



First Five Years of Officership Handbook

November 2022 (v. 4)

Contents

Key Abbreviations.....3

Introduction4

Commencement.....4

 Arrival4

 Welcome and Affirmation4

 Induction and onboarding to the appointment, Area and Division4

Supportive Relationships.....5

Conditions of service6

Development.....6

 Time spent on development6

 Appointment Readiness.....6

 First Five Years Development Requirements.....7

 Officer Ministry and Development Plan8

 Academic qualifications & requirements during the first five years8

Service Seminars 11

Appraisals..... 12

Future Service Consultation 12

Confirmation of officership & Promotion to Captain..... 12

What comes next? 13

 Change of appointment?..... 13

 Ongoing development 13

 Extended furlough..... 13

 Overseas service opportunities 13

 Service Seminars..... 13

Appendix 1 - Summary Timeline 14

Appendix 2 - Formation Ideas 16

 Personal and spiritual formation ideas 16

 Mission and ministry formation ideas 17

 Education and theological formation ideas 18



Through our commitment to reconciliation, The Salvation Army acknowledges the First Nations peoples of Australia as the traditional custodians of this land. We further acknowledge and pay our respects to past and present Elders, giving thanks for their wisdom that has sustained their people since the beginning of time, and we pledge to support emerging and future generations.

Key Abbreviations

ALT	Area Leadership Team
AO	Area Officer
CSAOT	Certificate of Salvation Army Officer Training
DL	Divisional Leader
EBC	Eva Burrows College
FFY	First Five Years
ITO	Individualised Training Officer
LMD	Local Mission Delivery
OFS	Officer Formation Stream
OMDP	Officer Ministry Development Plan
OPS	Officer Personnel Secretary
ORC	Officer Review Council
SASR	Salvation Army Service Requirements
STFE	Supervised Theological Field Education

Introduction

The first five years following commissioning are particularly important in establishing officers in the context, ethos and experience of Salvation Army Officership. You will be supported during this time as you establish healthy patterns and practices for ongoing development throughout officership.

As part of the Officer Formation Stream (OFS) of Eva Burrows College (EBC), the First Five Years of Officership Team) is responsible for development, working in conjunction with Line Managers, Area Officers (AOs), Officer Personnel Secretaries (OPS) and divisional and territorial staff to support officers in their first five years after commissioning in line with areas of responsibility and expertise.

This Handbook brings together information for newly commissioned Lieutenants and those who work with them into one place. All care has been taken to accurately represent official policies.¹

Commencement

Arrival

Upon arriving at a new appointment, up to one week is permitted to unpack and settle in while residing in the quarters, so as to be ready to take up full appointment duties one week after the appointment commencement date (see [Supplementary Information Moving Quarters and/or Appointment](#)). Those who do not relocate house commence appointment duties on the announced appointment commencement date.

You may find the goals for your first day/week/month etc. you thought about as well as the practical considerations covered in your *Entering and Leaving an Appointment* SASR class helpful.

Those changing appointments within their first five years may wish to revisit the [Entering and Leaving an Appointment](#) SASR class.

Welcome and Affirmation

Your welcome to and affirmation of appointment is typically conducted by Divisional Leaders as part of a regular worship gathering. This will probably occur on your first or second Sunday or other regular day of gathered worship.

Induction and onboarding to the appointment, Area and Division

Induction and onboarding to the appointment will be given in the local setting by AOs or Line Managers. The Division may also provide induction and orientation to the division. Specific areas of responsibility may require additional support from the division (e.g. administrative or finance

¹ Such as:

- Orders and Regulations for the Training and Development of Salvation Army Officers;
- [Recruitment and Officer Formation Policy](#);
- [Active Officer Allowances, Benefits and Grants Policy](#);
- [Active Officer Service Conditions and Uniform Policy](#);
- [Personnel Development Policy](#);
- [Recruitment and Onboarding Policy](#).

procedures, SAMIS, Doorways, Local Mission Delivery etc.). OFS may be able to assist in some areas of orientation and induction to the appointment.

