointing a person to act as the primary point of contact on issues relating to member care and clarifying expectations of communication between supporting church and sending organisation (see 1.3 & 2.6).
    2. Appointing a person to act as the primary point of contact on issues relating to financial support.
    3. Developing a prayer network for personal, ministry and wider issues.
    4. Identifying a personal development mentor for the mission personnel who can continue this role throughout their time of service.
    5. Discussing and encouraging (where appropriate) visits from supporting church(es), sending organisations, other friends and family members.
    6. Identifying and recording the ongoing needs of the extended family (e.g. parents and adult children).
    7. Regular reviews, appraisals and debriefings (children should be included in these where appropriate).
    8. Ensuring that there are clear arrangements for taking annual leave, sick leave, compassionate leave and parental leave. Mission personnel will be encouraged to make full use of their annual leave entitlement.

- A Critical Incident Debrief should be offered to any mission personnel who has suffered a significant traumatic event (death, evacuation, rape, break up of team, armed robbery,

abduction, etc)   Debriefing Aid Workers: A Comprehensive Manual Dr Debbie Lovell-Hawker www.peopleinaid.org.

3.3   Accountability & responsibility.

- Establish clear lines of responsibility and accountability involving the sending organisation and supporting church(es).
- Establish clear agreements with any partner organisation or church in the country where the personnel are based.
- Liaise with receiving partner organisations and churches as to needed skills, qualities and attributes in the mission personnel they will receive.
- Clarify the roles of the sending organisation's international, national and local offices.
- Develop lines of clear communication between all parties for liaison on changes in location or ministry.
- Develop specific policies and procedures to be followed in the event of emergencies or other concerns.

4.   Training, Briefing and Orientation

We value people by providing training, briefing and orientation to enable personnel working cross-culturally to be well prepared for the context and situations in which they may serve and live.

Preparation is inclusive of all individuals (including children) and for any length of service.

Good practice includes:

4.1   Training

- Reviewing training to date and identification of areas that may require further training or development (professional, personal, relational or theological).Such areas may have been identified in communication with the receiving partner organisation or churches who may have specified skills, qualities or attributes they desire in those who come to work with them as mission personnel. Required training may be on-going and may take place before or during assignment or on home assignment (see 2.4)
- Team and relationship issues, including team dynamics, multicultural teams; conflict resolution, mediation, personality differences, and differences in theological viewpoints, forms of worship and learning styles
- Encourage attendance at a course such as Kairos or Perspectives

4.2   Briefing: sending organisation and the supporting church(es) should brief each other and mission personnel on the following:

4.2.1   Sending organisation
- An introduction to the values, vision, mission, structure, locations and type of work the organisation is involved with.
- An explanation of policies and procedures, including human resources, crisis and contingency, and security policies. It is recommended that personnel sign an agreement to adhere to these policies.

4.2.2   Supporting Church
- An introduction to the values, vision, mission, structure, locations and type of work the church has a focus on.
- An understanding and explanation of policies and procedures that the church has in place around mission personnel acceptance, financial support and accountability structures.

4.2.3   Work and role
- An introduction to the team, both other mission personnel and receiving organisations and churches in the field of work, and all relevant and current projects on location.
- Clear contract, agreement or job description specifying items such as the length of term, language learning expectations, leave, and any probation period. Where a job description is unrealistic, an outline of the expected work should be established, with clear indications as to the level of uncertainty which exists and the need for flexibility.
- Lines of accountability with and to the field team, sending organisation, supporting church and receiving organisations and churches. Establish clear lines of communication and clarify responsibilities for on-field care between the individual or family, the sending organisation, supporting church, the field team and any other involved party.

- Life-work balance including adequate time off, holidays, leisure and rest.
- Realistic timeline for departure and home assignment plans as appropriate.

