



Guidelines for Good Practice In Member Care

Approved by steering group on behalf of Member Care Forum

UNDERLYING CORE VALUES

“Member care is the ongoing preparation, equipping and empowering of mission personnel for effective and sustainable life, ministry and work”¹

Member care involves treating enquirers, personnel and their families with love, care and respect. It involves consideration of their physical, emotional, spiritual and social needs, throughout their term of service, so that they can find their ministry fulfilling and be effective in doing God's will. The point of member care is to launch and sustain resilient individuals in successful ministry.

The following core values have been identified as the starting point for these guidelines.

Core value 1: Church involvement

Church leaders have a vital and ongoing role in the assessment and support of those considering mission service

Core value 2: Recruitment, selection and appointment

The individual or family is helped to determine whether this ministry opportunity is right for them, seeking God's will in every situation

Core value 3: Support structures

Appropriate support structures are provided to enable personnel and their families to function well in their situation

Core value 4: Accountability and direction

Provision is made for accountability and direction in order to encourage, enable and empower personnel for a fruitful and effective ministry

Core value 5: Orientation, training and briefing

Orientation, training and briefing are provided, to enable personnel to be well prepared

Core value 6: Relocation

Sufficient communication, advice and support occur to enable a smooth transition to the place of ministry

Core value 7: Support while serving

Support is offered to enable each person to function well in the ministry and develop their potential in all areas of life

Core value 8: Home assignment

Personnel are helped with issues related to home assignment, so that it can be a beneficial time of re-connecting, resting, refreshment and an opportunity to seek God's will for the future

Core value 9: Moving on

Sufficient support is offered when personnel move on to the next stage of their life

Core value 10: Children

The needs of children are addressed at every stage

Core value 11: Member care providers

Member care is provided by people with appropriate skills and experience, who receive adequate training and support

¹ Definition agreed by the Global Member Care Network of the WEA Mission Commission in 2008

INTRODUCTION

History behind these guidelines

In recent years, codes of good practice have been produced for many diverse groups. These include a number of codes of good practice relating both to humanitarian work², and to mission work³. Until now, there has not been a code of good practice specifically related to member care for long-term mission personnel who are sent overseas from the UK. This is despite the fact that, as well as having a Christian duty to care for those who serve overseas, any organisation or church responsible for sending or seconding personnel to work overseas has in most instances a legal duty of care for the health and well-being of the personnel.

Requests were made for both a set of **core values** which every organisation or sending church should aim to meet, and also for more **detailed guidelines** for those who want further information about how the values might be put into practice. Following consultation, we have opted to use the term 'guidelines' rather than 'code', as the former indicates that flexibility is needed in applying these, depending on the particular situation, whereas a 'code of practice' is a book of rules with sanctions if it is not followed. Guidelines seemed more appropriate for the intended purpose.

The document represents a minimum standard for members of the Global Connections network. Our motivation in producing them is based on our desire that God is glorified in all that we do. We recognise the importance of people working as mission personnel and our responsibility as Christians in supporting them to the highest standards possible.

Basis of the guidelines

These Guidelines for Good Practice for Mission Member Care are designed to apply to any church or Christian organisation based in the UK which is sending staff or volunteers overseas. The principles apply to all personnel such as volunteers working overseas, and mission personnel and their families. The guidelines mainly relate to those who are expecting to be overseas for more than two years. For shorter periods of service, please see the **Code of Best Practice in Short Term Mission**.⁴

Churches and organisations may find that certain aspects are also relevant to other groups of people, including national staff⁵ of UK churches and mission organisations, UK staff travelling overseas, and mission personnel who work within the UK. Although the guidelines have been formed specifically with cross-cultural contexts in mind, they can also be useful in UK situations, both same-culture and cross-cultural.

