



**Churches
of Christ**

Building Communities
of Hope & Compassion

Churches of Christ Vic/Tas

Coaching Manual

Approved by the CCVT Board October 2020.

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What is Ministry Coaching?

Ministry Coaching is a specific term that can mean different things to different people, depending upon their roles and needs. CCVT requires, for example, that all accredited ministers undergo registered supervision to develop themselves for their ministry context and people.

Coaching, however, specifically focuses on developing and optimising the qualities needed to be an effective leader, whatever the context, and regardless of whether the leader is formally recognised as a minister. This process involves an accountability relationship with an experienced ministry practitioner for the purpose of growing leadership effectiveness.

Jesus' 'Great Commission' of Matthew 28:18-20 affirms disciple-*making* and not just disciple-*being* and this implies a need to be investing into others who Jesus said were to be taught to obey all that He had commanded them. This is a way of life for ministers, core to their role, and not just an extra task to fit into a busy week. Furthermore, Ephesians 4:11-12 reinforces the important equipping role of vocational Christian leaders in mobilising Christians to this end.

When disciple-making focuses on helping people to exercise leadership, it takes on a particular responsibility. This ensures best practice and fulfilment of the duty of care that applies to all those in ministry roles. Competence in certain specific ministry attributes will therefore be foundational, irrespective of the diverse range of contexts in which it could potentially find expression. Because of this, too, a coach needs to be an approved ministry-experienced practitioner, usually an endorsed minister (who then develops ministry in others).

This document seeks to clarify such attributes which are endorsed by CCVT. Whether a ministry-focused leader or an experienced minister, these attributes offer a developmental pathway that can be used by CCVT Affiliates at any level of leadership. They do, however, provide the minimum standards typically evidenced in endorsed ministry (which requires discernment and formation described in CCVT's Accreditation and Endorsement of People in Ministry policy). The attributes listed in this manual may, however, be demonstrated by leaders who do not ultimately become ministers. It should be noted that character qualities assessed during the discernment process will normally be required by coaching ministers in excess of items specified in this booklet.

This document can be the foundation of a church-based internship, the mentoring of a leader by a minister in a church or agency, the identification of competence in a minister transferring from another movement, or the ongoing professional growth and learning of an accredited minister. The attributes described herein can help to identify what ministers typically do, but competence cannot itself guarantee a ministry role (which requires application to CCVT). The roles that discernment and formation play in cultivating the call of God upon a candidate's life.

Coaching success will depend upon a relationship being built, but real growth needs accountability and intentionality. Coaching will naturally address many areas, so it is important to ask the right questions to bring focus the necessary change. A suggested template is shown on the next page. This is the coach's guide and a helpful record which can then be filed away each session to give a reminder of progress and to build continuity. Attributes such as those in this booklet (and other agreed attributes and overall character) will form part of the growth conversation and should also be a matter for prayer, where appropriate.

Monitoring Coaching Progress

Suggested Format for Coaching Notes for Each Session

Coachee: _____		Date: ___ / ___ / _____	
Personal Spiritual Temperature Self-Reading (0 poor - 10 passionate): _____ / 10			
Progress since last time: <i>(If first time, tick here <input type="checkbox"/> and identify key growth areas needed)</i>			
1. _____			
2. _____			
Asking the HARD questions to move from chatting to coaching when appropriate			
<u>1. Honesty</u> <ul style="list-style-type: none"> • What is God saying? • What's helping/hindering? 	<u>2. Attitude</u> <ul style="list-style-type: none"> • Self-talk/ thoughts? • Strengths/weaknesses? 	<u>3. Relationships</u> <ul style="list-style-type: none"> • With key people? • With others? 	<u>4. Discipline</u> <ul style="list-style-type: none"> • Spiritual life/ministry? • Competency growth?
<i>Next Steps for the above target areas are progress goals.</i> 1. _____ 2. _____ 3. _____	<u>Motivation (Why?)</u> <i>Relationally explore</i>	<u>Reasoning (How?)</u> <i>Realistically explain</i>	<u>Action (When?)</u> <i>Reliably establish</i>
	→		→
Immediate goals for implementing effective change (be specific and realistic), plus areas for prayer.			
Notes: (key take-aways or recommendations to follow up next time):			
Coach: _____			

How to Use this Manual

Coaching helps, shows, encourages, or teaches, as needed. The coach may or may not be the best (or the only) practitioner in each area being developed but will take overall responsibility for the development pathway (in conjunction with the senior leader of the relevant Affiliate).