4.2.4 Local environment and culture
- Information on the host country including religion, culture and customs.

4.2.5 Health, security, safety and home base contingency
- Security/safety policies and procedures already in place for dealing with possible crises and danger (e.g. an evacuation policy and a crisis management team). These policies/procedures would cover areas such as event of a death, armed robbery/car-jacking, kidnapping, ransom demands, being expelled from a country.
- Communication within and to/from the specific location particularly if it is a 'secure' country.

4.2.6 Finance
- Understanding of and guidelines for support raising.
- Confirmation of an annual budget including required support levels, regularity of payments, irregular and unexpected costs, children's education (if applicable), general living.
- Adequate insurance cover for the location and any possible crises.
- Access to necessary funds in case of an emergency.
- Budgeting for personal debriefing, counselling, retreats and other personal development that may be needed.

4.2.7 Debriefing
- Plans for formal debriefing opportunities (including psychological assessments as necessary) during home assignment times and at the conclusion of field service.

4.3 Orientation. The following areas should be addressed through a pre-departure orientation programme.

4. 3.1 Health, safety and security
- Stress management
- Good health practices on the field
- Security of belongings
- Home base contacts, power of attorney appointments, current wills, property management and guardianship of children (if applicable).
- All necessary vaccinations and medications, allowing sufficient time to receive these.
- Essential medical supplies and travel health manual, including first aid training if necessary
- Health insurance and plans for any medical attention that may be required

4.3.2 Spiritual
- Spiritual practices and disciplines for growth while away from their usual support and resources.
- Connection with local believers on the field.
- Develop and discuss with mission personnel a theology of risk and suffering

4.3.3 Communication
- Development of support letters
- Regular newsletters and other appropriate contact with the mission agency, supporting church and individual supporters.

- Timely responses from sending organisation and supporting church to newsletters and all communications from mission personnel to foster the relationship established before departure
- Secure communication
- Encouragement of safe and effective use of media
- Story telling

4.3.4 Relationships and family life
- Both single and married personnel to develop a network of supportive relationships at home and on the field
- Married personnel to identify ways to maintain a strong marriage
- Parents to understand issues relating to Third Culture Kids (TCKs), in order to help and support their children
- Challenges of parenting in a cross-cultural context
- Plans for support where concerns have been identified
- Long-term education plans for children
- Opportunities for the extended family to be briefed, explaining policies clearly to them and ensuring they are aware of how they can communicate with the mission agency and supporting church
- Maintaining regular contact with their support network

4.3.5 Cultural differences
- General understanding of living and working cross culturally
- Understand own culture and customs
- Understand host cultures and customs – food, communication, language, gestures, time, clothing etc.
- Working in a cross-cultural context - ethics, business, accepted practices
- Contextualisation of the gospel to the host culture, spiritual practices etc.
- Offering children age-appropriate information and training about the new culture and customs and help in preparing for transition

4.3.6 Finance
- Ongoing development of support raising
- Management of finances, budgets on field and at home

5. On-Going Learning and Development

We recognise effective ministry and personal life is a process of on-going learning and development.

Debriefing is important for processing of transition issues and life on the field. Debriefing is inclusive of all individuals (including children) and for any length of service.

5.1   Ongoing learning and Development

- Regular reviews done well by field supervisors and receiving organisations and churches are a valuable tool to help people reach their full potential and are part of an on-going supportive and mentoring relationship with the appropriate personnel
- Reviews should include all areas of life
- Reviews should occur at least annually with an appropriate person or people
- Reviews should have an equal emphasis on strengths and gifts as on areas for development
- End of term reviews and/or reports should contain a recognition of achievements and contributions as well as transition issues, areas of concern and future recommendations