Supportive Relationships

In addition to the FFY Development team² who work with you in matters of development, new Lieutenants have several people who support them in various ways. Many new Lieutenants will have a continued relationship with their Individualised Training Officer, particularly during the first year after commissioning.

Your Line Manager is your go-to person for day to day ministry support. In most instances the Line Manager for a Lieutenant will be the Area Officer, however some may have a Team Leader or other equivalent person who is their Line Manager. It is important that officers who have a Team Leader and a Line Manager carefully manage both relationships and ensure that all relevant people are included in communication. For example, if Workday is set up such that your AO approves leave or expense payments, make sure that you've already had a conversation about leave or budgets with your Team Leader.

In addition, each Division or equivalent has an OPS who is responsible for advocacy, performance and appraisal.

There are also other divisional and territorial staff who provide support in specialist areas such as Human Resources, Doorways, finances, property and local mission delivery (LMD) etc.

In line with Recommendation 16.45 of the Royal Commission into Institutional Responses to Child Sexual Abuse, pastoral supervision is mandatory for all Salvation Army officers in Australia. A comprehensive guide is found in the [Professional Pastoral Supervision Toolkit](#). You are expected to engage with a Pastoral Supervisor within 3 months after commissioning.

The [Pastoral Services Team](#) provides spiritually and clinically informed care and referrals. Their services are available to officers and their dependent family members.

Coaches, Mentors and Spiritual Directors all provide means of support to help officers develop a holistic, healthy lifestyle to equip for the rigors of ministry. These are optional but encouraged (but not all at the same time). Lieutenants are encouraged to try out these forms of support for a year at a time in order to assess which options provide the best match for support of the individual and the particular season of life and ministry. It would be expected that such support relationship connections would take place at least bi-monthly. An explanation of the function of each of these roles and arrangements such as funding, accountability, qualifications and contractual arrangements are defined in the [Active Officers Service Conditions and Uniform Policy](#).

Peer support is another key form of support, whether formal or informal. New Lieutenants will appreciate the value of peer support from their Supervised Theological Field Education (STFE) unit as well as informal connections with other cadets and officers. Some continue to meet with their peer group from STFE while others establish peer relationships with other officers or with clergy from other denominations. Communities of peer support allow leaders to be seen in a relational space free from the unrealistic expectations leaders sometimes feel from the communities they

² This team comprises Major Sandy MacDonald and, from January 2023, Major Darlene Murray.

serve. Remaining part of a group over time is beneficial, even over great distances, because honest feedback requires deep trust that can only be cultivated over time.³ The FFY Development Team will endeavour to facilitate online sessional/peer group gatherings for Lieutenants who wish to avail themselves of this opportunity.

Conditions of service

Officer allowances, benefits and grants are in accordance with the [Active Officers Allowances, Benefits and Grants Policy](#).

Where a commissioned officer has ministered under officer conditions prior to commissioning, there may be some recognition of years of service towards entitlements or benefits that are linked to years of service. Each scenario will be considered by Officer Personnel on a case by case basis.

Leave including furlough is governed by the [Active Officer Leave Policy](#). There are limitations on taking furlough within the first 6 months of commencing an appointment. Additional leave provisions apply for appointments in remote settings.

Connection of and payment for utilities are the responsibility of officers as per the [Active Officer Quarters Policy](#). In certain locations the [Extreme Temperature Grant](#) may be applied for. The NBN internet connection is also a responsibility of officers in line with the [Internet Connection to Officer Quarters Procedure](#).

As per the [Fleet Management Standard](#), The Salvation Army typically provides fleet vehicles for use by its officers but, in certain circumstances, approval may be given to use a privately owned vehicle on an ongoing basis (known as a vehicle "on strength") in lieu of being allocated a fleet vehicle.

Development

New Lieutenants are provided with guided support during their early years of ministry. While all officers are expected to be lifelong learners and take responsibility for their own development, some specific guidance and requirements are in place for the years immediately following commissioning.

Time spent on development

New Lieutenants should devote approximately one day per week to continued development, which may be in formal or informal ways. This is in "work time" not "personal time" and should not be conflated with sermon or meeting preparation.

