



Presbyterian Church
of Aotearoa New Zealand

Minister's Development Plan

Handbook



Welcome

We are pleased to introduce to you the new process for the Minister's Development Plan (MDP).

We stand in a tradition of God's servants who opened their lives to the call and voice of God. From Samuel responding with "*Speak, for your servant is listening*" (1 Sam 3:10), to Mary's response, "*I am the Lord's servant, may your word to me be fulfilled*" (Luke 1:38) – we seek to express the same spirituality and willingness. And all the while training ourselves in godliness (1 Tim 4:7) as we seek to play our part in helping the people of God grow into maturity in Christ (Eph 4:11-16).

To that end, we have a posture towards 'life-long-learning' and this MDP process is a vital part in that. During the MDP process, ministers will be supported by trained facilitators to engage with trusted people in their context to receive feedback and be intentional about taking steps to learn and grow. In some ways, the word "*development*" does not adequately capture the intent of this process, as it is more about *formation* - us growing as people, in character and maturity as well as competence.

This process will help our ministers discern the voice of Christ as they continue to explore and expand God's call on their life. Feedback from the process will enable us to collaborate with Presbyteries to offer opportunities to learn and grow, and we are very pleased to journey together in this way.

Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. (Eph 3:20-21)

Rev Dr Geoff New

Principal

Table of Contents

Introduction.....	4
A Reflective Process	4
The Seven Lenses of Leadership.....	5
Why Focus on Leadership?	7
Roles and Responsibilities in the MDP	8
Facilitators	9
MDP Process.....	10
Confidentiality and Documentation	12
Suspended Development Plans.....	14
<i>For further information on the Minister’s Development Plan</i>	15
Appendix One	16
Process Flow for an MDP	16
Appendix Two.....	24
Process Flow for a Suspended MDP	24

Introduction

The process of the Minister's Development Plan (MDP) has ministers working through a structured self-reflection process which has been informed by feedback from trusted others who know the minister well, in order for them to establish their own Development Plan. This plan provides a framework for their ongoing personal and professional development.

The MDP is a facilitated process where the minister works with a trained facilitator to dig deeper into the feedback that has been provided, identifying patterns and linkages, and discerning their strengths and opportunities. This process will enable a minister to keep growing and learning throughout their ministry, helping them to be committed to their own learning journey.

The MDP stemmed from the vision of the late Very Rev. Andrew Norton who saw, from the work he was doing on congregational reviews, an opportunity to restructure and refocus the existing Ministry Development Reviews (MDR). He developed the initial process and surveys with the focus moving to the development of the minister rather than an evaluation of their ministry.

In 2019, the Northern Presbytery, in collaboration with the Leadership Sub Committee successfully piloted this new process for minister development. It was approved, with some recommended changes, by the Council of National Assembly in mid-2020 and implemented in 2021. The MDP is overseen by Knox Centre for Ministry and Leadership as a means of providing ongoing support to those in ministry.

A Reflective Process

A key aspect to the approach of the MDP is that of reflective practices. Enabling ministers to step back from the busyness of life in ministry is an important part of their growth. It is very easy to be driven by the pressures of everyday life where the focus is often on dealing with the latest needs to raise their hands. It is not uncommon for a minister, under this pressure, to feel that as though they are not doing a good enough job and that they are on their own.

The intention of process is that a minister, in working with a facilitator, is able to take some time to see they many aspects of ministry that are going well, and to identify a development path that will help and motivate them to grow and feel more filled in what lies ahead of them.

The Seven Lenses of Leadership

The approach of the MDP process is to consider the development of a minister as a leader through seven different lenses:

1. The Sight of a Leader: An Inspired Imagination.
2. The Voice of a Leader: The Sound of Authenticity.
3. The Results of a Leader: Grounded in What Works.
4. The Servant Leader: Connected.
5. The Leader as Teacher: The Growth of Others.
6. The Adaptive Leader: Responsive to the Needs of the Situation.
7. The Spirit / Wairua of Leadership.

The intention is to look at a leader in ministry from several different perspectives, giving an opportunity to clarify where a minister's strengths lie. There is no intention to suggest that ministers need to be strong in all seven aspects, but rather, to recognise where they most naturally orientate themselves: their greatest area of effectiveness, where their personal development will have the greatest effect, and where the area of strongest partnership with others can come from.

Seven to nine trusted individuals will be invited by the minister to become Development Partners, and to provide their perceptions of the minister as they engage in their ministry. The feedback gathered from these Development Partners will be framed using the Seven Lenses, as will the minister's own self-reflections. The summary of this information will form the basis on which the minister will create their Development Plan.

These lenses consider:

The Sight of a Leader: An Inspired Imagination	This is the way in which a leader perceives the future. Leaders whose strength lies in imagining the future find it easier to plan a way forward. They recognise that the future is never certain, and yet, at the same time, they have an internal confidence to plan and strategise in a way that allows them to adapt quickly.
The Voice of a Leader: The Sound of Authenticity	This is the way in which a leader perceives themselves, and from this, can act with authenticity. From a foundation of valuing who they are and what they bring, they are able to extend this same grace to those around them. They know who they are, and they know who they are not, and consider both of these to be OK

<p>The Results of a Leader: Grounded in What Works</p>	<p>The focus of those who exhibit a practical problem-solving approach. They are pragmatic and open about the way things are, working hard to ensure that things are always moving forward. In accepting that things won't always go to plan, they ensure that every outcome, good and bad, becomes a means of taking the next best step.</p>
<p>The Servant Leader: Connected</p>	<p>This recognises those who lead through, and because of, their connection with others. The motivating factor is one of recognising the needs of those around them and as they meet those needs, the community is built. Serving is a means by which others can know who they are and that what they do is valued.</p>
<p>The Leader as Teacher: The Growth of Others</p>	<p>A leader who finds purpose in empowering others. Making sense of the journey that we are all on and helping people to learn and to grow; to achieve things that they would have previously thought outside of their reach. Teachers love to make sense of the world in which we live and develop processes and learning that enable new successes.</p>
<p>The Adaptive Leader: Responsive to the Needs of the Situation</p>	<p>These leaders know that there is more than one way to lead. Different circumstances require different responses, and the adaptive leader has a big toolbox. Whether it is directing, coaching, serving, mediating, teaching, or taking the lead; they are quick to spot the needs of the moment and to respond in a way that moves the community calmly towards growth.</p>
<p>The Spirit / Wairua of Leadership</p>	<p>Leadership is born out of an awareness of, and a desire for, the guidance of God's Spirit. It recognises the discernment that comes through the Voice of God in any situation. There is a desire to foster this relationship with God, a commitment to spiritual practices, and an ability to help others to develop these for themselves.</p>

Why Focus on Leadership?

