



SIM Personnel Care and Development

(from Section 8 of the document provided by SIM)

SIM's Philosophy of "Caring for our People" (May 2008)

Caring for our People

Care in SIM means:

- Mutual responsibility before the Lord
- Whole people in community
- Developing effectiveness in ministry
- Action and response
- Cost in time and money

These main aspects are explained in more detail below:

Mutual responsibility before the Lord

- A commitment arising from our common membership of the church of the Lord Jesus Christ
- A shared responsibility before the Lord in which we are accountable for caring for ourselves and each other
- A particular responsibility because of our relationships within SIM
- A responsibility in which leaders play a special part, including SIM leaders and church leaders in both sending and field contexts

Whole people in community

- Promoting the well-being of individuals spiritually, emotionally, physically, intellectually and relationally, and their growth towards maturity



- Concerned for relationships in family, community and church life

Developing effectiveness in ministry

- SIM's care for people is informed by its ministry purposes in extending the Kingdom of God
- SIM's care for people recognizes that people are the most important resource in achieving these purposes

Action and response

- Proactive development and risk mitigation
- Responsive care and problem resolution

Cost in time and money

- On-going investment in people
- Time given to people in mentoring, training, supervision and debriefing
- The resourcing of learning, ministry and personal development
- Problem diagnosis, resolution and healing

The Member Care Consultation in May 2008 wrote up some ideas on how to define and describe the most significant contributions that can be made at different stages, and by different groups, to missionary care. Here they are:

Sending Offices

- Provide good selection and preparation, in the course of which the



office personnel can get to know the missionaries well and develop strong personal relationships with them

- Liaise with sending churches, helping the churches to understand situations while the missionaries are on the Field, and interpret what is being done and said
- Understand the cultural background of their missionaries and can explain some issues and attitudes to Field leaders who may be from another cultural background

Field Offices

- Have oversight of the ministries and so understand the ministry context in which the missionary is working
- Provide holistic care in the ministry context, where the missionary is involved in the ministry and also needing care in the personal, family context (this includes help with MK education issues)
- Are the “first line of defense” in missionary care, because they are close to the actual situation. This includes helping and encouraging the missionary in difficult circumstances, and being an advocate for the missionary to the local church and to the Sending Office

International Pastoral Team

- Are free to focus on the personal and family and ministry struggles the missionary has, because they do not have the line authority role and responsibilities of the Field leaders
- Can be more neutral in assessing situations because they come in from the outside (and will leave again)
- Are experienced in life and ministry



- Provide support to leaders from an outside perspective
- Can share resources among Fields, as they see effective ideas and materials that can be passed on

International Personnel Department

- Have a “bird’s eye view” of missionary care needs and resources within SIM
- Can obtain resources from other missions to share within SIM, (and can also share SIM’s resources with other mission agencies)
- Can communicate to the whole mission, directly and/or through DIDs
- Can mediate between Sending Offices and Fields when misunderstandings occur

A recent Consultation identified the following four main roles in Member care (revised May 2008):

(Field) Personnel & Member Care Functions in SIM

Personnel – Director/Coordinator	Member Care Facilitator
<p>Responsibilities:</p> <ul style="list-style-type: none"> • Helps promote lifelong learning • Provides conflict mediation • Oversees requests (including PRFs), placements, and orientation of personnel • Placements will match interest 	<p>Responsibilities:</p> <ul style="list-style-type: none"> • Responsible to identify member care needs within SIM & coordinate resources to respond to these needs • Works to establish a supportive community and a referral &



<p>and abilities</p> <ul style="list-style-type: none">• Oversees member care and personal development• Evaluation of personnel, ensures completion of EOTs and Annual reviews• Manages information flow• Oversees children's education needs• Enforces policy• Maintains the records and information about members• Maintains statistical personnel records for reporting to SIM International• Supervises, coordinates, trains & develops activities & programs of the personnel office & staff• Serves as liaison between members and administration• Ensures mentoring relationships are established• Ensures spiritual care & health	<p>resource network for member care</p> <ul style="list-style-type: none">• Not be expected to provide all necessary member care, but will know & mobilize local resources through a network of gifted carers• Encourages personal and spiritual care• Encourages mutual peer care• Promotes an environment of growth & care• Communicates with administration & membership on needs, policies, options & resources• Facilitates dialogue & resolution of conflict or other crises, seeking to remain neutral• Seeks to offer training in member care skills• Debriefs field members
<p>Affiliation:</p> <ul style="list-style-type: none">• Is a member of the administrative team with authority to implement decisions• Liaises as necessary with Sending	<p>Affiliation:</p> <ul style="list-style-type: none">• Works in concert with Personnel Director to develop & implement structures & strategies to build up members to carry on their ministries