In cases where a ministry role is pursued, the coach has a vital discernment and formation role, one which will likely be assisted by a Bible College, a church training program (if relevant), an Affiliate community, and CCVT staff. This booklet becomes a record of progress in the formation journey but should be read in conjunction with the CCVT Accreditation and Endorsement Policy.

Therefore, whilst completion of ministry 'attributes' in this document may be used for developing any leaders, they would be the skills and qualities typically demonstrated by those in Endorsed ministry within the Churches of Christ in Victoria or Tasmania. The attributes would be used in their entirety to ascertain ministry readiness in Endorsement candidates, in addition to utilising formation, discernment, and other application requirements. Therefore, these attributes collectively represent minimum standards of practice for ministers.

Candidates pursuing Endorsed ministry should be proactive in ensuring that their ministry coach certifies their competence with supporting evidence, usually a brief but specific comment indicating how it is that they can vouch for the skill or quality being achieved in each attribute. Without this determination, ministry candidates will lack essential keys to success.

This may mean seeking multiple coaching inputs and CCVT resources to draw on their strengths and experiences as required, but the overall approval of the nominated coaching minister is important. It is the responsibility of the leader being coached to retain this document for future use, including as evidence supplied for future ministry readiness.

Competence in ministry attributes should be obvious to any other person experienced in ministry (with the assumption that the verification comments recorded here are able to be trusted). Endorsement panels and CCVT staff may, however, need to follow up on evidence supplied in cases of those pursuing Endorsement so as to ensure clarification and a consistent standard among CCVT ministers.

Therefore, in this booklet, attribute completion by the overall nominated coach is as follows:

1. The attribute statement summarises the competence required.
2. The indicators provide the indication of the minimum areas to be addressed in order to achieve true competence in each attribute (even though more detail may be ideal).
3. Notes for possible implementation offer ideas for the application of the skill area in various contexts, since competence is locally determined and only externally verified.
4. Identify, where possible, the ways in which competence has already been gained in theological study, ministry practice, church services, community programs, training, internships, etc. (CCVT or Bible College resources may assist with formation needs).
5. Space is given for the coach to write the evidence used to determine competence for the relevant attribute, considering all its indicators. For example:

- a) For a ministry skill: “Have observed several times in youth ministry role and have had multiple follow-up discussions regarding improvement of this skill.”
 - b) For an administrative or team-building skill: “Has applied to the planning and running of a monthly community dinner where various leadership tasks have been analysed.”
 - c) For a leadership learning: “Has demonstrated through small group leadership.”
 - d) For a theological requirement: “Has articulated views in coaching discussions, demonstrating solid biblical understanding and practical implementation.”
6. Sign off when all related indicators have been addressed within the relevant overall attribute being addressed.
 7. The candidate is responsible to initiate, follow through, and seek help, and to retain the booklet. Progress needs time, planning and intentionality and should not be rushed.

Suggestions for implementing this guide within an internship

A single-year internship would typically address the areas of growth from this booklet that are most applicable to ministry leadership in any context. Using basic ‘personal growth’ (PG1-4) and ‘ministry & theology’ (MT1-8) attributes (12 in all) the first half of this booklet would be covered in a single year, with the remaining twelve attributes to be addressed in subsequent coaching if and when pursuing endorsed ministry, provided that time is taken in order to be thorough.

The initial twelve attributes could be addressed in coaching sessions and in group workshops, events, camps or similar. Whether or not these are actually completed as evidence in support of an endorsement application will depend upon competence achieved and the degree to which individual coaching sessions actually assess the requirements of each attribute.