If the intention of the MDP really is about the personal growth of the minister, then why does the feedback questionnaire focus on questions of leadership and action? This is essentially a question of cause and effect.

What we do in life (in a practical sense) is an outworking of what we personally value. Or put another way, how we serve day-by-day is by recognising God's gifts and graces empowering us for the everyday tasks that we participate in. By asking the questions about what the minister does practically, considered from a range of perspectives, the minister and the facilitator are able to build a good understanding of what matters most, and where the strongest motivations lie.

The feedback provides a starting point for self-reflection and conversation, moving from there to the 'why' and 'passion' of the minister. We also trust the work of God's spirit in this process to help explore the call of God being expressed through their lives. This enables a focus on development, rather than review, and provides an opportunity for meaningful formation for the minister.

In this way, it is important to note that the MDP is not:

- A performance review on the minister or the ministry,
- An assessment on how well the minister is following or complying with Presbyterian processes, or
- An evaluation on how well things are functioning within the congregation or ministry.

The focus of the MDP is on the growth of the minister as a person, applying an understanding that if the minister is growing, then they will be better able to sustain the demands of ministry.

Roles and Responsibilities in the MDP

Minister	Nationally (NOM) and Locally (LOM) ordained ministers serving in a current stipend position. The minister ‘owns and develops’ the Development Plan and is responsible for their own ongoing development guided by the Plan. Owns all information generated during the Development Plan process.
Facilitator	Professional coach, facilitator or supervisor who enables the minister to discern their development needs and to construct a practical development plan
Development Partners	<p>7-9 people whom the minister trusts and invites to provide genuine and constructive feedback. The intention is that some of these Partners may continue to provide support and guidance during implementation of the Plan.</p> <ul style="list-style-type: none"> ● each person is someone the minister trusts to give considered, candid and constructive feedback. ● each person should have regular interaction with the minister (not someone whose only connection with the minister is during a church service). ● the minister should aim to have a range of perspectives such as from Elders, staff, mission leaders etc. ● at least 1 Partner should be a colleague in ministry so as to encouraged supportive relationships with their peers. ● most of the Partners will be members of the congregation. At least 1 other Partner should be either a peer or someone from outside the congregation. ● It is recommended that you do not pick a married couple to both participate as Development Partners. The aim is to achieve as broad a range of perspectives as possible and to minimize the opportunities for collaboration with answers. <p>The following people may not be a Development Partner:</p> <ul style="list-style-type: none"> ● The minister’s Supervisor ● The minister’s spouse ● Another minister from the same team of ministers in that church
Knox Centre for Ministry and Leadership (KCML)	Holds operational responsibility for the MDP process. Provides training and guidance to facilitators, implements the moderation process for the MDP; Reports recommendations to LSC; convenes the Community of Practice forum.
MDP Administrator mdp@knoxcentre.ac.nz	Manages the MDP Process, providing administrative support to ministers and facilitators through managing the survey platform, following up when surveys are not completed and initiating standard e-mail communications.

Presbytery	Is advised of ministers doing an MDP and if the MDP is suspended, at which point they provide the pastoral and other care required. They receive a copy of the Summary Plan and annual updates of the Action Plan.
Leadership Sub-Committee (LSC)	A nominated person on LSC is the sponsor of the MDP implementation and on-going operation. LSC makes decisions on any improvements or changes to the MDP process and is responsible for funding recommendations.
Council of Assembly	Ultimate decision makers on the MDP, its funding and administration.

Facilitators

Facilitators fulfill an important part of the process. They are selected on the basis of their training in coaching and/or supervision skills and use these skills in helping the minister to dig deeper into their own understanding through the questions they ask. Because they are not evaluating the minister or the ministry, they do not necessarily come from a ministry role themselves, though some have had significant experience in ministry contexts. Ministers who are not currently filling a stipend position and who have had training in coaching and/or supervision may apply to become an accredited facilitator in the MDP.

Facilitators undertake training on the context, approach and process of the Minister's Development Plan and the nature of ministry in the Presbyterian (or Co-operating) context. Particular emphasis is placed on a facilitator understanding their role as an enabler of the minister gaining insights from the surveys and taking ownership of their future development.

Annual moderation of the facilitators and their interactions with ministers is carried out to ensure that they are serving the ministers well and maintaining the integrity of the MDP process. Facilitators are also required to engage in a regular Community of Practice where the focus of discussions is on the quality and development of the MDP process.

Presbyteries and ministers may nominate people who they believe would fit the facilitator person specification. The Leadership Sub-committee will review those nominations to determine who should be accepted for training.

MDP Process

A minister is required to undertake an MDP every three years, at a minimum. A detailed step-by-step outline of the MDP process is included in Appendix One of this Handbook for ministers who are involved in an actual process. This will enable the minister to track each step in the process and be proactive in initiating things that need to happen.

