

Entering & Leaving an Appointment

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College

OFFICER FORMATION STREAM



Overview of this session

This session will focus on
the PEOPLE,
the PLACES
and the PRACTICALITIES
to be considered when entering or leaving an appointment.

Online class etiquette

- preference for each individual to join the meeting separately (two people using the same device can cause interference)
- headphones preferred (to avoid interference/echo)
- camera on preferred
- mute microphone when not speaking
- "raise hand" if you want to ask a question
- turn camera and microphone off during class breaks or if you need to duck away for a moment

Learning Outcomes

At the end of this class, participants will be able to:

- Identify and plan for practical issues to be addressed when entering a new appointment or leaving an appointment with reference to official TSA policies and procedures.
- Create a plan for people to meet and visit (church and community) in the early days of a new appointment.
- Set an approach for managing time (weekly/annual rhythms, priorities for first day/week/month/quarter/year) in a new appointment.

Note: This primarily assumes a corps appointment and uses that language; however many items apply to other appointment types.

Officer Readiness Profile

This class addresses the following elements of the Officer Readiness Profile:

2. Inspires others through Christ-like behaviours and attitudes.
6. Actively and calmly works to solve problems and resolve conflict.
8. Demonstrates appropriate self-care.
13. Responds to the physical, emotional and spiritual needs of people.
18. Leads others with humility, courage, respect, wisdom and love.

Transition

"Whether you are a pastor or a church member, the announcement of a pastoral change is an anxiety-producing moment. Even if the move was expected, a sense of disequilibrium sets in when the theoretical becomes the actual."

...

No matter how many times you make a move, every transition presents a new challenge fraught with equal parts excitement and peril."

Robert Kaylor, *Your Best Move*, x

Transition

It is good to think through a theology of transition before diving into getting stuff done. Robert Kaylor has a chapter on this.

Scripture has many examples of leadership transitions.

"A solid biblical foundation gives us helpful tools to make good leadership transitions, which are important to furthering the church's mission of making disciples of Jesus for the work of God's kingdom."

Robert Kaylor, *Your Best Move*, 1

Transition

"In spite of how we sometimes speak, we know in our heart of hearts that no congregation is 'ours.' Congregations are not possessions but partnerships between a pastor and a people. At most, pastors are the stewards of their congregations, those who have been entrusted with their care, well-being and development. Remembering this important truth will allow us, in faith, to release a congregation with our blessing into other hands so that our own hands might be free and open for a new experience of faithfulness in which our spiritual growth will unfold. It is not always easy to trust that the work we began with a congregation will be continued and expanded upon by others but trust we must."

Lawrence Farris, Ten Commandments for Pastors Leaving a Congregation, 90-91

Entering an appointment: Reality



Entering an appointment: Reality

- The glossy brochure vs the real thing
- Following well-loved officers
- Following less-loved officers or stepping into a difficult situation
- Expect the unexpected
- You, your predecessors and the corps are experiencing levels of grief / managing change
- Be ok to be yourself
- Start how you mean to finish (begin with the end in mind)
- Be mindful of your physical health (moving can trigger illness)

Entering an appointment: People

Grab a piece of paper and jot down the people you need to consider when arriving in a new appointment.

It's probably a long list!!

Entering an appointment: People

Self

- It's not selfish to consider your own self-care needs.
- What are your personal boundaries? (start with the end in mind - home phone calls, visitors etc)
- How will you prioritise and navigate all the demands on your time?
- Be kind to yourself, especially during the early days.
- Farris devotes a chapter to self-care in Ten Commandments for Pastors New to a Congregation
- Pastoral Supervisor, Mentor, Coach, Spiritual Director - take advantage of your supports

Entering an appointment: People

Family

- Your family - near and far, immediate and extended.
- Your first congregation is your family.
- Every family member will experience the transition in different ways and at a different pace.
- May involve anger, sadness, excitement, regret, anxiety, resentment, dismay, grief.