While the attributes in this booklet describe a helpful ministry development pathway, the extent of use is dependent upon the needs of each church, intern, or similar.

Also, credit toward ministry or theology courses may be sought with accredited institutions. The first twelve attributes covered in an internship could comprise the relevant assessment tasks for a unit of study. If so, competence in each attribute would be achieved in conjunction with coaching and related ministry service. Whether or not such credit can be obtained and offered will be determined by each institution. (The second grouping of twelve attributes might similarly constitute an extra unit of study if permitted by the relevant institution).

Where internships are completed without formal credit, however, candidates for ministry endorsement will nevertheless have completed the foundational skills upon which formal ministry formation/study can build. While the attributes covered in this booklet are diverse, they represent the minimum level of skills required for successful ministry and it is anticipated that any leadership development at any level will add specialised input according to individual and local needs.

Attribute: PG2

Develop spiritual disciplines.

Indicator 1: Demonstration of the effective teaching of prayer within a ministry context.

Indicator 2: Demonstration of a consistent personal prayer life over an extended period, inclusive of the application of biblical guidance.

Indicator 3: Demonstration of an ability to help others to develop a deeper relationship with God through reflective reading of Scripture and the use of devotional material.

Indicator 4: Demonstration of Christ-likeness over an extended period in such areas as solitude, fasting, compassion, care and simplicity.

Indicator 5: Demonstration of an understanding of the ways in which the Christian Church effectively addresses injustice in Australia and identify a personal commitment to biblical justice.

Notes for possible implementation:

- Completion may be via relevant Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers.
- For Indicator 1, teaching on prayer is enhanced by also modelling public prayer.
- For Indicator 2, devotional reading is also applied for discipleship growth.
- For indicator 5, an enacted commitment to justice shows discipleship application and might include a personal ministry or a significant role in a team project.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: PG4

Display Christian character.

Indicator 1: Articulation of key Scriptures where Jesus taught and modelled servant leadership.

Indicator 2: Demonstration of unsolicited personal service in areas of church life and ways in which this trait has inspired others.

Indicator 3: Explanation of how pressure has been resisted in order to honour a promise.

Indicator 4: Demonstration of a consistent tendency to refrain from exaggeration, rashness, generalisation, and highly speculative statements in order to avoid misrepresentations of truth.

Indicator 5: Demonstration of consistency in making well-informed decisions that are free from self-interest.

Notes for possible implementation:

- Completion may be by multiple discussions with, and/or observations by, the coach.
- For Indicator 4, consider comments such as “people are saying...,” or “you always....,” versus actually quantifying. Many similar examples of imprecise comments often reflect a lack of consideration, grace, or even-handedness.
- For Indicator 5, conflicts of interest are common but need to be managed responsibly.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT1

Model biblical stewardship.

Indicator 1: Demonstration of generous personal giving to the local church in accordance with key biblical texts (as well as showing responsible overall management of personal finances).

Indicator 2: Participation in the leadership of a significant fundraising campaign in a church, department, ministry or Christian organisation, articulating the lessons learned.

Indicator 3: Demonstration of responsible management of time including appropriate allocations to recreation and to personal and family pursuits.

Indicator 4: Demonstration of a willingness to use personal skills, training and gifts to facilitate effective ministry, helping others do the same.

Notes for possible implementation:

- Discussion with coach of personal implementation and associated challenges.
- For Indicator 2, experience as a team member or leader directly involved (i.e. not just by association) in fundraising for an event, international trip, large project, or similar.
- For Indicator 3, diary/week planner, coach observations, or discussions with coach.
- For Indicator 4, evidence of skills, training and gifts in ministry and also similarly equipping others (recruiting volunteers, training programs, team mentoring, etc.)

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT2

Communicate biblical truth.

Indicator 1: Presentation of multiple sermons or other talks that show evidence of a considered interpretation of biblical passages showing appropriate exegesis.