Appointment Readiness

Given the diversity of ministry expressions across Australia it is not possible for cadets to become experts in every possible aspect of ministry before commissioning. While cadet training is holistic, much of it is generalist in nature and there will be aspects of ministry in your appointment that are unique or specialist.

³ Resilient Leaders Project, The Seattle School of Theology and Psychology p. 22

Upon arrival at a new appointment, it is wise to consider appointment readiness: the skills, knowledge and attributes required to be up and running in the appointment as soon as possible. Different appointments will require different levels of hands on involvement in finance and administrative procedures, community assistance or management of employees or volunteers, for example. Some appointments will have very specific requirements. The Brief of Appointment and Farewell Brief are useful tools to help you ascertain such gaps along with conversation with local leaders, team members or your Line Manager. Moreover, some appointments will have very specific requirements. Sometimes a refresher is all that is needed if the skills or knowledge is a little rusty or the training seems a long time ago.

This is a checklist of items to consider in relation to appointment readiness. A conversation with your Line Manager or the FFY Development Team, may help you identify how to go about meeting these development needs. Consider what your hands-on involvement is. Do you need practical skills or oversight skills? Are there general concepts you need to learn? What IT access and programs do you need? Options include formal or informal training, LEARN modules, observation of and/or coaching by a colleague or mission enabler etc.

- Finances - week to week finances (e.g., corps, community services, thrift/family store, mission enterprise), the budget cycle, as well as special appeals (e.g., Self Denial Appeal, Red Shield Appeal, Christmas Appeal etc).
- Administration
- Staff or volunteer management
- Local mission delivery
- Age-related ministries
- Culturally and linguistically diverse ministries
- Indigenous ministries
- Community Services

First Five Years Development Requirements

Development after commissioning is not merely contiguous with development prior to commissioning but continuous. Development in FFY aligns with international and territorial requirements and follows the three areas of Officer Formation with which you are already familiar: personal and spiritual formation, mission and ministry formation and education and theological formation. While there is continued guidance in these formation areas during FFY, Lieutenants have increased flexibility to engage in formation in new and different ways. A wide range of (non-accredited) ideas for each of the formation areas are found in Appendix 2.

For newly commissioned Lieutenants, your formation and ongoing development goals will most likely arise from your OFS exit interview. Most Lieutenants will have outstanding units required to complete their academic qualification. Any training gaps identified as part of the exit interview process must be high priority within FFY. In addition, non-accredited development opportunities that were missed while a cadet (such as SASR classes, Relationships Week, First Nations Immersion) will be included in the exit interview discussion. These formation goals are to be incorporated into your [Officer Ministry and Development Plan](#).

Also arising from the exit interview process, the FFY Development Team will create a summary page outlining your FFY Development Requirements, Recommendations and Status. This will be

shared with your AO or Line Manager, OPS and DC. This document will be updated throughout your FFY.

Officer Ministry and Development Plan

The [Officer Ministry and Development Plan](#) (OMDP) applies to all officers across Australia and incorporates Accountability (or Strategic) Goals, Operational Goals and Personal Goals. For FFY officers, their OMDP must be informed by their [First Five Years Development Requirements](#). The related ministry and development planning conversations are conducted by AOs/Line Managers. Goals are entered into [Workday](#).

The OMDP cycle is based on a financial year but newly-commissioned Lieutenants can enter the goals identified from their Exit Interview "early." The OMDP is reviewed annually supplemented by regular check-ins throughout the year.

Academic qualifications & requirements during the first five years

The primary academic expectation for new Lieutenants is to complete all core units as well as the academic qualification commenced during cadet training within the first five years of officership.⁴

Any requests by an officer in their first five years to alter their award must be approved by the FFY Development Coordinator. After approval has been obtained, formalities may be completed with the EBC Registrar (or equivalent).

The core units⁵ for Cadets/Lieutenants are:

- Worship and Preaching Essentials;
- Mission Foundations;
- Interpreting the New Testament;
- Interpreting the Hebrew Bible;
- Introduction to Christian Theology;
- Introduction to Spiritual Formation;
- Introduction to Pastoral Theology and Ministry;
- Introduction to Leadership in Ministry;⁶
- Social and Community Mission 1;
- Reflective Practice for Vocational Formation;
- Supervised Theological Field Education (double unit);
- Foundations of Wesleyan Theology;⁷ and
- Introduction to Christian History.