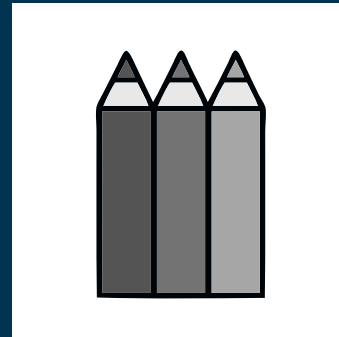
Entering an appointment: People



5 houses



4 corps



4 schools



2 states

My research into Aussie OKs aged 14-20 in 2019

Entering an appointment: People

My research into Aussie OKs aged 14-20 in 2019

- 76% say that moving school or church is scary
- 64% say that they have moved at a difficult time
- 52% wish they didn't have to move so often
- 33% are worried about moving further distances now that we are one Australia territory
- 31% like moving because it means a new and exciting place
- 29% say that they move so often it is difficult to make and keep friends
- 23% look forward to moving to meet new people

Entering an appointment: People

Corps - Outgoing Corps Officer

What is appropriate contact with those you replace?

- be thankful and appreciative
- talk them up in public
- express appreciation to them personally (card, note, email, phone call)
- don't harrass them

Entering an appointment: People

Corps - Other Corps Officers (husband, wife, Team Leaders, Team Members)

- Are there other corps officers with whom you'll be working?
- Your husband or wife? Are you used to working and ministering together? Do you have planned boundaries for home?
- Do you have a Corps Officer Team Leader?
- Are you a Corps Officer Team Leader?
- Do you have other Corps Officer Team Members?
- Are you joining an existing team or is a new team being formed?

Entering an appointment: People

Corps

"One of the key tasks that a new pastor must focus on is learning as much as possible about the congregation within those first ninety days. A pastor entering a congregation must take on the roles of historian, anthropologist, detective and psychologist in order to understand how the congregation got to this point in its life. Each congregation also represents an emotional system with its own anxieties and assumptions about God, the church, and the role of the pastor."

Robert Kaylor, *Your Best Move*, p24

Entering an appointment: People

Corps

"All congregations have unique histories, unwritten rules, carefully observed customs, cherished traditions, spoken and unspoken expectations of ministers and members, functional norms, famous and infamous characters, powerful legends, set patterns of relating to insiders and outsiders as well as buildings and geographical settings."

Lawrence Farris, *Ten Commandments for Pastors New to a Congregation*, p1

"Listen to the stories they tell and bless their history. You will not only learn a great deal, but your presence will communicate that you value the church's past as much as its future."

Robert Kaylor, *Your Best Move*, p26

Entering an appointment: People

Corps

- Corps Leadership team (or equivalent)
- soldiers, adherents, attendees
- section/group leaders
- employees
- volunteers
- those in hospital
- shut-ins

Entering an appointment: People

Kaylor's model - home gatherings

Kaylor proposes a model of multiple home gatherings in order to learn as much as possible in a short time about the church, using an appreciative inquiry method. Such gatherings should take approximately 2 hours.

The first hour is introductions and stories of how each person became part of the church.

The second hour is designed to help people start envisioning the future, while providing a snapshot of the past, including identity, values, hopes and dreams.

Entering an appointment: People

Kaylor's model - home gatherings

"Appreciative Inquiry questions for home gatherings:

1. Remembering your entire experience at our church, when did you feel the most alive, most motivated, and most excited about your involvement? What made it exciting? Who else was involved? What happened? What was your part? Describe how you felt.
2. What do you value most about our church? What activities or ingredients or ways of life are most important? What are the best features of this church?
3. Make three wishes for the future of our church."

Robert Kaylor, *Your Best Move*, 30

Entering an appointment: People

Farris' model - congregational history-telling supper

In addition to reading any written histories and listening to the old-timers, Farris suggests a history-telling congregational supper. Seat people according to the pastorate or time period they wish to focus on. As they eat, people share about the accomplishments and challenges were during this time. It is helpful to have an independent person facilitate the bringing together of sharing all these stories, while new pastor simply observes. This builds a chronological history of the church and clarifies its identity in the minds of those present.