Terminology

There is a huge variety of churches and organisations involved in overseas mission, and different people use different terminology to mean the same things. We have therefore tried to be consistent throughout this document with the use of terms:

Personnel or mission personnel – this term is used to refer to people working overseas, sometimes called mission partners or missionaries

Sending organisation – this term is used to refer to the mission agency, organisation or church that takes overall major responsibility for the person's placement and support. It can therefore be taken to refer to a church that sends independently without the support of a mission agency

Supporting church – this term is used for the main church from which the person originates or is 'sent'. They have a major role in working with the sending organisation. They are sometimes referred to as the sending church, but we have used the term 'supporting church' to differentiate from a church that sends personnel overseas without the support of a mission agency. It is also acknowledged that mission personnel may receive support from a variety of churches. So in this

² For example, visit www.peopleinaid.org, www.anataresfoundation.org, www.hapinternational.org and www.interaction.org/pvostandards

³ For example the Member Care Codes in Canada and the Netherlands

⁴ See <http://www.globalconnections.org.uk/guidelines/short-term-mission-code-of-best-practice> and also chapter 34 of *Worth Keeping* (by R. Hay et al.)

⁵ For detailed information about supporting national staff, see the online training module, *Supporting National Staff* from www.headington-institute.org/Default.aspx?tabid=2632

document, the term supporting church refers to the main supporting church but if the context may include several churches which are supporting in various ways, the term **supporting church(es)** has been used.

Application for sending churches

Where a church sends people overseas directly without using a mission organisation, it is encouraged to adopt the tasks usually carried out by a mission organisation. Where people are working in secular employment such as running businesses or not formally sent out as mission partners, we encourage them to ask their church and support team to take on the relevant aspects of caring for their welfare, as far as that is possible.

Adapting the guidelines appropriately

All UK organisations should appoint a representative who is responsible throughout the organisation for ensuring that their organisation develops, completes and implements its Member Care policies and that they are consistent with the required standards set out in these guidelines. Organisations that are part of an international structure should ensure the Head Office has appropriate policies and procedures in place and that the UK office is an integral part of any procedures.

It is impossible to provide policies which fit all circumstances and the needs of all groups. The guidelines are therefore designed to help churches and organisations think through and develop their own agreed policies and procedures. Each will need to decide which of the guidelines are relevant and appropriate for their situation. Although the guidelines focus on the care provided by churches and organisations, we also encourage mission personnel to take responsibility for looking after themselves and caring for each another.

Adaptations may be needed to ensure the guidelines are appropriate for people from other cultures. Language issues need to be considered, and a translator or a cultural interpreter used when necessary.

Other guidelines

These guidelines are part of a series of documents from the Global Connections network. The major companion is called '**Guidelines for developing Policies and Procedures for families and children serving overseas**'. These guidelines should be read in conjunction with this document. Others guidelines include:

- Guidelines for Developing a Child Protection Policy for UK based organisation or UK church sending staff or volunteers overseas
- Guidelines for developing policies and procedures for UK based organisations or UK churches sending staff or volunteers overseas in relation to HIV infection
- Guidelines for crisis management and prevention including working in high risk areas

All are available from the Global Connections website.

Improving practice

Guidelines are useless unless they lead to improvements in practice. The detailed guidelines are offered as goals to aim at, although it may not be possible for every church or organisation to meet them all. Those without the resources to implement the guidelines by themselves might benefit from networking with others. The guidelines are intended to be informative and helpful, and not restrictive or overwhelming. Our prayer is that churches and organisations will work through the suggestions and consider how they can make improvements.

"Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up. Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers" (Galatians 6: 9-10).

As progress is made, little by little, mission personnel will be helped to serve more effectively and for longer, bearing fruit that will last. To God be the glory.

We welcome all comments on the guidelines. Comments may include areas of disagreement or agreement; examples; suggestions for additions or deletions; resources which you have found useful; and questions. Please contact us using info@globalconnections.org.uk

CHURCH INVOLVEMENT

CORE VALUE 1

Church leaders have a vital and ongoing role in the assessment and support of those considering mission service

It is vital that churches, especially the church leadership, play a key and supportive role when church members consider the possibility of overseas mission service and in ongoing support. It is therefore essential that church leaders are familiar with these guidelines as this will greatly assist in appropriate assessment, as matters of gifting and spirituality require careful evaluation in conjunction with church leaders.