Of these core units, 12 will usually have been completed prior to commissioning. Outstanding core units must be completed within the first five years post commissioning. Core units should take priority over elective options when next offered by EBC. Core units that do not fit within the Lieutenant's academic award are to be taken as a single subject or audited as completion is a requirement for promotion to Captain.⁸ Once the initial academic qualification is completed, some

⁴ Note, those with prior years of service who may be eligible for consideration for promotion prior to completing five years as a Lieutenant will need to ensure they have completed their academic requirements prior to promotion so may have a shorter timeframe in which to meet this requirement.

⁵ In 2020 the two Reflective Practice units were combined, reducing the number of core units from 15 to 14. The units that applied while you were a cadet are what continue through FFY so those commissioned prior to 2020 have 15 core units.

⁶ This unit supersedes *Leadership: Task and Challenge*

⁷ *The Theology of Catherine Booth in its Historical and Contemporary Contexts* may substitute.

⁸ Note that Lieutenants are expected to complete reflective assessment tasks when auditing units. These are submitted to the FFY Development Coordinator rather than the Higher Education lecturer.

officers will wish to pursue further academic study while others may prefer a less rigorous approach to ongoing learning and development.

New Lieutenants need to carefully consider their capacity to study, including the mode and timing of the intended study, during the first 6-12 months of their new appointment. Such decisions will need to be made in consultation with their AO/Line Manager and OFS, taking into account the nature and location of the appointment as well as the impact of intensives and any other work-related commitments that take the individual away from their appointment.

Some Lieutenants may wish to formally withdraw from academic study during their first year to focus more fully on the practicalities of day to day full time ministry. In this case, a formal study withdrawal process needs to be followed (this includes applying for a Leave of Absence using the University of Divinity's [Enrolment Variation Form](#)) with a view to continuing in the second semester or second year. University regulations govern Leave of Absence, such as the maximum number of periods permitted and course end date.

Others will find that continuing the momentum and practice of formal Higher Education is healthy and helpful. University of Divinity students will need to complete the [Reenrolment Form for Coursework Students \(Domestic and Overseas\)](#) form to enrol for a subsequent year in an ongoing course (whether with or without a leave of absence) in order to make unit selections and update the Tuition Fees in line with current TSA Personnel Development Policy (Mixed upfront method of payment.)

In addition to the permitted two semesters "Leave of Absence" during an award, there are other types of leave, such as Parental, Bereavement, Medical etc. Please include the FFY Development Coordinator in discussions about taking leave from study.

2023 EBC offerings

The following [units of study](#) are on offer through EBC in 2023. Particular units on offer that may be of interest to Lieutenants are:

- Mission Foundations ([DM1113B](#) or [DM8113B](#)) - offered as a summer intensive (6-17 February 2023, admissions close 27 January); and
- Foundations of Wesleyan Theology ([CT2296B](#) or [CT9296B](#)) - offered as a mid-semester intensive (intensive week 4-8 September 2023, admissions close 21 July).

EBC is not offering Introduction to Christian History in 2023. If this is your immediate priority, you will need to take a level 1 church history unit at a different UD college. If you take up this option, please check with the EBC Registrar or FFY Development Coordinator to be certain your unit choice fits your award. **People from diverse cultural and linguistic backgrounds**

Outside the support provided by EBC to students enrolled in Higher Education, ongoing development support needs for Lieutenants from diverse cultural and linguistic backgrounds will be considered on a case by case basis.

Study load

While in a full-time appointment, a reasonable study load is one undergraduate or postgraduate unit per semester, which may be undertaken via intensive, online, mixed mode or face-to-face.⁹ A higher study load requires demonstrated capacity to manage appointment demands and study. This will require written endorsement from the relevant AO/Line Manager to the FFY Development Coordinator. One day per week devoted to development during work time is considered reasonable; study time beyond that would need to be found in personal time.