Lawrence Farris, Ten Commandments for Pastors New to a Congregation, 7-8

Entering an appointment: People

The value of stories

"People appreciate having their stories, their place, their families and their traditions taken seriously. They know they matter when the new pastor is not so driven by his own agenda that he will not take the time to 'know who we are.' And they will be more open to change if they are first assured the new minister understands the nature of what he desires to change and that he is not under the illusion that all really important ministry will occur subsequent to his arrival."

Lawrence Farris, *Ten Commandments for Pastors New to a Congregation*, 12

Entering an appointment: People

Wider Salvation Army

- Your Area Officer or Line Manager
- Your Officer Personnel Secretary
- Your Divisional Leader
- Other divisional officers and employees
- Other officers within your Area Leadership Team - neighbouring corps, different ministry expressions
- Retired Officers
- Other ministry expressions associated with your site
- (e.g., Doorways, NILS, Moneycare staff)

Entering an appointment: People

Community

- your neighbours
- other churches/ministers in your area
- service groups (Lions, Rotary, Zonta etc.)
- statutory authorities (police, ambulance, fire, local government)
- political leaders
- schools
- shopping centres
- Red Shield Appeal Chairperson
- local newspaper/media
- community partners
- welfare agencies

Entering an appointment: People

Farris' approach to learning about the community

Farris suggests taking an old-timer, either from the church or community, for a drive. "Asking the tour guide questions about how neighbourhoods have changed, who lives in what neighbourhoods, what abandoned buildings used to house, what used to be where new housing is going up, where people came from who lived in the community (e.g., ethnic migrations), what the economic base is and how it has changed over the years, what the schools are like and so forth will yield an abundance of information. A good tour guide will share anecdotes that will help the new pastor begin to understand the local language, historical references, and legendary characters."

Lawrence Farris, Ten Commandments for Pastors New to a Congregation, 9-10

Entering an appointment: People

- Have a list of what you'd like to ask people.
- How will you make yourself known?
- How will you learn about your community?
- Be wary of the first people to approach you.
- Be wary of people who criticise your predecessor/s.
- Always be prepared to ask why. There is likely to be assumed knowledge. People can be surprised that not every corps (or centre) operates the same as theirs.

Entering an appointment: Places

Where are the places you need to consider when arriving in a new appointment?

- quarters
- corps building
- local shops
- post office
- bank
- funeral parlour
- other corps buildings
- schools
- pubs, clubs etc
- coffee shop
- places of note
- places to relax
- places to explore
- places to learn
- Family/Thrift Store or Salvos Store
- other TSA (neighbouring corps, other centres)
- DHQ

Entering an appointment: Places

- property observations - what do you notice straight away?
make a note
- check inventories
- what are your corps boundaries? (map)

Entering an appointment: Practicalities

What are the practicalities you need to consider when arriving in a new appointment?

- what can you do in advance?
- what happens when you arrive?
- what can wait?

Entering an appointment: Practicalities

Self/Family

- take time to settle in
- unpack quickly
- make the quarters home
- have some fun! explore!
- furlough plans
- day off (weekly rhythm)
- sabbath/retreat
- study time (EBC calendar)
- calendar dates (corps calendar, divisional & territorial calendar, officers' fellowship, service seminars)
- "Don't let the Bride of Christ become your mistress."

Entering an appointment: Practicalities

Change of address

- Family & friends
- licence
- Electoral roll
- Mygov (Tax Office, Centrelink, Medicare etc)
- Banks
- Phone
- local council (pet registrations etc)
- Hospital benefits
- Doctors
- Dentist
- Vet
- arrange mail forwarding service through Australia Post

Entering an appointment: Practicalities

Quarters

- power (electricity, gas)
- internet
- any concerns about quarters (cleanliness etc) contact your Area Officer
- report any damage or loss from moving straight away

Entering an appointment: Practicalities

The Arnott's gingernut

Different in different states!