5.2   Debriefing

- Best practice is to conduct the operational debrief and personal debrief separately and by different people.   An operational debrief is best done by someone involved in the management of that organisation or project. A personal debrief is best carried out by a trained debriefer (who has both cultural competence and credibility) and who is not involved in the line management of the individual involved.
- An operational debrief is a review of an assignment from a factual perspective. It gives the opportunity to learn what happened and to assist in future planning. The mission personnel can make suggestions, raise concerns and be thanked for their work. Usually these should be conducted by different people. See "Debriefing Aid Workers: A Comprehensive Manual" Dr Debbie Lovell-Hawker (www.peopleinaid.org) for more information.
- A personal debrief provides an opportunity for the mission personnel to process how their experience has effected them as a person. A personal debrief should endeavour to cover issues such as feelings and emotions, stress, losses, grief, identity, faith, beliefs, transitions, bringing closure, re-entry, future aspirations etc.
- Ideally all mission personnel at the end of a term of service should be offered and encouraged to attend both an operational and a personal debrief (not just for those considered as having experienced a 'traumatic event').
- Supporting churches also play an important role in the debriefing process
- Debriefing for children is recommended. (see NZ TCK Guidelines)
- A Critical Incident Debrief should be offered to any mission personnel who has suffered a significant traumatic event (death, evacuation, rape, break up of team, armed robbery, abduction, etc) See "Debriefing Aid Workers: A Comprehensive Manual" Dr Debbie Lovell-Hawker (www.peopleinaid.org) for detail on what this is.

6.   Transition to Place of Ministry (Relocation)

Sufficient communication, advice and support is necessary to enable a smooth transition to the place of ministry

It is good practice to ensure that mission personnel are aware of all matters relating to their field placement and to ensure that advice and support is given on all practical matters.

Good practice includes:

6.1   Practical matters prior to departure

- Advising and providing help as required for travel arrangements such as obtaining visas and work permits, booking flights, packing, shipping belongings and customs issues.
- Advising on practical arrangements such as renting out housing, and tax affairs, student loan repayments and retirement.
- Discussing how accommodation on field will be arranged.
- Discussing how any necessary equipment or services will be located and provided on field.
- Discussing arrangements for children's education.
- Ensuring that arrangements for meeting personnel on arrival are carefully planned and communicated.

6.2   Farewells

- Holding a commissioning service or event with the main supporting church with representative(s) from the sending organisation attending if possible
- Holding send-off events with other key networks
- Encouraging the invitation of extended family to appropriate send-off events
- Including children in the commissioning service and other send-off events, in ways with which they feel comfortable
- Consulting with the mission personnel and family as to their preferences about airport farewells

7.   Home Assignment

Personnel are helped with issues related to home assignment, so that it can be a beneficial time of re-connecting, resting, refreshment and an opportunity to seek God's will for the future.

It is good practice to provide flexibility about the length and frequency of home assignments, taking individual circumstances into account. It is part of the sending organisation's and supporting church's duty of care to provide appropriate preparation and support during home assignment.

Good practice includes:

7.1   Logistics and Planning

- Allowing plenty of time to discuss and plan details of home assignment (including the organisation and the church) before it begins.
- Assisting personnel to budget adequate finances for the home assignment, including cost of education medical and dental checks, personal debriefing, retreats and counselling
- Encouraging personnel to balance their time well so that they have time for spiritual refreshment and adequate holiday time as well as their other home assignment commitments.
- Providing an information pack or links to helpful websites (eg: schooling, tax, benefits etc).
- Ensuring personnel are assisted with practical issues such as housing, holidays, education, professional updates, medical needs, dental checks and child care.
- Offering personnel choice and a variety of ways of sharing their experiences and connecting with supporters so that they are not exhausted from travel and visits and that children are included as appropriate.
- Safeguarding adequate holiday time without interruption or responsibility.

7.2   Debriefing and review

- Providing a term review before personnel leave the host culture, covering personal, professional and spiritual needs, setting goals for the home assignment and considering the next term of service.
- Encouraging good communication between the field leaders and home base personnel in regard to the home assignment.
- Offering a medical check with a doctor experienced in travel medicine.
- Offering timely operational and personal debriefing after arrival with a skilled debriefer, ensuring that the supporting church and sending organisation co-operate in this.
- Ensuring the diverse needs of single people, couples and families and their extended family is taken into account.
- Assisting in accessing professional services, eg personal debriefing, retreats, medical, counselling, education, as required.