Students "at risk"

Students who fail one or more units or are otherwise at risk in an academic sense may compromise their ongoing enrolment at the University of Divinity or other academic institution. There are also financial consequences of failures as per the *Personnel Development Policy*.

If a student fails a unit through EBC, withdraws after the census date or is otherwise considered at risk, the Student Support representative will notify the student. The Student Progress Committee will advise the FFY Development Coordinator. The student's Line Manager/Area Officer and OPS also need to be informed.

Students studying at other educational institutions are required to advise the FFY Development Coordinator of failed or withdrawn units that incur a financial penalty. Their Line Manager/Area Officer and OPS also need to be informed.

Funding of formal studies

OFS will pay for the equivalent of the core Cadet/Lieutenant units.¹⁰ Beyond these core units, studies are funded in accordance with the [Personnel Development Policy](#) and the related [Personnel Development Financial Assistance Procedure](#). Applications are to be made using the [Course Financial Assistance Application Form](#).

As per the [Financial Assistance Schedule](#), officers may seek financial assistance of 90% of the fee if studying with EBC and 80% for externally provided accredited courses, with the balance covered by personal contribution b. A payment plan may be arranged for the personal contribution for studies through EBC. Other related study costs (if required) are to be funded by the officer's appointment unless special circumstances apply.¹¹ The FFY Development Team are happy to help with completing the course financial assistance application. Note that the application is for the entire (remainder of the) course in which you are enrolling, not unit by unit or year by year.

Continued financial support is dependent upon satisfactory academic success and completion of units. Transcripts demonstrating academic success must be submitted for subsequent funding to be released. Failed units and withdrawals after census date will be subject to the financial conditions of the *Personnel Development Financial Procedure* where the next unit enrolled (whether repeating the failed unit or another unit in lieu of the fail) will be at the individual's own expense, unless extenuating circumstances apply.

⁹ EBC offerings for 2023 primarily fully online, including intensives.

¹⁰ Effectively this means OFS will pay for the first 14 units you complete; after which you will need to apply for funding through the Personnel Development Fund.

¹¹ With the prevalence of online learning, it is unlikely that study will incur travel and accommodation but in occasions where it is required, that is funded from the officer's appointment.

Lieutenants will already be familiar with the [Ministry Resource \(Book Bonus\) Claims](#) procedure for mission and ministry resources and that such claims are processed through Workday. A Grammarly subscription may be claimed here.

Award completion

Graduation ceremonies can be a meaningful way to celebrate and acknowledge the hard work that has gone into earning your award. Many people graduate “in absentia” while others enjoy celebrating in person. Any costs to attend a graduation ceremony are personal costs; they are not covered by your appointment or EBC.

Once you have graduated from an award, please update your Education tab (under Career) in Workday. Click “add” and enter the relevant details as well as uploading documented proof of award completion. You may elect to send the documentation through to the FFY Development Coordinator to upload on your behalf.

Specialised leadership development opportunities

FFY officers who have completed their academic award and have several years leadership experience may be eligible for Inspire (a leadership development opportunity offered by TSA). TSA does not currently have any funding to support officers attending Arrow Leadership.

Specialist training

There may be times when a Lieutenant is intentionally appointed or commissioned for a specialist role, which requires specialist training. In such instances, a modified development plan may be put into place with agreement from the Secretary for Personnel.

Service Seminars

Service Seminars are typically held during the first, third and fifth years of service. Their purpose is to provide space for personal reflection on the ministry journey so far, to review personal support systems for spiritual and emotional endurance and to review expectations.

It is important that Lieutenants prioritise attendance at their Service Seminar when considering the various commitments and invitations that might take them away from their appointment throughout the calendar year. In special circumstances where someone cannot attend the Service Seminar in the year it falls due, they will be required to attend the seminar the following year.

The dates and locations for 2023 have been set as follows:

- First Year Service Seminar - 23-27 October 2023 - Stanmore House (Sydney);
- Third Year Service Seminar - 19-22 June 2023 - venue TBC (Brisbane/Gold Coast);
- Fifth Year Service Seminar - 21-24 August 2022 - Eva Burrows College (Melbourne).