The responsibilities of churches and church leaders are set out throughout the guidelines. In summary good practice for sending churches and church leaders includes:

1.1 Enquiry, selection and appointment

- Examining the suitability and maturity of the person who is expressing interest in cross-cultural and mission service
- Sensitively seeking confirmation that the candidate is in good standing in the church and local community and assessing their life and ministry within the church
- Working with all members of the family in exploring the desire to work overseas
- Supporting the enquirer who is considered unsuitable in such a way that they understand and come to terms with the decision and are encouraged into an appropriate sphere of ministry within the life of the church
- Placing those who may show potential for cross-cultural or overseas ministry in such situations within the life of church so as to bring them to the point where steps toward overseas service can be implemented
- Ensuring the church, especially the leadership, is involved at every point in the process. This includes familiarising themselves with the proposed area of ministry, examining with the enquirer the options (including further training), taking part in discussions with sending organisations and being part of the application and interview process as close partnership between the church and sending organisation is vital

1.2 Support structures

- Recognising that the pastoral responsibility of the church does not end nor should it be entirely delegated when the church member moves overseas
- Recognising the different models of support available and determining what is appropriate for the church member, the supporting church and the sending organisation.
- Ensuring that expectations of all parties are clearly articulated.
- Taking responsibility with others (such as the sending organisation) for the ongoing financial, practical and spiritual needs of the church member when they move overseas. This includes regular contact between the church member and the supporting church, including the church leadership

1.3 Home assignment and moving on

- Ensuring appropriate support is in place on home assignment
- Helping the church member on permanent return home to adjust back to life in the home culture and supporting church

RECRUITMENT, SELECTION AND APPOINTMENT

CORE VALUE 2

The individual or family is helped to determine whether this ministry opportunity is right for them, seeking God's will in every situation.

Good practice should ensure that throughout the recruitment process, the needs and views of the whole family are considered. More detailed guidelines on families are available in the ***Guidelines for Developing Policies and Procedures for Families and Children Serving Overseas***.

Good practice includes:

2.1 Enquiries:

- Advertising accurately and providing clear information about the opportunities available and the qualities sought
- Clearly describing the ethos and values of the sending organisation
- Using simple processes to allow the enquirer to state their interest, motivation, family responsibilities and suitability for the task, either by using a short form or on-line
- Acknowledging every contact promptly
- Making and maintaining contact between the sending organisation, the supporting church and the enquirer at an early stage
- Seeing selection as a partnership by encouraging the candidate to ask questions and assess whether the possible placement is right for them, as well as the sending organisation assessing the enquirer

2.2 Application:

- Complying with employment law in all aspects of the application and selection process⁶
- Outlining the application process clearly and in detail
- Obtaining all relevant information (usually through an application form) covering personal, family, professional and spiritual history, ensuring adherence to employment and equal opportunities laws
- Maintaining confidentiality and restricting access to personal information to a need-to-know basis
- Giving, on receipt of application, a clear indication of the likely length of the process.
- Obtaining references from a range of sources, including supporting church(es), college where relevant, and secular sources
- Covering a whole range of family issues such as ages of the children, special educational needs and the long-term aspirations of the family

2.3. Interview and selection:

- Choosing the interviewers carefully, ensuring they are aware of the legal implications of their questions and that interview(s) are conducted on the basis of the candidate's application
- Inviting a representative from supporting church to be present at interview.
- Interviewing couples separately as well as together, where appropriate.
- Ensuring the needs and opinions of the whole family are considered, and not just those of the parents or one spouse
- Considering the team the candidate would join
- Ensuring that the candidate has or can obtain the necessary level of professional training for the role
- Ensuring that the candidate is personally equipped for the role

⁶ Global Connections has an International HR Forum, where such legal issues are discussed. Visit <http://www.globalconnections.org.uk/forums/international-hr-forum>

- Ensuring that the candidate has a working knowledge of the Bible and tries to apply spiritual principles to work and life in their personal walk with God
- Identifying areas requiring further training (professional, personal, family, spiritual/theological)
- Ensuring that child protection policies are followed including CRB checks as appropriate ⁷
- Informing candidates of the decision as soon as possible

2.4 Medical & Psychological Assessments

- Conducting medical and psychological assessments (if appropriate) to ensure that the candidate and family are fit for life overseas. Assessors should be qualified professionals who understand the stresses of living overseas ⁸, have passed a CRB check and are informed about the location and type of placement (if known)
- Reassessing people who have a track record of effective work overseas ⁹

2.5 Unsuccessful candidates or conditional acceptance:

- Taking particular care when giving negative feedback, especially when only one member of a couple or the family is considered unsuitable
- Offering help and advice about other options to candidates who are not accepted
- Setting out clearly conditions and time-frames when acceptance is conditional.