Indicator 2: Articulation of components of an effective long-term biblical communication plan such as a sermon series, the preparation of bible study material, or similar.

Indicator 3: Demonstration of significant examples of the use of the Bible in communicating in a leadership context, inclusive of specific application.

Indicator 4: Reflection on the feedback of a coach or minister on the effectiveness of biblical communication in a leadership context regarding content and presentation.

Notes for possible implementation:

- Application of homiletics training in Bible College assessment, or similar.
- Regular Bible-based public speaking with analysis and feedback by coach.
- For Indicator 3, inspirational Bible-based leadership talks to a team / leaders' meeting.
- Flexibility offered for non-preachers but recognising all ministers will communicate biblically in a public setting.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT3

Lead a person to Christ and follow them up.

Indicator 1: Articulation of the biblical mandate for evangelism and reconcile this with cultural sensitivity in the local community and also with local church practice.

Indicator 2: Articulation of the relationship between personal salvation as an event and as a process, including key factors in discipleship progress.

Indicator 3: Explanation of a brief Gospel presentation to use with a receptive individual, including a personal testimony, the need for personal salvation, the work of the Cross, and an appeal to respond.

Indicator 4: Demonstration of personally leading someone to salvation through Christ and also describe the action taken in successfully following up a new believer and integrating them into a local church.

Notes for possible implementation:

- Personal evangelism practice whether one-on-one or in association with an event or a service, but demonstrating awareness of relevant cultural elements.
- Requires experience at personally leading people to Christ (with a clearly consolidated faith) as an integral element of Christian ministry (i.e. not hypothetical and not merely by association). Should ideally be a relatively current and ongoing practice.
- Use of courses (e.g. Alpha) or models (e.g. The Engel Scale) to assist but not replace.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT4

Lead a person through baptism.

Indicator 1: Explanation of the process of baptism in water for a baptismal candidate.

Indicator 2: Demonstration of having baptised a new Christian and reflection upon feedback from a more experienced Christian leader about the experience.

Notes for possible implementation:

- Baptism in water of a person newly committing to personal faith, whether in a church service, at a public place, or in a bath/pool at a private residence. (Water safety needs to be observed, including for others present).
- Possible assistance of a more experienced person when performing the baptism, ensuring applicable elements of baptism are included.
- Though public baptism is preferred in most contexts, body image issues or a fear of reprisals for extended family members located in certain countries may mean that a semi-private baptism (still with witnesses) becomes necessary.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT5

Teach Christian discipleship to new believers.

Indicator 1: Demonstration of the use of a new-believers' course to disciple a new Christian.

Indicator 2: Demonstration of experience in helping new believers to develop the spiritual practice of prayer and to become regular Bible readers and students.

Indicator 3: Demonstration of experience in helping new believers to: make Christian friends; find appropriate mentors; establish regular meaningful contact with a small group (or groups) of Christians; and engage in an area of ministry service.

Indicator 4: Demonstration of experience in leading new believers to competently share their faith with others.

Notes for possible implementation:

- Application of discipleship training in Bible College assessment, or similar.
- For Indicator 1, use of Alpha course, or similar, but with personal leadership involvement.
- For Indicator 3, intentional commitments appropriate to one's context.
- For Indicator 4, use of Alpha course, small group, or personal faith-sharing strategies.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT6

Equip others to serve.

Indicator 1: Demonstration of an ability to help people identify and use their specific ministry/service gifts.

Indicator 2: Explanation of the volunteer recruitment and training process used in your church or ministry context, demonstrating the use of such a system personally.

Indicator 3: Demonstration of an ability to lead, and impart vision to, a team.

Indicator 4: Demonstration of experience in developing new ministry leaders of teams and outline the key tools and ideas used.

Indicator 5: Explanation of the key factors in building and maintaining team morale.