Where Lieutenants have ministered under officer conditions prior to commissioning, prior service may be taken into consideration when determining which service seminars they attend, however, experience shows that many officers choose to connect with those with their session or those with whom they were commissioned for such events.

Officers who are promoted earlier than their session but who wish to continue attending Service Seminars with their session will remain “on the books” of the FFY&AL Development Team solely for this purpose but will not receive other communication from this team.

Where officers are married to officers with differing years of service, permission may be given to attend service seminars in line with the years of service of their spouse. However, there is no “double-dipping” in terms of Service Seminars: an officer who has already attended their own first, third or fifth year seminar will not be able to attend again along with their spouse. Ordinarily in FFY, officers would attend their own First and Fifth Year Service Seminars.

Where flights are needed in order to attend Service Seminars, these are booked by EBC.

Appraisals

Appraisals provide feedback and ongoing evaluation of each officer’s performance through their ministry journey. During the first five years, Lieutenants will be formally appraised in their ministry, spiritual development and character in years 1, 3 and 5. The appraisals are conducted by OPS in consultation with AOs and involve both self and observer reflections.

Prior to confirmation and promotion to Captain, officers are expected to demonstrate full capability with the national capability framework for ministry, particularly demonstrating the capabilities of spiritual maturity, to live with vocational purpose and to lead faith communities.

Future Service Consultation

At specific years of service in an appointment, officers are subject to a [Future Service Consultation](#) (FSC). This process takes place during March/April each year to fit with the Territorial Appointments Council cycle and is facilitated by the OPS.

For newly commissioned Lieutenants, the first FSC typically occurs during the third year and then again in the fifth year. The FSC cycle is based on length of time in the appointment, not length of time since commissioning. The FSC form may also be completed “out of cycle.”

Confirmation of officership & Promotion to Captain

Promotion to Captain (also known as confirmation of officership) is based on meeting all three of the following requirements:

- Years of service;
- Completion of First Five Years development requirements; and
- Appraisal.

In line with international requirements, Lieutenants who completed two years of training as a residential cadet must have served **five** years post commissioning to be eligible for promotion. Lieutenants whose journey to commissioning involved any service under full officer conditions (such as Envoy, Auxiliary Lieutenant, Cadet in Appointment) must have served an aggregate of **seven** years to be eligible for promotion.

Following the appraisal conducted in the fifth (or seventh) year of ministry and service, a recommendation is made to the Officer Review Council regarding the Lieutenant's outcomes.

The Officer Review Council will then recommend:

- Confirmation of officership with promotion to the rank of captain;
- Further training and education to be completed, with subsequent review; or
- Termination of officership.

The Officer Review Council's recommendations are provided to the Territorial Commander for final decision and officers are formally notified of the outcome.

What comes next?

Change of appointment?

The time will come, most likely for the first time after three or five years, when you will receive a change of appointment. At this point, you may wish to revisit your notes from the *Entering and Leaving an Appointment* SASR class about how to consider well the people, places and practicalities of such a move.

Ongoing development

After promotion to Captain, development is guided by personal and appointment needs in line with the *Personnel Development Policy*. There is no longer connection to the FFY Development Team. Annual development discussions and goal-setting with your Line Manager continues. This also applies to those who are promoted to Captain "early" due to prior service. However, please note that those who have elected to continue to attend Service Seminars with their session or commissioning cohort will continue to receive communication from this team in that regard.

Extended furlough

Something to look forward to after promotion to Captain is that you then have a further 5 years to serve before you become eligible for extended furlough which is an additional 4 weeks leave in that year and every five years after.¹²

Overseas service opportunities

Officers who have been promoted to Captain are eligible to apply for overseas service.

Service Seminars

Current practice in Australia is to hold Service Seminars at 10 and 20 years of service, which means you attend during your 10th or 11th and 20th or 21st year of service as such seminars are held every second year. A pre-retirement seminar is also held in the years leading towards anticipated retirement. These are organised by THQ Personnel.

¹² See the [Active Officer Leave Policy](#) for details.