[Read the story.](#)



Entering an appointment: Practicalities

City or Town/State/Division

- divisional calendar
- territorial calendar
- language (state-based things) - food, footy etc.
- language (Salvation Army things)

Entering an appointment: Practicalities

Corps business

- first sermon
- first Sunday meeting
- installation/welcome
- first day in the office
- preaching plan
- first leadership meeting
- worship planning
- corps calendar
- weekly rhythm of corps
- signatories
- passwords
- keys
- security
- celebrant licence
- IT requirements
- finance systems
- SAMIS
- put yourself on the roll
(request your transfer)
- SAES/emergency trailer

Entering an appointment: Practicalities

Corps business

- read documents - farewell brief, history books, meeting minutes, financial reports, recent newsletters
- What are the corps vision, mission, values?
- How can you build on what's there?
- How can you be respectful of the past?
- If at all possible, **visit** all activities in the week they first commence (often once school returns) - this does not mean you will always be present at everything but shows value and interest; you learn a lot and meet more people

Entering an appointment: Practicalities

The Farewell Brief

A sample Farewell Brief is available as part of this class

You may receive a full brief, g-string or commando!!

Entering an appointment: Practicalities

Vacation dreaming

"Vacation dreaming can allow a pastor in transition to ponder many important questions: What have I learned during this pastorate that I want to incorporate into my new ministry? What patterns from my last call do I hope not to fall into in the new one? What disciplines will I cultivate to sustain me? What might be possible with the new congregation--by virtue of location, history, gifts, resources--that wasn't possible with the previous congregation? What am I excited about, within and without the church, in the new context? To whom will I look for collegiality and support? What deficiencies might I be

Entering an appointment: Practicalities

Vacation dreaming

"bringing to this new work and how am I going to address them? What are going to be the crucial questions I need to ask in the new work, and to whom should these be addressed? All of these questions may be part of shaping the dream the pastor hopes to bring to concrete reality in the ministry soon to begin. In some cases, they may give rise to quite specific, written plans for how the new ministry will begin."

Lawrence Farris, *Ten Commandments for Pastors Leaving a Congregation*, 63

Entering an appointment: Planning

Develop a flexible plan for your:

- first day
- first week
- first month
- by Easter
- by Red Shield Appeal
- by mid year
- by year end

What are your priorities for the early days? Think about the people you want to meet and the things you want to achieve in these timeframes.

Entering an appointment: Rhythms

What are the rhythms of this appointment?

- What does a typical week (month) look like?
- Are there peak times or special occasions during the year?
- What are the things that "always happen here" that people might forget to tell you about upfront?
- When will you take your day off?
- When will you take intentional retreat/Sabbath time?
- If you're studying, when will you plan for study time?
- To what outside opportunities are you willing to commit?

Make a time in the first 3 months to meet with someone to reflect on your plans and rhythms.

Entering an appointment: Opportunities

"New ministers do well to commit, at least initially, to no more than one community service activity and one denominational responsibility beyond their congregation. And they should ask themselves which one of the many choices available to them will give them a chance to make a real difference, which one will use their gifts well (as opposed to just filling a vacancy), and which one will fit the pastor's vision of what ministry is to be about."

Lawrence Farris, *Ten Commandments for Pastors New to a Congregation*, p73

Entering an appointment: Change

There are a variety of thoughts around the pace at which change may be introduced in a healthy way upon entering a new appointment.

Many argue the "go slow" approach, discouraging major changes in the first 6-12 months. Your mere presence is a significant change for a start.

However, there are opportunities for early change, if done well.

Entering an appointment: Change

Kaylor sees the value of new pastors achieving early wins in the first ninety days: short term changes, initiatives or innovations that create positive buzz and increase congregational morale.

Robert Kaylor, *Your Best Move*, 33-37

"Churches that begin to see some (long-standing) problems resolved will experience a shift of focus and identity and tend to credit the new leader as the catalyst for change. The most effective pastors are those who help solve problems and generate momentum so people can focus on the future and on the church's mission as soon as possible. A good transition helps a pastor and church create a new identity together--one that can help add value to God's kingdom."

Robert Kaylor, *Your Best Move*, 61-62

Entering an appointment: Change

"Harvard Business School professor John Kotter identifies four characteristics of an early win:

1. An early win is highly visible. Large numbers of people can see the positive results.
2. An early win is unambiguous. No one can argue its effectiveness.
3. An early win relates to the change effort in the organisation. It meets the organisation's goals or enhances its mission.
4. An early win rewards the change agent, undermines critics, builds momentum, and turns neutral people into active supporters.