8.   Moving On

Sufficient support is offered when personnel move on to the next stage of their life

It is good practice to assist personnel and their families when they permanently depart their field of service, and to show ongoing interest in and respect for them after the end of their period of service. Wherever possible, planning should start at least a year in advance.

Good practice includes:

8.1   Before Permanent departure

- An exit interview before personnel depart to enable healthy closure
- Allocating time for re-entry preparation for everyone concerned, including children, and for orientation to changes in the new country
- Planning a good reception on arrival, both from the sending organisation and supporting church

8.2   Support on return

- Assisting in accessing medical and dental checks, carried out by professionals familiar with travel medicine
- Offering timely operational and personal debriefing after arrival with a skilled debriefer, ensuring that the supporting church and sending organisation co-operate in this.
- Recommending debriefing for children/family with a debriefer skilled in working with children (See NZ TCK Guidelines)
- Directing returning personnel to information sources eg. government superannuation / benefit access, tax issues, educational opportunities, housing, holidays, professional updates, and child care
- Advising of opportunities for spiritual refreshment and growth such as retreats, conferences and spiritual directors and useful books, courses and events related to re-entry
- Informing parents and children of opportunities for TCKs to take part in TCK activities
- Assisting those who are seeking employment, where possible
- Providing help with communicating wisely their reasons for returning, especially if returning before the anticipated end of service
- Providing contact details of people who can offer support, such as other returned personnel, peer mentors and counsellors, thereby building a network of returned missionaries.
- Encouraging supporting church/supporters to expect an often difficult process lasting at least 2 years for returnees to adjust and integrate experiences
- Showing on-going interest in and respect for returned personnel
- Encouraging returned personnel to consider short-term visits overseas where this might be of mutual benefit to all parties concerned.

8.3   Children or young people moving to a new location without their parents (for education or employment)

Advising parents to:

- Begin planning at least two years before the child's departure, gathering information about cost, educational entry requirements and funding options eg. Scholarships, allowances and loans.

- Consider enrolling child in an approved course to allow easy entry into the tertiary educational system.
- Where possible, give children an opportunity to visit the educational institution before any boarding place or entry is finalised.
- Consider at least one parent taking the opportunity to assist their child settling.
- Seriously consider appointing a responsible adult in the new location to act on their behalf in support of the child, if needed.
- Budget sufficient funding for the child to visit their family during longer holiday periods.

8.4   Retirement

- Directing those approaching retirement on how and where to find retirement advice eg 'Guide to Retirement Living' websites, etc.
- Helping retired personnel realise that they can make significant contributions to their sending organisation and supporting church.
- Encouraging retired personnel and those approaching retirement to attend seminars and short courses on retirement, and to meet with other retired personnel.
- Encouraging retired personnel to consider short-term visits overseas where this might be of mutual benefit to all parties concerned.

9.   Children

The needs of children are addressed at every stage

It is good practice for sending organisations and supporting churches to ensure that the needs of children are addressed at all times. It is vital to recognise the importance of families and our responsibility as Christians in safeguarding and supporting parents and their children.

Good practice includes:

9.1   Specific TCK guidelines

- Developing policies and procedures. To assist in this we have developed the *NZ TCK Guidelines*, adapted from *Developing Policies and Procedures for Families and Children Serving Overseas* produced by Global Connections www.globalconnections.co.uk/tckguide
- Adopting the values contained in those guidelines, specifically:
- The welfare and education of children is paramount from the outset of any enquiry for mission
- Preparing children for cross-cultural living is an essential part of a mission agency's duty of care.
- Support for children and families in their host culture is essential
- Preparation for and support during re-entry to the parents' culture is part of the organisation's duty of care
- Encouraging parents to seek the views of their children
- Following all the good practice guidelines relating to children and parents as contained in this document
- Integrating policies and procedures for children and parents into overall policies and procedures

9.2   Resources and training

- Ensuring that the sending organisation, supporting church and personnel are adequately resourced in the area of children living overseas
- Providing training for families on TCK issues
- Providing opportunities for TCKs to connect with other TCKs

More detailed information about resources for children of mission personnel are listed in the resources section of NZ TCK Guidelines.