An overview of the process is as follows:

<p>Phase One: Engagement</p>	<p>A minister is notified by KCML 6 months prior to their MDP due date and provided with a link to complete an MDP request form which is sent to KCML. KCML will provide a list of available facilitators (excluding those affected by any conflict of interest) from which the minister will be able to select a facilitator. In general, the MDP process is all run online, but where a face-to-face meeting may be required by the minister, KCML will take into account the location of the minister when confirming a facilitator.</p> <p>The facilitator has their first discussion with the minister to understand their context, to establish the relationship and agree both the standard fee and travel costs (if any).</p>
<p>Phase Two: Minister’s Initial Reflections Survey</p>	<p>The minister completes an Initial Reflection so that the facilitator can understand more fully the minister’s current state and context and to receive guidance on what the minister wants from the facilitator during the Plan process. The survey intentionally asks the minister to reflect on significant aspects of their own personal journey and the context of their ministry in order to ascertain the safety aspect of proceeding with the MDP at that point in time.</p> <p>The facilitator and minister have their second discussion to uncover the insights from the initial Survey and agree whether it is safe and appropriate to continue to the next stage of the Plan process. (Refer to the section on ‘Suspended Development Plans’ for situations in which a Development Plan does not proceed.)</p>

<p>Phase Three:</p> <p>Development Partners Reflections Survey and Minister’s Self-Reflection Survey</p>	<p>The next step of the process involves the minister and facilitator identifying a list of suitable Development Partners. A Development Partner is a person whom the minister trusts to give considered, candid and constructive feedback.</p> <p>The minister invites each of those identified to become a Development Partner. Individuals are free to choose whether they wish to be involved in the feedback process.</p> <p>The Development Partners are sent a link to an online survey, asking them to give their perceptions of the minister using the Seven Lenses. A hard copy version is available for those without access to the internet. The minister also completes this survey.</p>
<p>Phase Four:</p> <p>Development Plan Workbook</p>	<p>The facilitator will send the minister the Development Plan Workbook and a summary of the feedback received from Development Partners. The Workbook assists the minister in distilling the key points coming from the feedback and the strengths and development opportunities identified. The completed workbook helps the facilitator prepare for their third in-depth discussion with the minister. During this discussion, the facilitator will help the minister to deepen their insights from the feedback, assisting the minister in creating a meaningful Development Plan.</p>
<p>Phase Five:</p> <p>Development Plan and Summary</p>	<p>The minister completes the Development Plan and engages in conversation with the facilitator as they work together to build depth and focus to the plan. Once in agreement, the minister will complete the Development Plan Summary which is a high-level summary of the Development Plan appropriate for a wider audience.</p> <p>The minister and the facilitator will sign and date the final version of the Development Plan and the Summary and the minister will give their Supervisor a copy of the full Development Plan.</p> <p>The facilitator will send the Summary to Council/Session through the Clerk, the relevant Presbytery, and to KCML. The minister is invited to share a copy of the Summary with each Development Partner so that they can see the outputs from their feedback and where, appropriate, support the minister in their ongoing development.</p>

<p>Phase Six:</p> <p>MDP Plan Follow Up</p>	<p>The minister will be sent a survey by KCML to assess their satisfaction with the MDP process. Any areas of concern will be shared with the facilitator involved by KCML.</p> <p>The minister is encouraged to meet with their Development Partners to work through the Summary and, where appropriate, to invite some of the Development Partners to support them in the implementation of their Plan.</p> <p>During their regular sessions with the Supervisor, the minister will take the opportunity to reflect on their progress towards their goals and consider their relevancy and any refinements that may need to take place.</p> <p>KCML and Presbyteries will use insights from the range of Development Plans to identify ways in which they might better support the growth and development of minister.</p> <p>The minister is required, on an annual basis, to report on progress against their Development Plan Summary to their Presbytery.</p>
--	---

Confidentiality and Documentation

The MDP is a confidential process that is ‘owned’ and ‘developed’ by the minister themselves. All feedback that is gathered is accessed by the minister and the facilitator only. Collectively, they work together to make sense of the feedback and use this understanding to create the Development Plan.

The output that results from this process is:

<p>The MDP Workbook</p>	<p>The Workbook guides the minister in their self-reflections on each of the seven lenses and gives them an opportunity to make sense the feedback that has been received. The facilitator helps them to deepen their thinking and to help identify key areas of growth.</p> <p>The Workbook is confidential between the minister and facilitator.</p>
-------------------------	--

The Development Plan	<p>The Development Plan is where the minister identifies the key reflections from the process and the specific development plans for the next three years. The facilitator helps to clarify meaningful areas of learning and ways in which this growth can be achieved.</p> <p>The Development Plan a guiding document for the minister through the next three years and is included in regular conversations with their Supervisor.</p>
The Development Plan Summary	<p>This is the summary version of the full Development Plan. It contains the key highlights of learnings from the reflective process and identifies the key development areas and steps that will be taken.</p> <p>The Summary is the document that will be made available to Presbyteries, Parish Councils and KCML. The minister is also invited to share a copy of this document with the Development Partners who contributed the feedback.</p>
The Annual Review	<p>This is a short reflection on progress and completed each year by the minister. A copy of this review is sent to the Presbytery by the minister.</p>

Costs of a Development Plan

The cost for a Development Plan is \$500 and is agreed to between the minister's parish and the facilitator. If the facilitator is registered for GST, then the cost for the Plan will be \$500+GST on presentation of an appropriate GST Invoice.

The facilitator will invoice the parish directly for the cost of this Development Plan on the completion of the process. The parish is responsible for the payment of this invoice.

The conversations between the minister and the facilitator will usually be carried out online, but a minister may request at least one of these meetings to be face-to-face. If this requires the facilitator to travel more than 25 kilometres to meet with the minister, then the facilitator will charge any direct travel costs incurred and/or mileage in line with the current IRD recommendations. (The parish is only responsible for the cost of the MDP. Travel costs may be the responsibility of the minister depending on their arrangement with the parish.)

If, for whatever reason, the MDP process is suspended before completion, the facilitator will invoice the parish for the work that has been completed on a pro rata basis.