Appendix 1 - Summary Timeline

Timeframe	Tasks
Prior to commencement	Attend OFS Exit Interview FFY Development Requirements, Recommendations & Status document created Enrol in Higher Ed units for Year 1 & complete course funding application if necessary OR apply for Leave Of Absence from UD as needed
Year 1	Induction & Onboarding with Division/Area Goals from FFY Development Requirements, Recommendations & Status established and entered into Workday, also informed by Appointment Readiness Ongoing relationship with ITO Engage with Pastoral Supervisor Optional: Explore options for ministry coach, mentor, spiritual director FFY Development Team initiates Appraisal process, facilitated by OPS ¹³ Prepare OMDP with Line Manager, taking into account Appraisal and FFY Development Requirements, Recommendations & Status ¹⁴ Attend First Year Service Seminar Update FFY Development Requirements, Recommendations & Status document
Year 2	Optional: Continue relationship with ITO Optional: Explore options for ministry coach, mentor, spiritual director Annual review OMDP with Line Manager Update FFY Development Requirements, Recommendations & Status document

¹³ End June to fit with OMDP goals review

¹⁴ The OMDP is on a financial year annual cycle



Year 3	<p>Optional: Explore options for or update relationship with ministry coach, mentor, spiritual director</p> <p>Future Service Consultation (if in third year of same appointment)¹⁵</p> <p>FFY Development Team initiates Appraisal process, facilitated by OPS</p> <p>Annual review OMDP with Line Manager</p> <p>Attend Third Year Service Seminar</p> <p>Update FFY Development Requirements, Recommendations & Status document</p>
Year 4	<p>Optional: Explore options for or update relationship with ministry coach, mentor, spiritual director</p> <p>Annual review OMDP with Line Manager</p> <p>Update FFY Development Requirements, Recommendations & Status document</p>
Year 5	<p>Optional: Explore options for or update relationship with ministry coach, mentor, spiritual director</p> <p>Future Service Consultation (if in fifth year of same appointment)</p> <p>FFY Development Team initiates Appraisal process, facilitated by OPS</p> <p>Annual review OMDP with Line Manager</p> <p>Attend Fifth Year Service Seminar</p> <p>Confirmation and Promotion to Captain (unless earlier due to prior service)</p>

¹⁵ Around March/April



Appendix 2 - Formation Ideas

Personal and spiritual formation ideas

It is desirable to engage with a wide range of personal and spiritual formation experiences to discover the things that are best for you for sustainable, healthy ministry. Our relationship with God is more important than any ministry. We recommend that you try something new each year as you experiment with what works best for you.

Relevant LEARN modules

- National State of Mind Capability Program
- National Stress Management
- National Time and Priority Management

Suggested experiences

- Meet monthly with a spiritual director.
- Join a gym class or schedule regular exercise at least three times a week (e.g., run, swim, bike, hike).
- Find an activity outside of ministry that energises and refreshes you, e.g. a hobby, or join a social group such as land care group, Parkrun, craft group.
- Attend an organised spiritual retreat.
- Read a book on spiritual growth, such as "Strengthening the soul of your leadership: Seeking God in the crucible of ministry", by Ruth Haley Barton. Discuss each chapter with a mentor, coach, spiritual director or peer.
- Hold a personal retreat day once a month, or once a quarter. Ensure you have some structure or material for the day.
- Participate in a Spiritual Formation group.
- Plan time with family or friends where you do not talk about ministry–this may include playing board games or having set questions over a TV free dinner.
- Work your way through a spiritual formation workbook such as "Experiencing God" by Blackaby and Blackaby, or "The Spiritual Formation Workbook" by Smith and Graybeal (or any of the resources from Renovare). If practical, find a small group of peers to do this with (you could meet via skype if distance is a problem).
- Enrol in study at a Community College in a topic that interests and energises you, such as Photography, art, creative writing.
- Continue to explore a variety of spiritual disciplines and habits, such as solitude, prayer, meditation, fasting etc.
- Work through the [Sit Down with Jesus](#) prayer course.
- Join with others to practice [Infinitum](#) rhythms.
- Download the [Salvo Wellness](#) app. Sign up to a challenge, take the wellness survey, set wellness goals.