10.   Member Care Providers

Member care is provided by people with appropriate skills and experience, who receive adequate training and support.

We believe that love, care and respect are the foundation of all interactions between mission personnel and their member care providers. We recognise that while supporting church and sending agency provide formal member care, teammates, friends and family and prayer/support groups provide much informal care.

10.1   Good practice by the sending organisation or supporting church includes the following:

- Encouraging informal member care. Member care can be provided by mentors, pastoral care workers, prayer/support groups, mission organisation and supporting church staff and volunteers as well as by member care providers, professionals and human resources (HR) personnel. Spiritual directors or spiritual companions are also important in the provision of member care.
- Providing member care providers with accountability mechanisms within their organisation, church or professional structure.
- Ensuring member care providers have access to and finances for regular professional supervision, which would normally be provided externally to the organisation or church they are part of
- Providing opportunities for member care providers to network with mental health professionals and other specialists, so that they can make referrals for further help when necessary
- Ensuring member care providers have appropriate training, for example in listening skills, pastoral care, child protection, and in when to refer to professional services
- Ensuring member care providers have access to regular on-going training such as conferences, seminars and networking events to learn from others in the mission or humanitarian sector
- Ensuring professional member care providers used for mission work maintain their registration/accreditation and engage in continuing professional development
- Ensuring procedures are in place for dealing with any complaints

10.2 Good practice for member care providers includes:

- Behaving ethically and respecting confidentiality and the privacy of information
- Seeking feedback on care provided and engaging in reflective practice

References

Debriefing Aid Workers: A Comprehensive Manual, 2004, Lovell-Hawker, D., www.peopleinaid.org

Guidelines for Good Practice in Member Care, Global Connections www.globalconnections.co.uk

NZ TCK Guidelines- contact Missions Interlink www.missions.org.nz

Pastoral Care of Missionaries: Turning Theory into Practice. David Williams, 2010. Evangelical Missions Quarterly, Vol. 46, pp. 426-432.

Worth Keeping 2007 Eds Hay, R., Lim, V., Blocher, D, Ketelaar, J and Hay,s. William Carey Library, Ca.

Appendix 1:

Personal Pastoral Care Plan—Template

This document outlines the pastoral care plan for John Smith, as agreed between John and CMS-Australia. This plan will form the basis of pastoral care planning and provision for John and his family, in conjunction with Jane's pastoral care plan. The plan follows the structure of CMS-Australia's model for pastoral care of missionaries, which is illustrated below.
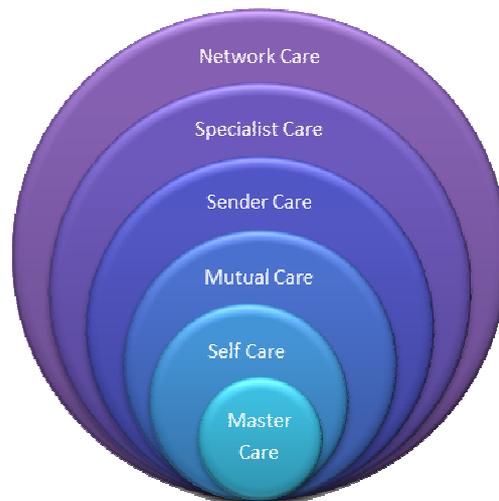
Timeframe: This PPCP is written for the period from April 2009 to March 2012. It therefore covers the next three years of field assignment. This is a living and dynamic document. I (John) will develop and update my Pastoral Care Plan as necessary, in communication with the CMS-Australia Personnel Team.

1.   Master Care:

1.1.   I believe that the Lord Jesus Christ is the great Shepherd of his sheep. I entrust myself and my family to the care of the Master Shepherd, confident of our Lord's loving kindness, covenant faithfulness, and sovereign rule over all our lives.