2.6 Appointment:

- Drawing up a clear contract, agreement or job description specifying length of service, and any probation period. This is agreed and signed by the sending organisation, personnel and wherever appropriate supporting church
- Making arrangements for specific training needs
- Setting a realistic time-scale for deployment
- Establishing clear lines of communication between personnel, the sending organisation, supporting church and any other involved party
- Discussing issues of partnership between the sending organisation and supporting church so that they gain an understanding of each other's vision, aims, and track record in mission
- Identifying areas of preparation for the whole family

⁷ For information on DBS checks <http://www.globalconnections.org.uk/mission-issues/article/crb-checks>

⁸ For suggestions of how to locate a suitable assessor, see Appendix 1

⁹ More information about psychological assessments is provided in Supporting Staff Responding to Disasters: recruitment, briefing and on-going care by D Lovell-Hawker (see www.peopleinaid.org)

SUPPORT STRUCTURES

CORE VALUE 3

Appropriate support structures are provided to enable personnel and their families to function well in their situation

It is good practice to ensure that areas of responsibility and support for mission personnel are clearly defined for the sending organisation and supporting church. This also includes agreeing methods of communication and systems for maintaining regular contact between the sending organisation, supporting church and mission personnel.

Good practice includes:

3.1 Practical and financial support

- Ensuring personnel are given adequate administrative and practical support, especially on matters such as tax, pensions and NI
- Drawing up a detailed budget to include living costs, travel, education, insurance, medical care, pension, spiritual refreshment, holidays, home assignment, ongoing training and crisis contingency plans. This should include the additional costs of supporting a family
- Providing appropriate professional indemnity insurance and membership fees
- Agreeing how the budget will be funded and raised
- Providing personnel with support raising advice, help and training ¹⁰

3.2 Personal and prayer support

- Ensuring that the sending organisation, supporting church and personnel agree, develop and maintain appropriate support structures ¹¹
- Ensuring there are appropriate support structures for children
- Identifying a link person to act as a coordinator on issues relating to personal support, especially prayer
- Encouraging personnel to develop a prayer network for personal, ministry and wider issues
- Ensuring prayer requests are communicated on a regular basis
- Encouraging supporting church(es) ¹² to supplement formal support structures so personnel feel they are valued. Examples include updates of key church activities; newsletters; CDs of services; letters; emails; phone-calls; text messages; cards; books; gifts and magazines, though it is important to discuss the suitability of gifts and to check that personnel are able to receive them
- Discussing and encouraging (where appropriate) visits from supporting church(es), sending organisation, other friends and family members

3.3 Leave and holidays

- Ensuring that there is adequate provision for holidays and this is taken
- Providing appropriate arrangements for sick leave, compassionate leave, and maternity and paternity leave
- Ensuring there is good liaison between the sending organisation and supporting church(es) on the cost of these provisions and that they are appropriately funded

3.4 Wider family

- Ensuring that the ongoing needs of the wider family, especially parents, are considered

¹⁰ See People Raising by W Dillon and Funding the Family Business by M Wilson. See also www.oscar.org.uk/service/finance/support.htm

¹¹ See Serving as Senders by N Pirolo

¹² For further information on how churches can provide support, see Serving as Senders by N Pirolo

ACCOUNTABILITY AND DIRECTION

CORE VALUE 4

Provision is made for accountability and direction in order to encourage, enable and empower personnel for a fruitful and effective ministry

It is good practice to discuss and develop accountability structures prior to departure so that personnel are clear about the method and lines of accountability before placement.

Good practice includes:

4.1 Overall accountability structures

- Setting up systems of accountability involving the sending organisation and supporting church
- Showing interest in personnel by the sending organisation and supporting church
- Communicating clearly on all relevant matters and recommendations including oversight and direction
- Setting up regular reviews, appraisals and debriefings
- Involving children appropriately in any review process

4.2 Local accountability structures

- Establishing clear agreements with any partner organisation or church in the country where personnel are based
- Clarifying the roles of the sending organisation's international, national and local offices

4.3 Change of circumstances

- Setting up systems for good communication between personnel, the sending organisation and supporting church(es), for liaison on changes in location or ministry
- Setting up clear policies and procedures to be followed in the event of emergencies or other concerns

ORIENTATION, TRAINING AND BRIEFING

CORE VALUE 5

Orientation, training and briefing are provided, to enable personnel to be well prepared

It is good practice to provide thorough training, briefing and orientation in all relevant areas. The whole family should be involved and areas specifically relevant for parents and children covered. Training methods and timing of training should be carefully chosen¹³ so training is not rushed and personnel are not overloaded with too much information at any one time.