Office & church	<ul style="list-style-type: none">• Relates to IPT staff
Accountability Relationship: <ul style="list-style-type: none">• Accountable to Field Director Personnel Director	Accountability Relationship: <ul style="list-style-type: none">• Accountable to the Field
Education & Experience: <ul style="list-style-type: none">• Field experience• Experience in personnel & administration	Education & Experience: <ul style="list-style-type: none">• A positive view with knowledge of SIM (administration; membership; goals)• Vision, aptitude, & training for personnel work – a heart for people• Coordination skills & interpersonal skills• Sufficient experience to develop credibility
Training & Orientation: <ul style="list-style-type: none">• Full SIMCO program for purposes of orientation, building relationships, being evaluated• Relates to International Personnel Director & International Personnel Department	Training & Orientation: <ul style="list-style-type: none">• Sufficient exposure to SIM ethos & terminology to interact knowledgeably with field members• Full SIMCO program for purposes of orientation, building relationships, being evaluated• Open to continuing education for personal development



(Field) Personnel & Member Care Functions in SIM

Specialist	Chaplain/Visiting Pastor (International Pastoral Team)
<p>Responsibilities:</p> <ul style="list-style-type: none">• Provides or arranges psychological testing or other assessments as needed• Offers therapeutic intervention in emotional & psychiatric crises• Consults with field leadership regarding personnel related issues & policy making• Responds to crisis needs on request from SIM• Offers training in interpersonal skills, debriefing, stress management, etc.• Provides professional counseling services for members in personal & family issues• Debriefs members on request• Provides on-going trauma care for members as needed• Provides conflict mediation• Provide Preventive Education seminars on request	<p>Responsibilities may include (according to gifts, abilities & experience):</p> <ul style="list-style-type: none">• Seeks to promote a climate of spiritual nurturing within SIM• Conference Speaker/Teacher• Availability for Conflict resolution• Gifted in Pastoral counseling & listening• Available for Crisis care• Personal, ministry, marriage & family mentoring by means of example, counseling and/or correspondence• Provides affirmation, encouragement and prayer support freely• Sensitive to medical & emotional needs• Willing to give pastoral care to sick & suffering• Possesses a servant heart



<ul style="list-style-type: none">• May request access to previous records or supply them	<ul style="list-style-type: none">• Ability to extend Pastoral related care• Visiting SIM members in their context• Willing to minister to local pastors/leaders and churches as requested
Affiliation: <ul style="list-style-type: none">• Not a member of any administrative team• Proper ethics in relating to the leadership	Affiliation: <ul style="list-style-type: none">• Not a member of any administrative team• Needs to be in touch with leadership• Needs validation by International administration, in the case of IPT
Accountability Relationship: <ul style="list-style-type: none">• Administratively accountable to own Sending Office & Field Personnel Director if a SIM member	Accountability Relationship: <ul style="list-style-type: none">• Accountable administratively to International Personnel Director
Education & Experience: <ul style="list-style-type: none">• Minimum licensed professional counselor or its equivalent• Preferably at least 6 months cross-cultural experience• Experience as Psychological counselor, 2 - 3 years• Respect for SIM organization	Education & Experience: <ul style="list-style-type: none">• Background in Biblical training• Experience in Pastoral counseling• Training in conflict management• Has proven, effective ministry experience in a local church, a mission or other parachurch ministry



<p>Training & Orientation:</p> <ul style="list-style-type: none">• Diploma or License• Continuing education for growth & development• Qualifications & functions appropriate to country of origin	<p>Training & Orientation:</p> <ul style="list-style-type: none">• Orientation to SIM ethos and fields• Keeping current with Cross-cultural studies & reading
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A Member Care Bulletin is distributed every month, by email attachment and on SIMNet.

8.1 Reviews as a part of member care

Personnel Care is the responsibility of all of us, and is not just for "experts". Informal, Annual, End-of-term (EOT) and Home Assignment (HA) Reviews are an important part of personnel care as well as of supervision and accountability.

8.2 Continuing Education

IC 2009 approved a new initiative in "People Development" [Thrive]. Implementation has started and resources will start to become available in 2010.

A commitment to lifelong learning should characterise each member of SIM. This lifelong learning takes place through formal, informal and non-formal means, and should include spiritual, professional and ministry enrichment.



Members are encouraged to take 5 study days, or the equivalent of 40 hours, of continuing education per annum for the purpose of developmental learning. Any plans for longer programmes of formal education will be coordinated by the Sending and Area Directors and the member concerned.

"Continuing Professional Education" (CPE) is a characteristic of most occupations these days, and we want it to be a characteristic of SIM missionaries too.