Mission and ministry formation ideas

Formal training

- Cultural Competency (hosted from time to time by the National Diversity & Inclusion Team)
- Managing Aggressive and Potentially Aggressive People (offered from time to time by EBC as well as by other providers)
- National Mental Health First Aid (offered from time to time by EBC as well as by other providers)
- Family and Domestic Violence - [Online training for frontline workers](#) (via ESafetyWomen) AND/OR [eLearning General](#) (via DV-alert).

Relevant LEARN modules

- Emergency Procedures
- Manual Handling
- Risk Management
- Zero Tolerance - Bullying and Harassment
- Zero Tolerance - Discrimination and Equal Opportunity
- National Core Inclusion Training
- National Aboriginal and Torres Strait Islander Foundational Training
- National Culture Inclusion Training
- National Disability Inclusion Training
- National Gender Inclusion Training
- National Age Inclusion Training
- National Foundations of Effective Communication
- National Conflict Resolution Training
- National Introduction to Team Management
- National Successful Management of Volunteers
- National Managing Mental Health Risks at Work

Areas for consideration

- Lead a Person to Christ
- Provide Pastoral Support across a range of settings
- Communicate with a range of people
- Preach theologically sound, biblically based and personally engaging sermons
- Lead worship in a manner that people are drawn to the presence of God
- Manage competing work priorities
- Manage conflict
- Going deeper in conversations and active listening
- Work effectively with a team
- Promote mission to others
- Authentically lead others
- Teach others
- Manage finances (budget, review, manage)
- Event management
- Administration
- Apply knowledge of ages and stages of development to teaching and leading children and youth
- Understanding special needs of Seniors
- Generous Life
- Doorways Community Services Processes
- Community Service
- Ceremonies
- Resources for HR, IT, CFR, MASIC
- Other (may include managing a Family/Thrift Store, Chaplaincy for Emergency Services or Clubs, Hospital protocols, working with local government, Community Development ...)
- Community networking
- Safeguarding
- Compliance
- Specialist areas of passion or gifting
- Participate in local activities for Reconciliation Week

Suggested experiences

- Find someone who does this well and ask if you can tag along. Have some prepared questions to review with them afterwards ... and then look for intentional ways to practice what you have seen.
- Read a book on this topic. Keep notes or write in the margin and, either as you go, or at the end, set some goals for how you will implement what you have learnt.
- Attend a short course. Some higher education subjects may be useful as an auditing student even if it is not part of your formal study.
- With a coach, identify how you can apply your strengths to this new area.
- With the support of a coach or supervisor, try the new skill in a safe environment, and then review what you learnt from your first attempt.
- Build relationships with others in your Area Leadership Team.
- Join a Toastmasters (or other public speaking) course.
- Complete [Leadership in a changing world](#).

Education and theological formation ideas

Suggested experiences

- Revisit/curate your reading, listening and watching material. Can you expand to incorporate different voices or perspectives? Feminist, indigenous, other cultures, other faith traditions etc.
- Attend a conference.
- Participate in shift m2m training.
- Season 1 of [Munnday mornings podcast](#) (Richard Munn) walks through Salvation Army doctrines.
- [The Liturgists podcast](#) has lots of interesting topics and speakers on a range of issues.
- [Life and faith podcast](#) is an Aussie podcast out of the Centre for Public Christianity.
- Rockdale Corps has weekly short theological chats online over lunch. The back catalogue of Thirty Minute Theology is [here](#).
- The [Textweek](#) website has loads of historic and contemporary articles useful for researching a passage of Scripture in preparation for a sermon.
- The Bible Project has short [videos](#) (usually between 5 and 10 minutes) covering such things as introductions to books of the bible, themes of the bible, how to read the bible. They also have the [Read Scripture app](#), a [podcast](#) and a [classroom](#) for non-accredited higher learning.
- Take a unit of interest through a University as an audit student.



As the national learning centre of The Salvation Army Australia, Eva Burrows College exists to encourage and empower all for life, mission, and service through our nationally recognised and accredited courses.