2.   Self Care:

2.1.   I believe that individual Christians are responsible for their own spiritual growth and maturity. I will therefore continue to practice habits and disciplines that ensure that I am listening to God's word and growing in prayerful faithfulness to the Lord Jesus. Specifically, I will:

2.1.1. (John writes in details of his intended devotional habits and disciplines, ways to receive regular Bible teaching, retreats, etc.; he considers areas of personal godliness that he is seeking to grow in and any other personal areas in which he would like to be held accountable.)

2.2. As a husband and father, I will practice habits and disciplines with my family to help us to grow together in our love for the Lord Jesus. Specifically, I will:

2.2.1. *(John writes in details of intended family and marriage devotional habits, ways to encourage and teach his children, and other disciplines in which he would like to be held accountable.)*

2.3. I would like to be held accountable to these disciplines by my accountability partner, (see 4.2.4)

3. Mutual Care:

3.1. I believe that God lovingly provides us with other Christians who encourage us to go on trusting the Lord Jesus. I will receive pastoral care and encouragement in my local setting in the following ways:

3.2. *(John writes in details of his local church involvement on field location, including Sunday church attendance, small group Bible study, and prayer support. He includes details of any pastoral care he receives from his local team/colleagues. He might include details about a prayer partner, whether local or expatriate; a mentor, whether local or expatriate; any other small group or individual pastoral involvement.)*

3.3. *(If the time period covered by this PPCP includes home assignment, John might write in details of the pastoral support he will receive at his home church.)*

3.4. I would like to be held accountable to these disciplines by my accountability partner, (see 4.2.4).

4. Sender Care:

4.1. Jane and I are linked to the following churches, which support us in the following ways:

4.1.1. *(John lists his sending church(es) and outlines the pastoral care that he and his family receive from these churches. This information is developed in conversation with the pastor(s) of the church(es), who keep a record of what has been agreed.)*

4.2. CMS-Australia takes its responsibility as a sending agency seriously. The full details of our provision of pastoral care for missionaries are explained in "Guidelines for Missionaries." We note the following specific provisions for John and his family:

4.2.1. *(John and his personnel director list details of on-field pastoral visits.)*

4.2.2. *(John and his personnel director list details of skype/phone contact plans.)*

4.2.3. *(John and his personnel director list details of any contingency plans that need to be put in place in the event of a crisis.)*

4.2.4. *(John names his "accountability partner," a personal friend to whom he will be accountable as described in Sections 2 and 3, the frequency of contact, etc.)*

5. Specialist Care:

5.1. CMS seeks specialist assistance in pastoral care in some situations. These are outlined in general terms in "Guidelines for Missionaries." However, we note the following specific provisions for John:

5.1.1. *(John and his personnel director list details of interventions in which specialist care is sought. This includes mandatory formal debriefing, counseling support if required, spiritual retreats, team development, marriage enrichment seminars, MK retreats/conferences, etc.)*

6. Network Care:

6.1. CMS has put in place structures that will help us listen to networks of specialist care for missionaries and listen to and contribute to those networks.

6.2. CMS commits to John and his family to keep on reviewing our provision of pastoral care against network models of best practice in order to provide the best pastoral care possible for our missionaries.

Appendix 2:

Who Produced These Guidelines?

These guidelines have been created by a group of member care providers in New Zealand.

The NZ Missions Interlink Member Care Committee identified the development of these guidelines as a pressing need.

A working committee began in 2010 and worked through 2011 to complete these in June 2012. Jenny Manson led the committee but others took the lead at different times to ensure that momentum continued.

Much of the NZ Guidelines for Good Practice document was based on the UK *Global Connections* Guidelines for Good Practice with the kind permission of Martin Lee, Director of *Global Connections*. The UK document has been adapted and revised for the NZ context, and was circulated many times for review by email and in a number of working groups to refine and finalise these guidelines.

Marion Knell's visit to NZ in February 2011 served as an inspiration as we worked with her on the TCK Guidelines.