Notes for possible implementation:

- Implies use of gift analysis tools (e.g. S.H.A.P.E.), also through personal discussion.
- Necessitates personal leadership of a team for an extended period.
- For Indicator 2, either the use of a suitable process in church or organisation whether formal or informal, and how this occurs.
- For Indicator 4, formal or informal process for replicating leaders in suitable context.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT7

Demonstrate healthy ministry practice.

Indicator 1: Demonstration of the capacity to coach leaders by identifying key tools and methods for enhancing their leadership effectiveness.

Indicator 2: Engagement of a ministry supervisor who meets the requirements established by the relevant state body and meeting regularly with this supervisor.

Indicator 3: Evidence of discernment and response facilitated by ministry supervision, making reference to a suitable ministry context.

Indicator 4: Identification and outworking of a professional development plan facilitating ongoing ministry growth to the satisfaction of the relevant state body as required.

Indicator 5: Demonstration of a commitment to lifelong learning, describing ways in which this will most likely be achieved.

Notes for possible implementation:

- Discussion with, and/or observation by, coach along with other experienced leaders.
- For Indicator 1, evidenced in ministry role but using coaching resources to help.
- For Indicator 2, an approved supervisor who may also act as the coach, but where coaching is supplementary to supervision and where both include discernment.
- For Indicator 5, inclusive of formal study, self-study and other ministry-related professional development.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT8

Lead a public worship service.

Indicator 1: Description of the details of a typical church worship service and also a second public worship service primarily designed for a specific alternative purpose.

Indicator 2: Demonstration of effectively working with the personnel associated with conducting a public worship service in both live and online contexts.

Indicator 3: Demonstration of effectively leading or hosting a public worship service, inclusive of conducting an offering, presenting announcements and leading communion.

Indicator 4: Articulation of relevant pastoral considerations in leading a public worship service, explaining how these should be addressed.

Indicator 5: Demonstration of building faith-filled and receptive engagement of participants in a public worship service.

Notes for possible implementation:

- Discussion with, and/or observation by, a coach along with other experienced leaders.
- Inclusion in an appropriate course of study with application and feedback.
- Feedback from coach (and any other relevant leader(s)) on personal service leading.
- For Indicator 1, understanding the dynamics of church services is important for all ministers, even if explaining alternative contexts for comparison.
- For indicator 3, particularly consider online alternatives and relevant contexts.
- For Indicators 2 to 5, these do not assume a traditional weekend church service only.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT9

Establish and implement an evangelism strategy.

Indicator 1: Description of a range of evangelistic models and relevant resources, including an assessment of their effectiveness.

Indicator 2: Description of an evangelistic event that has been planned and implemented with significant personal involvement, including all advertising material used and an assessment of the overall success of the event.

Indicator 3: Articulation of the key factors required for successfully pioneering new churches and assess the effectiveness of two new churches in particular (including why they have or have not been effective in key aspects of their operations.)

Indicator 4: Explanation of the importance of quantitative church growth and qualitative church health and why it is that both are important.

Indicator 5: Demonstration of longer-term Gospel impact through personal involvement in community transformation, justice or benevolence.

Notes for possible implementation:

- Discussion with, and/or observation by, coach along with other experienced leaders.
- For Indicator 2, perhaps a specialised ministry/event, youth program, community project.
- For Indicator 3, personal engagement in pioneering is not essential, but an awareness of factors is helpful, given the likelihood of leading others participating in such work, whether in a local or global context, whether mono-ethnic or otherwise.
- For Indicator 5, this balances the need for ministers to oversee evangelism with the responsibility for justice and to oversee sustainable and long-term community impact.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT10

Exhibit a thorough working knowledge of the Scriptures.

Indicator 1: Explanation and application of the following major Christian doctrines: the Trinity; the divinity and humanity of Christ; the Atonement and Resurrection of Christ; the Second Coming; the Authority of the Bible; Sin and Eternal Punishment; and the Church (including the practice of Communion).

Indicator 2: Demonstration of a framework by which to understand and also apply a biblical perspective to various ministry concerns inclusive of: suffering, healing, faith doubts, suicide, death, pornography, euthanasia, contraception, the environment, mental health, refugees, poverty, substance abuse, and gambling.