CPE may apply to a professional qualification that requires a specific number of hours of study at defined intervals in order to maintain registration. This is becoming a greater challenge for some of our missionaries because the criteria are being made stricter, and it is harder to fulfill the requirements while out of your own country. Every encouragement should be given to professionals who want to maintain their status, and extra study time may have to be made available. Efforts should also be made to obtain this education locally where possible.

8.3 Advanced Training, and Acquisition of New Skills

In these cases as well as required CPE it is the responsibility of the missionary's supervisor to discuss education and training needs with the person, and to encourage the person to pursue suitable opportunities. Training needs should be carefully reviewed during Annual, EOT Review and HA reviews.



8.4 Financial Assistance for continuing education

(International Council (IC) 1997)

Sending and Area Administrations should budget for some scholarship assistance for their members, who may request assistance for approved study programmes.

These Administrations should define criteria on which their response to applications will be based. These may include:

- The agreed benefit of the study to the present or intended future ministry of the applicant.
- The agreed benefit of the study to SIM as a whole, through the stature of the missionary as a leader in his/her field of study.
- The reasonable expectation that the individual will remain in SIM-related service for a reasonable period of time after the study is complete.
- An assurance that the person is not trying to use study as an escape from a difficult present situation.

Ministry Funds, or special gifts, are also possible sources of money for these programmes.

8.5 Leadership Development and other Training Programmes

If leadership is defined as influence, then all SIM missionaries have leadership roles. Some, however, have specific leadership roles in SIM as



an organisation, and specific training programmes are available for these people:

- Newly appointed Directors, Deputy and Associate Directors, and some Departmental Directors are invited to the annual Leadership Course run by SIM International.
- Training programmes are provided for SIM Treasurers as part of the Treasurers' Consultations.
- Personnel Training Workshops (PTW) may arranged on a regional basis.
- The SIM International Orientation Course (SIMIOC) was offered for a number of years and materials are still available. This course emphasised issues relating to our international diversity. A similar and updated programme of Multi-Cultural Teams Training (MCTT) is currently being introduced, as we become even more internationally diverse and increasingly recognise the challenges this presents - as well as the opportunities for ministry and growth.
- There is an increasing emphasis on continuing education and training in missions including SIM. The monthly publication "Life Long Learner", from the SIM Personnel Director, is available on the SIMNet and is sent out to Sending and Area Offices. It is used to publicise courses, books, articles and ideas that may be stimulating.
- Sending and Area Administrations are encouraged to seek out local opportunities for further education and training, and to make use of them as much as possible.

8.6 Counseling

Counseling is increasingly accepted as a valuable way to help us deal with stressful events, to deal with relationship difficulties, and to grow personally as well as spiritually.



Sending Offices are encouraged to develop a network of qualified and experienced counselors who can assist their missionaries on HA and where necessary in the selection or appointee stage. Those approaching retirement may also be helped by retirement counseling as well as expert advice on practical matters.

One specific area of training and care is Critical Incident Stress Debriefing (CISD), which has been shown to be effective in helping people deal with critical incidents in healthy ways and reduce the likelihood of Post Traumatic Stress Disorder. Sending and Area Administrations are strongly encouraged to ensure that a number of suitable people receive training in CISD and are available to be called upon in case of need.

8.7 Spiritual Growth & Development

In addition to a regular emphasis on the importance of personal spiritual growth and the maintenance of spiritual disciplines such as prayer and Bible reading, we do try to provide resources for missionaries, to help them maintain a fresh and lively spiritual walk with God.

These resources include:

8.7.1 International Pastoral Team (see member care roles listed above)

The International Pastoral Team (IPT) is made up of qualified and experienced people with gifts in pastoral care, and usually with gifts in Bible teaching as well. They travel to Field countries by invitation and may visit every missionary. Increasingly, because SIM



has become so large and spread out, they are tending to concentrate out on places where they have established relationships and can more quickly move to being help on deeper issues. They are always ready to consider invitations and can be contacted via the SIM Personnel Director if direct contact proves difficult.

IPT members are also available for special ministry opportunities with smaller groups, partner churches etc.

8.7.2 Spiritual Life Conferences

Annual Spiritual Life Conferences (SLCs) are held in almost every SIM country (in some cases countries hold them every other year, and sometimes countries will join together for a joint SLC). They are arranged by the Areas or Fields concerned, in consultation with the relevant DID and sometimes with the International Personnel Director. Note the value of inviting a local speaker from a partner church or other nearby agency or organisation. This can provide a culturally relevant perspective as well as reducing the cost of international travel.