Suspended Development Plans

Because the Development Plan is about the growth and development of the minister, it is important that the minister is in a good space to engage in the process. After the Initial Reflections by the minister, the facilitator will assess the context that the minister is working in to determine whether it is safe and/or appropriate to continue at that time. Situations that may be considered unsafe might be concerns around the mental, physical, emotional, relational or spiritual wellbeing of the minister, undue stress issues, or difficult working relationships between the minister and other staff or parish councils for example. Any concerns would be discussed with the minister involved and an agreement reached as to whether continuing with the Development Plan is in the minister's best interests.

Where it is agreed that suspending the Development Plan is the best option at that time, then the facilitator will help the minister to decide on a plan of action on how to best deal with addressing the issues. The detailed process involved in each stage is included in Appendix Two to help guide a minister though this should the need arise.

A key step in the process is ensuring that the minister is the one responsible for approaching their Presbytery and other support in order to deal with the issues at hand. The facilitator will advise KCML and Presbytery that that the Development Plan has been suspended but will not divulge any of the details as to the reason why. The one exception to this is if the facilitator believes that someone is at risk of immediate harm, in which case they would respond according to the PCANZ Code of Ethics.

Once the minister has followed through on the agreed plan, and the circumstances for them have changed, then they would advise the Presbytery of the change and the Development Plan would resume, either with the same, or a different, facilitator as determined at the time.

Failure to engage in the Ministry Development Plan Process

Every minister is responsible to their Presbytery, who cares and provides for the minister's well-being and ongoing formation. As stated earlier in this document, this process is forward looking, and intended to help the minister grow, particularly in areas of their strengths. It is part of caring for, and providing for the well-being of the minister, so it is in the minister's and therefore the congregation's best interests to engage well in this process. As it is often said, "you get out what you put in" and every minister is encouraged to engage as well as they are able and put aside time to do it well. This is along the same lines of the requirement to take study leave – a failure to do so will be detrimental to the minister, and again therefore the congregation.

In 2023 the requirement to complete a MDP as a condition for the Certificate of Good Standing was removed. If a minister is not engaging with the process, KCML will be required to refer them to their Presbytery who will meet with the minister and consider all aspects of their ministry and circumstances, and take appropriate action.

Moderation Process and Continuous Improvement

KCML will conduct a moderation each year with each of the facilitators to assure PCANZ of the ongoing quality and effectiveness of the MDP process.

Feedback from these moderations and results from the post-Plan surveys completed by ministers will assist facilitators in performing their role. Three times per year KCML will convene a Community of Practice Forum where facilitators can share their experiences, learnings, and suggestions for improvement. Any urgent recommendations will be referred to the Leadership Sub-Committee for a decision.

The Leadership Sub-Committee will conduct a formal audit of the MDP process annually to ensure it is continuing to be fit for purpose and to incorporate any improvements identified from the continuous improvement channels.