Think of early wins as the 'low hanging fruit' that can be had with a minimal amount of effort but with a maximum amount of return."

Entering an appointment: Change

Farris proposes a window of opportunity within the "honeymoon period" of the first 12-18 months where the congregation may be more willing than at later time to allow a new pastor to initiate change, even substantial change. He warns, however, that a new pastor can only make up to 3 significant changes and thus must choose wisely which issues warrant use of these "blue chips for change." Congregations can only manage a few substantial changes at a time. Once changes are integrated into the culture of the congregation, then further changes can be contemplated.

Lawrence Farris, *Ten Commandments for Pastors New to a Congregation*, 13-22

Leaving an appointment

What happens when you're leaving an appointment?

- Future Service Consultation
- Consultation before appointment announcements
- Farewell brief
- Pack and clean and inspection
- Removalist (assessment, negotiate pick up and drop off dates)
- Consider state borders (pets, plants, personal items etc)

Leaving an appointment

Leaving well

"The announcement of a change of pastors begins a process that offers both crisis and opportunity, and managing the end of a pastoral tenure is a critical task for the outgoing pastor, the incoming pastor, and the congregation. William Bridges says, 'The failure to identify and get ready for endings and losses is the largest difficulty for people in transition. And the failure to provide help with endings and losses leads to more problems for organisations in transition than anything else.' Unresolved grief, not putting affairs in order, and failure to let go of the relationships can derail the ability of both pastor and congregation to enter into a new season of ministry and can sabotage the incoming pastor's tenure."

Robert Kaylor, *Your Best Move*, 8

Leaving an appointment

More than paperwork

The process of gathering information and preparing the Farewell Brief, rituals of saying goodbye, the attending of parties, the packing of boxes, and the cleaning of quarters and office can bring a sense of closure to your time in the appointment.

Be gentle with yourself during transition.

Allow yourself (and your family and the church) to grieve.

Leaving an appointment

When you leave, leave

- Salvation Army protocols specify a period of 6 months to stay away from a previous appointment.
- Limit your contact for the sake of the incoming officer, corps members as well as yourself.
- In this era of social media, contact is likely to be maintained, at least at a surface level.
- Ensure that any contact with corps members is above board, well considered and does not undermine your successor.

Leaving an appointment

When you leave, leave

"The churches in my research study of pastoral transitions all stated that the number one driver of dissatisfaction in the transition process surrounds the failure of the outgoing pastor to really leave. When the outgoing pastor fails to prepare for the successor's arrival by taking care of basic tasks like updating important documents, preparing key information, and even making sure the office is clean and ready, the incoming pastor can find himself or herself at an information deficit, which will need to be made up before actually beginning the work of transition. When the outgoing pastor fails to really leave by

Leaving an appointment

When you leave, leave

"continuing to visit parishioners in hospital, or fielding calls of complaint about the new pastor, or even showing up in in worship right after his or her departure, the incoming pastor then starts with an emotional deficit in the eyes of the congregation from which he or she may never recover."

Robert Kaylor, *Your Best Move*, p9

Leaving an appointment

When you leave, leave

"There is, of course, another reason to strictly limit contact with one's former congregation. Looking back longingly will inevitably draw attention and energy away from the new work at hand. The pastor who has gone on to serve a new congregation but who is routinely juggling requests for service from former parishioners or providing a sympathetic ear to those disgruntled over what the new pastor is doing cannot possibly be fully present to the new congregation to which he has been called (and which, incidentally, is compensating him!). Thus, the negative consequences of not being truly gone when one has left accrue to both the former and present congregation. In the end, the only thing served is the pastoral ego."

Leaving an appointment

Release your grip

"To be fit and free for a new call (or for retirement), we need to prayerfully release our grip on what has gone before, whether it has been a blessing or a curse. Relinquishing the past may be easier when it has been unpleasant or less than satisfying but it always requires intentionality. We are not free to receive if our hands are tightly clinging to what has been but only if we open ourselves to the newness that awaits in the future. This releasing, this handing over, is done as a continuing act of prayer in the months of parting and on into the beginning of the new work."