The guidelines are designed in such a way that they can be updated further when additional good practices are identified.

INFORMATION ABOUT THE WORKING GROUP:

Christina Baird has a background in social psychology and currently works in member development, training and care for Pioneers NZ. She has also studied theology at Laidlaw, worked as a telephone counsellor for 5-18 year olds and worked in local mission as the Auckland Team Leader for Tertiary Students Christian Fellowship.

Ian Dally worked as a Mission Partner in South America for 20 years and is currently administrator for the Centre for Cross-Cultural Mission and the Ministry Internship Programmes at Laidlaw College. He is also a member of the Council of the New Zealand Church Missionary Society and Chair of the Missionary Personnel Committee

Helen Lewthwaite trained as a high school teacher and later retrained as a teacher of English to international students. Since 2000 she has spent some time in Asia and in 2005 she became the missions administrator at Spreydon Baptist church and a year later became the Missions pastor. As the team has grown she has been able to focus more time on member care, visiting the church's overseas family being a key part of that role.

Jenny Manson worked in missions in Cote d'Ivoire with her family for 8 years before returning to NZ to work as Personnel co-ordinator with SIM. Subsequently she trained as a psychologist and co-ordinates a group of Christian professionals who provide psychological assessment and debriefing for missions and churches. She chairs the NZ Missions Interlink Member Care Committee.

Gavin and Michelle McConnell have lived and worked for 18 years overseas in 5 different countries. 15 of these years with Interserve, the last 4 1/2 years being part of the Interserve International Leadership Team. After a time back in NZ studying counselling and theology and working as associate pastors they then went and worked for 2 ½ years at Le Rucher – an International cross cultural debriefing centre in

France. At the end of 2009 they returned to NZ and have set up 'Piringa' (www.piringa.org.nz) - a place specifically set up for personal debriefing of Christian cross cultural workers, NZ based mission workers, church staff and those involved in vocational ministry.

Rachel Murray is the team leader of MISSION WORLD - the resourcing and mobilising arm of the NZ Baptist Missionary Society. MISSION WORLD is a collaborative entity with nine strategic mission partnerships involved in assisting Baptist churches and individuals in the development of their mission journey. Rachel has previously held roles as Executive Assistant to the Principal of Carey Baptist College and as short term co-ordinator at Interserve (NZ). She also spent 9 months in South India with Interserve. She is involved with AFS Intercultural Programmes NZ beyond the work sphere.

Richelle Webb (BSW, NZAPT) trained and worked as a social worker in New Zealand for several years before living and working in Guayaquil, Ecuador. There she educated others in the areas of health and self esteem and provided member care to the SIM mission team. Upon her return to NZ in 2006 Richelle became the SIM NZ Personnel director and SIM NZ Communications Coordinator. Today she provides member care to the growing team of SIM NZ Mission personnel and specialises in the care of TCK's around the world. She is the mother of two boys and the wife of one!

Marion Knell works as a Family Cross-Cultural Consultant with business, humanitarian and Christian companies. This involves preparing adults and children for international assignments, and debriefing them upon their return. She is a guest lecturer at several colleges and international conferences on the subject of raising families overseas and working cross-culturally.

Martin Lee is the Director of Global Connections in the UK. He has travelled extensively as part of his roles and believes that senior staff need to take their responsibility for duty of care seriously. He serves on the steering groups of the International HR, Member Care and TCK forums. He is also passionate about supporting churches taking their responsibilities seriously.

OTHER CONTRIBUTORS:

With thanks also to the delegates who contributed to various consultation meetings held with the NZ missions community throughout this time period:

Shashi Christian (SIM)
Pat Davies (WEC)
David and Lydia Hall (Missions Interlink)
Stephen and Jocelyn Head (Heartstream)
Emmy Henderson (WEC)
Bruce and Dorothy Hutchinson (Papanui Baptist Church)
Sean Marston (SIM)
John Rentz (Wycliffe)
Mark Smith (Interserve)
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