*For further information on the Minister's Development Plan
Please contact:*

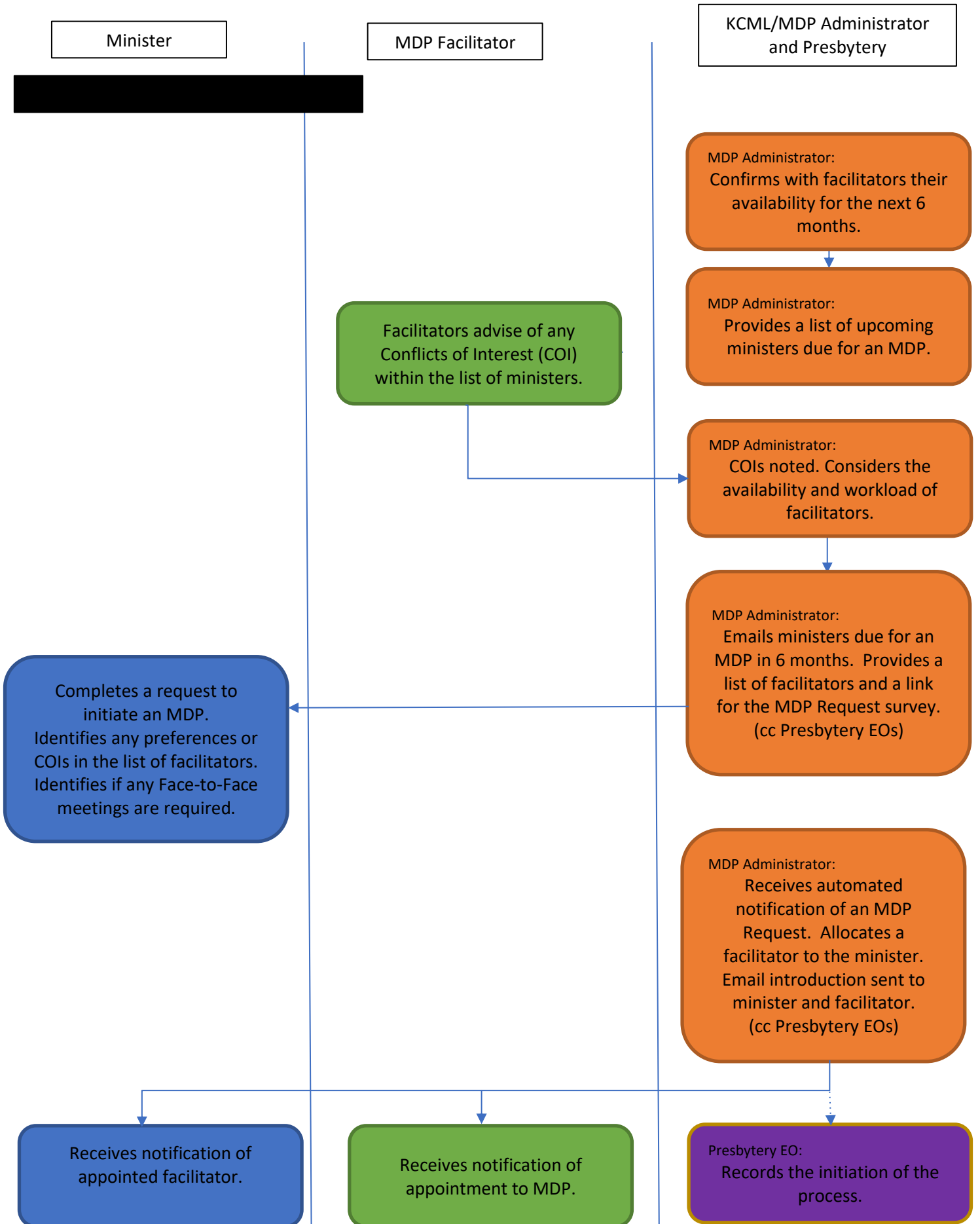
the MDP Administrator at KCML