Indicator 3: Demonstration of familiarity with the genres (literary styles) within the Bible.

Indicator 4: Experience in prayer and ministry concerning physical healing including responsibly managing situations in which healing is not forthcoming.

Notes for possible implementation:

- Completion may be via Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers.
- Coaching discussions may contextualise application to personal faith & ministry roles.
- For Indicator 1, specific doctrinal positions are not supplied, rather a personal articulation of belief and its significance in ministry is sought.
- For Indicators 2 and 4, coaching discussions would explore a range of ministry experiences and the pastoral applications and biblical principles involved.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT11

Minister effectively in a cross-cultural context.

Indicator 1: Description of the basis and significance of culture, and of different worldviews, within global mission contexts.

Indicator 2: Explanation of the tenets of the major non-Christian world religions such as Judaism, Islam, Buddhism, Hinduism, and major pseudo-Christian religions such as The Church of Jesus Christ of Latter-Day Saints (Mormonism), The Watchtower Bible and Tract Society (Jehovah’s Witnesses), and The Church of Scientology.

Indicator 3: Explanation of differences presenting Christianity to those of: a polytheistic background; a non-Christian monotheistic background; and an atheistic background.

Indicator 4: Demonstration of personal involvement in a cross-cultural team engaging in ministry, identifying: the challenges faced; the overall effectiveness of the team; and key resources or organisations available for assistance.

Notes for possible implementation:

- Completion may be via relevant Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers.
- For Indicator 2, high-level understanding would be supplemented by an ability to discuss significant distinctives and notable obstacles to faith, where relevant.
- For Indicator 4, participation in ministry with a team is in a distinctly cross-cultural context, inclusive of significant examples of mono-ethnic ministry within Australia.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT12

Demonstrate knowledge of special services and celebrant's requirements.

Indicator 1: Demonstration of familiarity with specific documentation associated with performing a wedding, describing the variations permissible in structuring weddings based upon relevant policy and legislation.

Indicator 2: Explanation of service details required for both a wedding and a funeral and any amendments needed depending on whether for Christian or non-Christian persons.

Indicator 3: Description of strategies for providing appropriate pastoral counselling associated with death and grief.

Indicator 4: Explanation of the requirements of pre-marriage counselling giving reasons for the methods, strategies and tools adopted.

Notes for possible implementation:

- Completion may be via relevant Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers.
- For Indicator 1, consideration should be given to: legal obligations/restrictions; how to complete required documentation; and Churches of Christ policy & marriage rites.
- For Indicator 3, pastoral counsel is appropriate to the professional duties of a minister only and consideration should be given to different experiences of grief. Consideration should also be given to the impact of practical limitations (e.g. social lockdowns).
- Indicator 4 includes awareness of the use of material such as the Prepare/Enrich course.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT13

Care and counsel effectively.

- Indicator 1: Identification of the various pastoral care needs evident within a typical Christian organisation, demonstrating the ability to: document a critical incident report; make appropriate external and internal referrals; and appropriately store information.
- Indicator 2: Description of common emotional/mental health problems and some typical solutions and preventative maintenance.
- Indicator 3: Explanation of the key differences between pastoral and professional counselling, describing the relationship between both.
- Indicator 4: Indication of available professional referral services (local where possible) and awareness of intervention and referral requirements, including for family violence.
- Indicator 5: Description of personal involvement in positively assisting those who suffer and the relevant prayer, empathy and support provided.

Notes for possible implementation:

- Completion may be via relevant Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers. Ministers are not counsellors, per se, so the needs and limits of pastoral counsel should be addressed.
- For Indicator 1, experience appropriate to context still requires gaining expertise from those more experienced, including in regard to privacy and the handling of data.
- For Indicator 4, access may be available to an existing list of services that local churches are strongly advised to have access to and to keep updated, but specific intervention skills for issues such as family violence would be addressed.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: MT14

Implement leadership development processes.