Lawrence Farris, Ten Commandments for Pastors Leaving a Congregation, p89-90

Resources

Farewell Brief (should be comprehensive & up-to-date)

Corps History Book (patterns over the years)

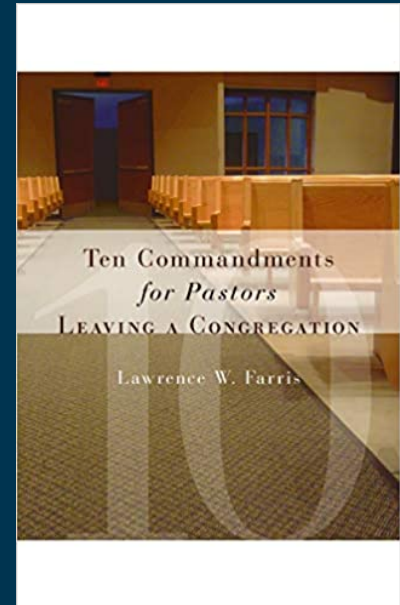
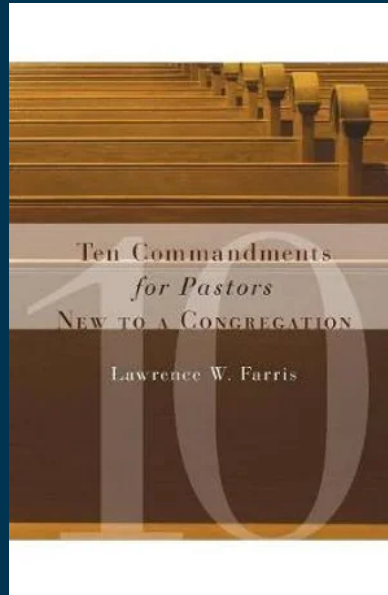
Supplementary Information for Moving Quarters

Active Officer Allowances, Benefits and Grants Policy

Recommended Reading:

- Your best move, Robert Kaylor
- 10 Commandments for pastors new to a congregation, Lawrence Farris
- 10 Commandments for pastors leaving a congregation, Lawrence Farris
- 12 Keys to an Effective Church, Kennon Callahan

Resources



Class reflection and feedback

Class reflection (200-300 words)

Beobachtungen I see. I notice:

Überlegungen I wonder. I muse:

Erkenntnisse I realise. I perceive:

Class feedback

Option to provide feedback about the class to Officer Formation Stream and/or presenter

Boundaries - a Reflective Tool

"The Ignatian spiritual tradition of 'examen,' of honest self-assessment on a regular, even daily, basis can be adapted to help in the setting of appropriate boundaries. The task itself is simple but requires freedom from self-deception. Somewhere near the end of each day, the new pastor would do well to review the day's activities, hour by hour, asking questions such as:

- Did I need to do that activity?
- Was it the best, or at least a good, use of my gifts and time?
- Did I deny someone else the opportunity to minister by doing that activity?
- Did I do that work to honour God or was I serving my own ego needs?

Boundaries - a Reflective Tool

- What did I not do, particularly with my family, because of that activity?
- Am I resentful, or feeling like I have to do that work?
- Who do I feel is making me do work I don't want to do but feel I must?

This exercise is done as an act of prayer and all of the answers are offered to God. Such an honest and prayerful act of reflection can help significantly in the never-ending task of learning to be responsible stewards of our gifts, our time and our relationships."

Lawrence Farris, Ten Commandments for Pastors New to a Congregation, p45

The answers to these questions may be processed with a Spiritual Director, Pastoral Supervisor, Coach or Mentor.



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College

THE NATIONAL LEARNING

CENTRE OF THE SALVATION ARMY

CONTENT PREPARED AND PRESENTED BY
MAJOR SANDY MACDONALD
FIRST FIVE YEARS OF OFFICERSHIP & AUXILIARY
LIEUTENANT DEVELOPMENT TEAM
OFFICER FORMATION STREAM