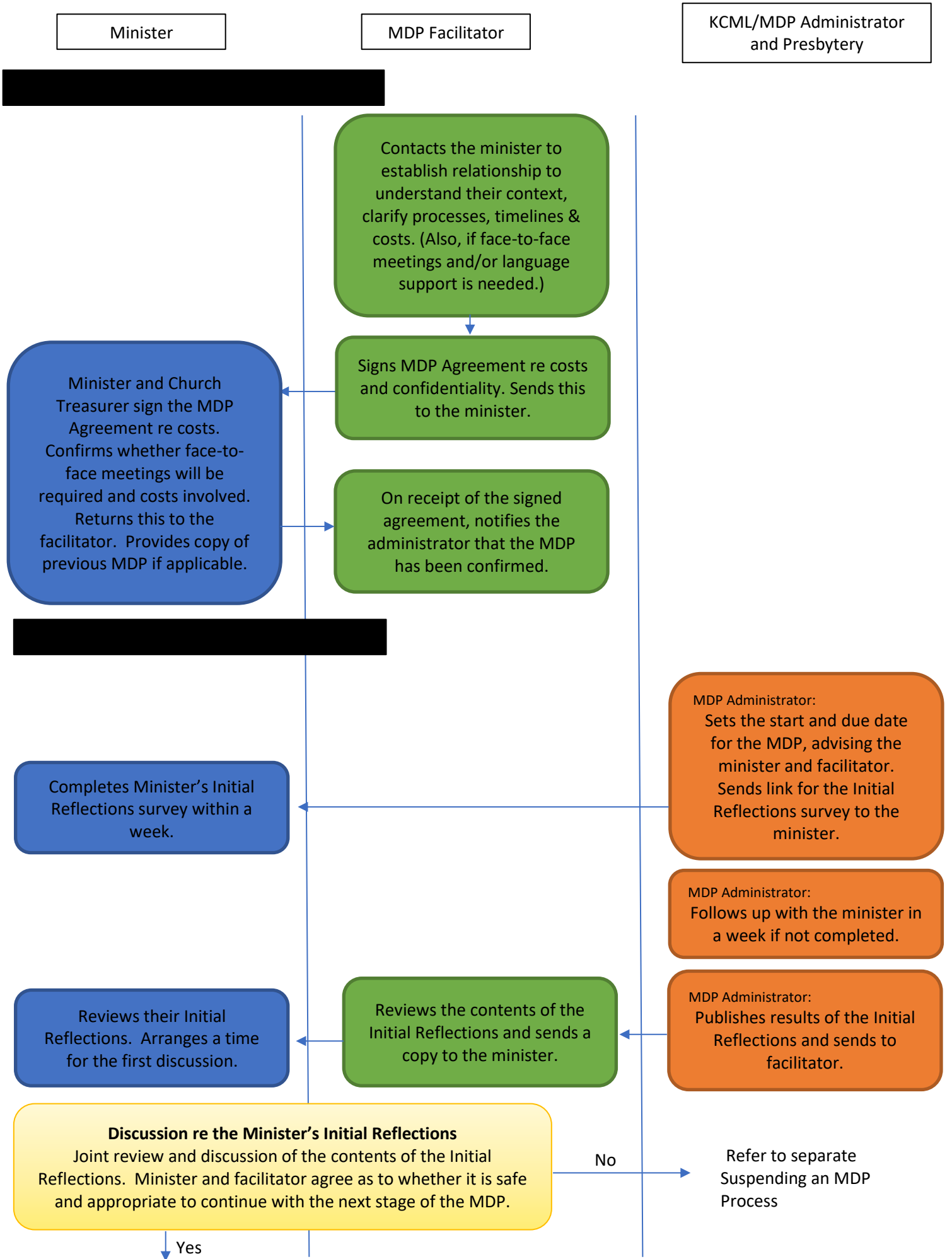
MDP@knoxcentre.ac.nz

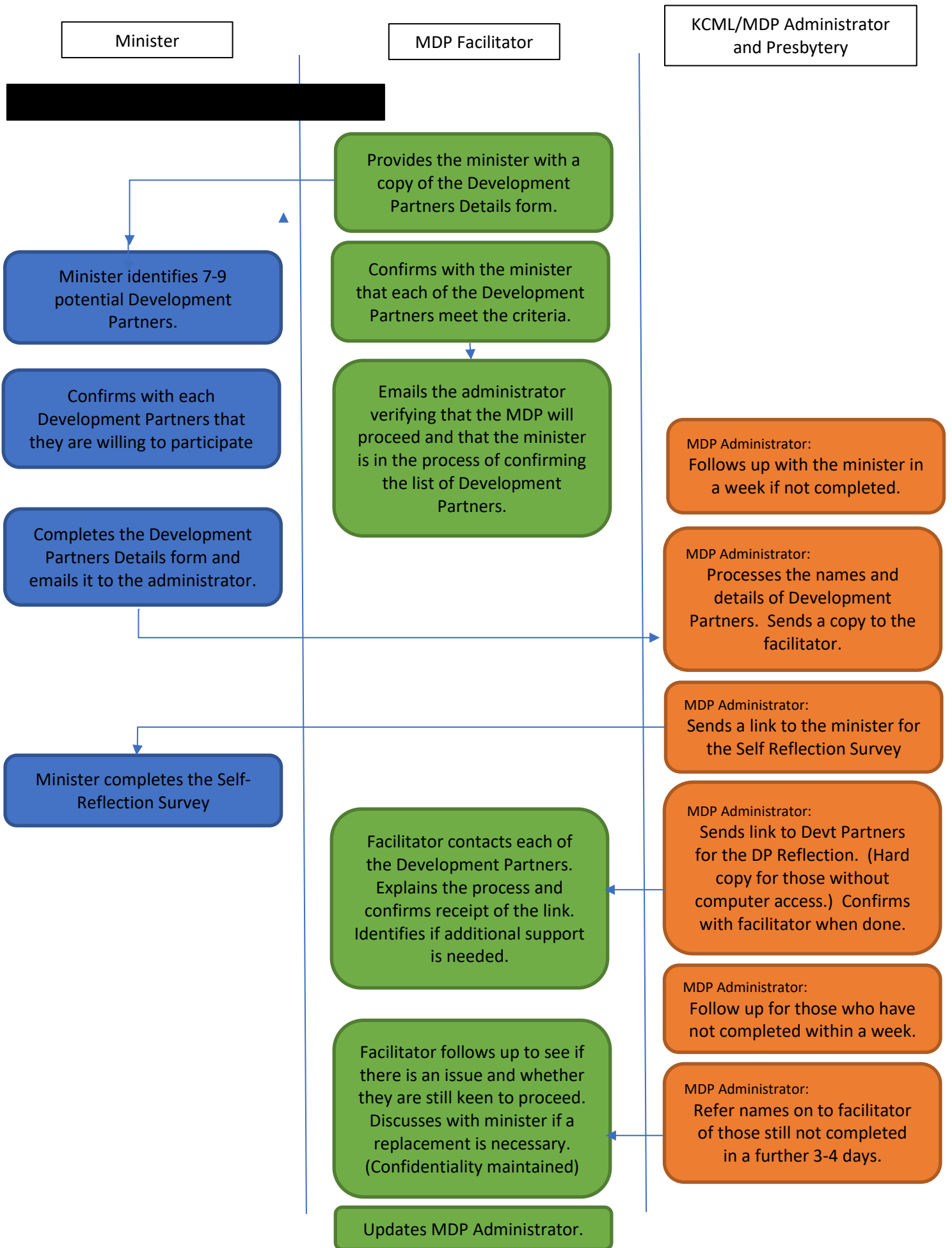
Appendix One