Indicator 1: Description of current leadership strategies being adopted in a local church and possibilities for improvement, referencing relevant leadership resources.

Indicator 2: Demonstration of an understanding of the relationship and differences between natural or learned talents and the exercise of spiritual gifts.

Indicator 3: Explanation of the way in which different leadership styles each relate to being led by the Holy Spirit.

Indicator 4: Description of the balance between influence and control in leadership and ways to ensure that leadership authority is balanced with a commitment to the priesthood of all believers.

Notes for possible implementation:

- Completion may be via relevant Bible College study, or similar, supplemented by multiple discussions with coach and/or other experienced ministers.
- For Indicator 1, constructive criticism of the candidate’s own local church or another local church would intersect with learnings from other church leaders or authors.
- For Indicator 2, consider what the Bible describes as spiritual gifts as distinct from talents and which ones are exercised. How do you know, too, whether or not you have a spiritual gift if it has not been developed?

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: OP1

Understand Churches of Christ identity, documents, history and organisation.

Indicator 1: Recall of a brief overview of the history of Christianity including key movements, events and people throughout.

Indicator 2: Familiarity with Churches of Christ origins and distinctives (including the beginnings of the movement in Australia, the ideals of Thomas Campbell’s *Declaration and Address*, and the Churches of Christ’s contemporary values and objectives).

Indicator 3: Description of the nature of autonomy (including the way churches relate to state and national bodies, and the benefits & disadvantages of the Churches of Christ’s traditional avoidance of creeds as a basis for fellowship).

Indicator 4: Familiarity with the Churches of Christ’s ethical requirements for people in ministry (including an explanation of the biblical premise for chastity in singleness as well as an explanation of a biblical view of remarriage for Christians).

Notes for possible implementation:

- Unit of theological study plus discussion of policy documents with coach.
- Discussion of historical and policy documents with experienced minister(s).
- Churches of Christ workshops and supplementary discussion, as needed.
- For Indicator 4, consider the strengths and weaknesses in today’s Church.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: OP2

Demonstrate understanding of church governance.

Indicator 1: Explanation of the biblical basis for the main church governance models – Episcopal, Presbyterian and Congregational – and how these are relevant today.

Indicator 2: Explanation of how organisations best develop new and existing people in governance, including an understanding of typical governance functions.

Indicator 3: Explanation of the differences between balance sheets, profit and loss statements, and cashflow statements and how these are used.

Indicator 4: Familiarity with the type of insurance cover required by churches or other Christian organisations and with examples of how to implement risk management.

Indicator 5: Familiarity with the relevant statutory responsibilities for governance in a Christian organisation and also the typical business of board meetings.

Indicator 6: Completion & implementation of approved safe church awareness training.

Notes for possible implementation:

- Unit of theological study plus discussion of key documents with coach.
- Discussion of relevant financial and governance documents with experienced leader(s).
- Churches of Christ workshops and supplementary discussion, as needed.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: OP3

Describe the nature and identity of the local church.

Indicator 1: Description of the mission or vision statement (or similar) of your church, its implications for the church’s operations, and ways to communicate it effectively.

Indicator 2: Examples of effective personal use of marketing, social media and print publications to connect effectively and with cultural sensitivity within the local community.

Indicator 3: Familiarity with key facts regarding the history of your local church and demonstration of a commitment to attending it regularly and identifying with its culture.

Indicator 4: Description of the benefits that are currently derived from existing relationships with various Churches of Christ ministers.

Indicator 5: Description of the ministerial ethics associated with typical interactions between different churches and also between different leaders within the same church.

Notes for possible implementation (given that any minister is also a local church member):

- Discussion of key historical facts and church documents with a longer-term leader.
- For Indicator 2, this would be related to a ministry role from the recent past or present.
- For Indicator 4, this suggests involvement in networking, events, COC roles, etc.
- For Indicator 5, consider examples of switching teams/churches, inter-church ministry involvements, counselling of members of other churches, confidentiality issues, etc.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: OP4

Actively promote ministries in the local church.