These situations require special attention in terms of administrative procedures, but also because of the pastoral care needs of the people involved.

8.8 Vacation and Leave Issues

8.8.1 Annual Holiday/Vacation/Leave

The SIM Manual says:



“Sufficient time away from ministry is necessary for the renewal of body, mind and spirit, and should be planned in consultation with the appropriate leadership, taking into consideration the needs of the person concerned and those of the team as a whole. SIM’s norm for local leave/annual vacation is 20 working days per annum, assuming a five-day working week and prorated for incomplete years of service. It is expected that any accumulated leave will be taken within six months of the year in which it was accrued, or (in the case of a missionary leaving SIM) while the person is still on support

Sending and Area Offices establish specific policies for local leave including duration, location, travel subsidies, special events etc in accordance with local laws and practices, and their Policies are found in local Handbooks.”

- Additional Leave Time for Parents if needed
- Approved Vacation Places
- Vacation Travel Subsidy

8.9 Home Assignment

The EOT and HA Reviews provide the basis for discussion of the needs and desires of the missionary concerned:

- recommendations from the Field regarding follow up from the events of the term, special needs (medical, children’s education, training etc).
- preparation for future ministry.

Both Field and Sending Offices need to ensure that the person is



adequately equipped to represent his/her own ministry, as well as the Field, and of SIM as a whole.

8.9.1 Interrupted Terms, including for HA

Some instances have occurred where missionaries have left the field during their term with permission and for legitimate purposes. These interruptions should be accounted for and guidelines are provided in the SIM Manual Personnel Section 6.9.7.

Where the purpose of the interruption to a regular term is for HA purposes, the following additional guidelines should also be considered:

- Normally only one such special trip should be allowed per term.
- Consideration should be given to any need for rest after HA trips and Area Administrators should be flexible in adjusting vacation times or days off to allow such recuperation.
- SIM recognizes that some countries experience significant difficulty in obtaining visas and re-entry permits that enable a missionary to take a HA in line with their Sending Office normal length of term. Where it is necessary for a missionary to take less than the Sending Office normal length of term due to the unpredictability of visa or government requirements, the Sending travel pool should cover that total cost.

8.10 Retirement

The SIM Manual (6.15) presently stipulates that a member may retire from active service at the age prescribed by the respective sending country



government for eligibility in their pension plan. Likewise, the member may continue in active service after reaching that age on a year-to-year basis, subject to the discretion of the respective Sending Council. The regulations as established by each Sending government are different and accordingly the retirement regulations of SIM will vary in some measure. What is essential is that the respective Sending and Area Directors monitor the status of people who are approaching retirement and start the discussions in good time.

In cases of international marriages reviews of the retirement and pension provisions should occur at every HA, so that the best possible arrangements can be made when the time comes.

The extent of the benefits granted is established by the respective Sending Council. At present this includes housing and medical benefits on the same basis as those in active service. Voting privileges of those in retirement from the Mission continue for a period of five years after termination of active service.

When a missionary reaches retirement age:

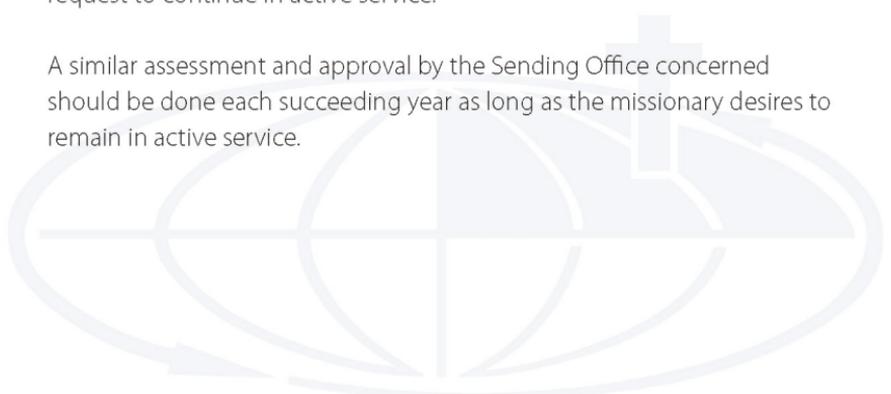
- A specific assessment should take place when an active missionary reaches age 65.
- The procedure should be similar to that of the EOT report, with reports signed by the missionary and copies to the Sending Office.

A medical evaluation should take place prior to the interview if the missionary desires to continue on active service.



Results of the medical evaluation and the age 65 assessment should be presented to the Sending Office concerned along with the missionary's request to continue in active service.

A similar assessment and approval by the Sending Office concerned should be done each succeeding year as long as the missionary desires to remain in active service.



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