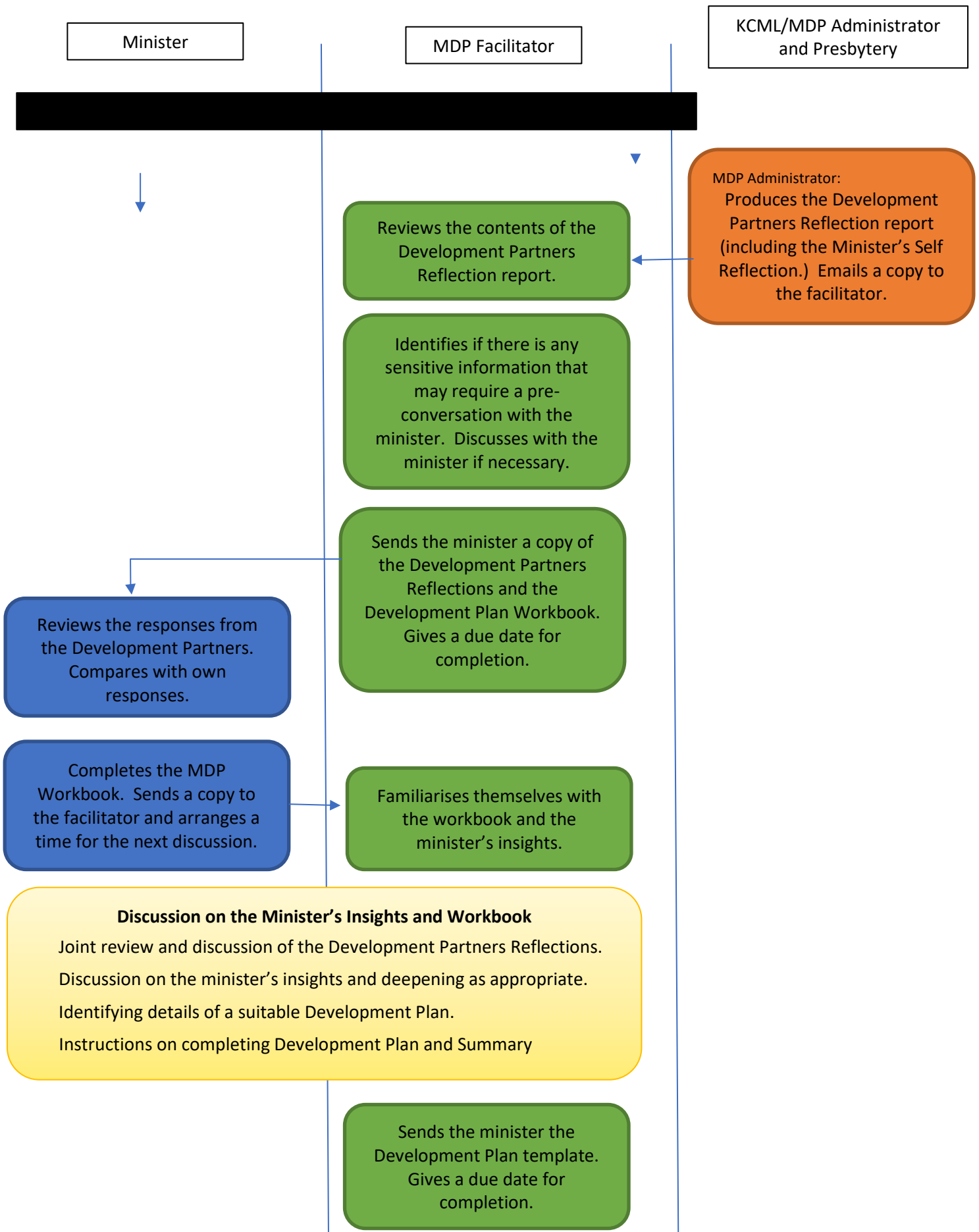
Process Flow for an MDP

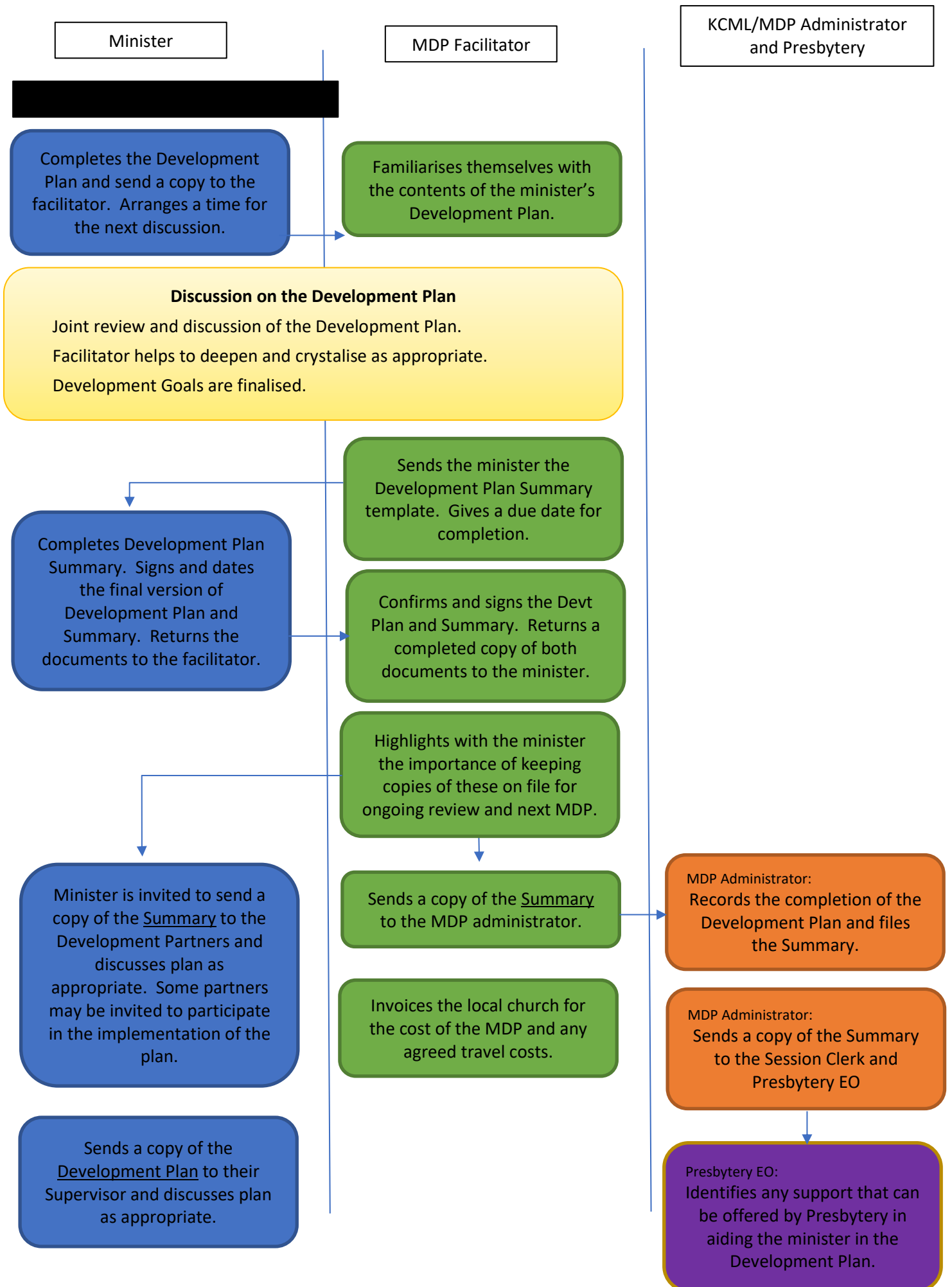
Process Flow for Minister's Development Plan