Indicator 1: Demonstration of personal leadership within an approved local church ministry or a ministry actively supported by a local church, inclusive of your experience in recruiting and developing volunteers.

Indicator 2: Description of the nature and operation of children’s and youth ministries in the local church, associated policy requirements, and your specific commitment to the development of these ministries, even where such generations might be under-represented.

Indicator 3: Evidence of a national police check and an approved state-based check authorising the right to work with children and youth.

Notes for possible implementation:

- Discussion of personal involvement in local church ministries with coach.
- Regardless of the nature of ministry of one’s affiliate organisation, every minister is a committed member of a local church.
- For Indicator 2, this would address importance but not require direct involvement.
- For Indicator 3, this requires that two documents are obtained.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Attribute: OP5

Understand and implement policy.

Indicator 1: Explanation of how policy is implemented and documented in a typical Christian organisation, describing examples related to: human resources (including the employment of staff and the management of volunteers); financial management (including annual reporting responsibilities); and health and safety.

Indicator 2: Description of how the local church manages the ethics and systems associated with the use of databases, websites, multi-messaging, social networking and other information and communication technologies.

Indicator 3: Demonstration of familiarity with the Churches of Christ’s policy documents and statements showing how these align to personal ministry and local organisational practice.

Indicator 4: Description of processes used to implement change in significant areas of local church or organisational practice.

Notes for possible implementation:

- Discussion of specific policy implementation with experienced leader(s).
- Specific experience should be drawn from personal use of policy direction in each area required.
- For Indicator 3, identify key Churches of Christ documents and discuss with coach.
- For Indicator 4, identify steps used in large-scale, small group or departmental practice.

Evidence of indicators enabling coach to certify competence:

Candidate, _____, has demonstrated competency in this area.

Signed _____ Date _____

Summary of Completion

 shaded attributes suitable for internships

**All indicators needed for successful attribute completion – competent, not merely addressed.*

Attributes regarding Personal Growth (PG)

PG1: Develop knowledge of calling/gifting: Indicators 1 2 3

PG2: Develop spiritual disciplines: Indicators 1 2 3 4 5

PG3: Establish effective ministry/life balance: Indicators 1 2 3

PG4: Display Christian character: Indicators 1 2 3 4 5

Attributes regarding Ministry and Theology (MT)

MT1: Model biblical stewardship: Indicators 1 2 3 4

MT2: Communicate biblical truth: Indicators 1 2 3 4

MT3: Lead a person to Christ and follow them up: Indicators 1 2 3 4

MT4: Lead a person through baptism: Indicators 1 2

MT5: Teach Christian discipleship to new believers: Indicators 1 2 3 4

MT6: Equip others to minister: Indicators 1 2 3 4 5

MT7: Demonstrate healthy ministry practice: Indicators 1 2 3 4 5

MT8: Lead a public worship service: Indicators 1 2 3 4 5

MT9: Establish and implement an evangelism strategy: Indicators 1 2 3 4 5

MT10: Exhibit a thorough working knowledge of the Scriptures: Indicators 1 2 3 4

MT11: Minister effectively in a cross-cultural context: Indicators 1 2 3 4

MT12: Demonstrate knowledge of special services and celebrant's requirements:

Indicators 1 2 3 4

MT13: Care and counsel effectively: Indicators 1 2 3 4 5

MT14: Implement leadership development processes: Indicators 1 2 3 4

MT15: Resolve conflict: Indicators 1 2 3

Attributes regarding Organisational Practice (OP)

OP1: Understand Churches of Christ identity, documents, history and organisation:

Indicators 1 2 3 4

OP2: Demonstrate understanding of church governance:

Indicators 1 2 3 4 5 6

OP3: Describe the nature and identity of the local church:

Indicators 1 2 3 4 5

OP4: Actively promote ministries in the local church: Indicators 1 2 3

OP5: Understand and implement policy: Indicators 1 2 3 4