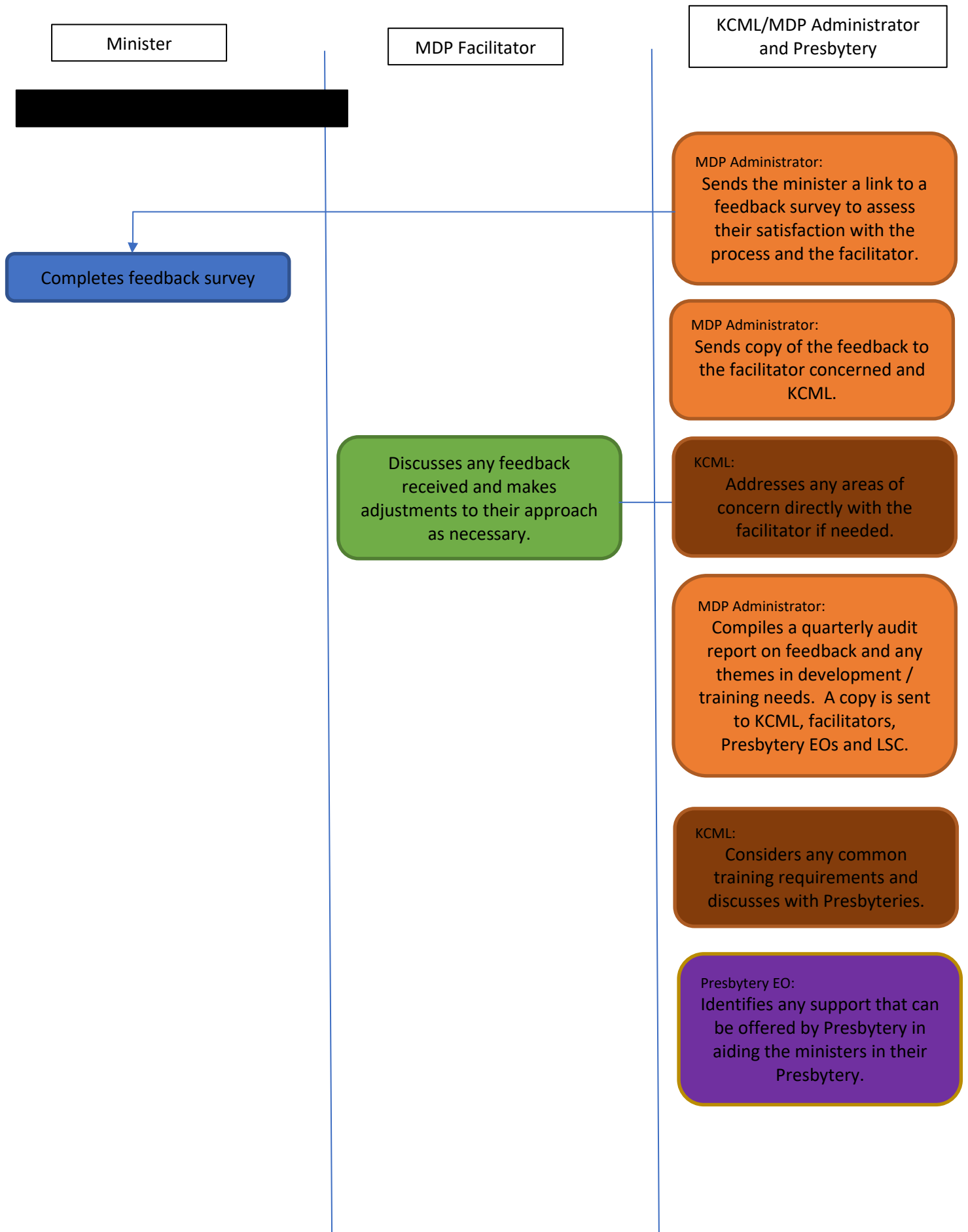


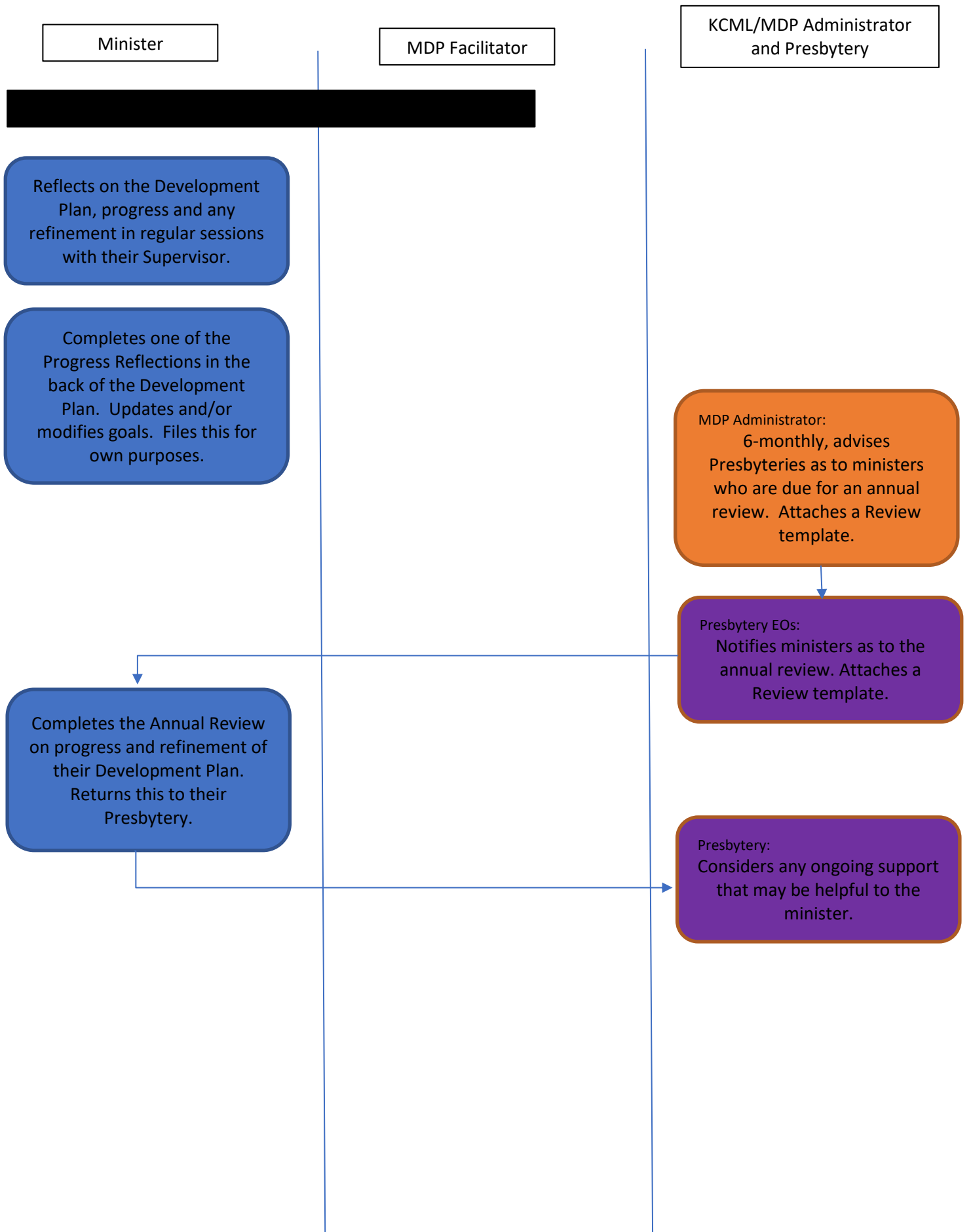












Appendix Two

Process Flow for a Suspended MDP

Process Flow for Suspending an MDP