Good practice includes:

5.1 Briefing about the sending organisation including

- An introduction to the values, vision, mission and structure of the sending organisation
- A report of how and where the sending organisation works
- An explanation of policies and procedures, including child protection¹⁴, evacuation policy, grievance procedures and disciplinary procedures, with personnel signing an agreement to adhere to these policies
- Access to an up-to-date handbook covering all key issues

5.2 Briefing about the work and role, including

- A clear job description where possible. Where that is not realistic, an outline of the expected work, with clear indications as to the level of uncertainty which exists and the need for flexibility
- Information about the project and their role
- Information on the team and relevant related issues
- Information on lines of accountability
- Discussion about how to keep a life-work balance covering areas such as adequate time off, holidays, leisure and rest¹⁵

5.3 Briefing about the environment and the culture, including

- Specific information on the country and culture where personnel will be based
- Training on working in a cross-cultural context¹⁶

¹³ For teaching methods, see [Learning to Listen, Learning to Teach](http://www.nwlink.com/~donclark/hrd/styles/honey_mumford.html) by J Vella and for learning styles, see www.nwlink.com/~donclark/hrd/styles/honey_mumford.html

¹⁴ See <http://www.globalconnections.org.uk/guidelines>

¹⁵ See [Work-Life Balance: guidelines for the aid sector](#) by T Lankester and [Supporting Staff Responding to Disasters: recruitment, briefing and on-going care](#) by D Lovell-Hawker available from www.peopleinaid.org

¹⁶ Books include [The Art of Crossing Cultures](#) by C Storti and [Foreign to Familiar](#) by S Lanier. College courses include [Across the Cultures](#) (Redcliffe College www.redcliffe.org) and [En Route](#) (All Nations Christian College www.allnations.ac.uk). The [En Route](#) course is available as an online resource www.allnations.ac.uk/index.php?pageid=138§ion=Studying

5.4 Safety and security briefing and crisis contingency planning ¹⁷

- Ensuring that policies and procedures relating to possible crises are in place and communicated. These should take as a basis the Global Connections '**Guidelines for Crisis Management and Prevention Including Working in High Risk Areas**' ¹⁸ and include contingency plans related to threats to security; evacuation; kidnapping; breaking bad news; death; serious injury; illness and other traumatic incidents
- Briefing personnel about safety and dealing with crises and danger
- Making sure insurance adequately covers the area visited and any possible crises ¹⁹
- Ensuring personnel have access to necessary funds in case of an emergency
- Keeping photocopies of passports, travel tickets and insurance details in a secure location known to a key contact
- Encouraging personnel to appoint a power of attorney and keep an up to date Will, covering key issues such as funeral arrangements and guardians for children
- Encouraging personnel to inform a nominated emergency contact person and their sending organisation about such arrangements and the location of their Will
- Taking particular care when assignments are in restricted access countries, informing personnel about how much information they should give others, and other precautionary procedures

5.5 Health ²⁰ and stress management briefing

- Providing health briefing from medical professionals experienced in travel medicine ²¹
- Allowing sufficient time before departure to obtain necessary vaccinations and medications
- Providing HIV awareness and training, including guidelines about access to Post Exposure Prophylaxis (PEP) ²²
- Ensuring access to first aid kits including needles and syringes, essential medical supplies, a travel health manual and /or membership of an accredited internet-based information service ²³
- Recommending that personnel know their blood group
- Providing training in first aid, where necessary
- Ensuring that personnel have adequate health insurance, and a health plan for any medical attention they may require while overseas
- Providing adequate briefing on stress management ²⁴

¹⁷ Good resources include:

- a) Staying Alive: safety and security guidelines for humanitarian volunteers in conflict areas by D Roberts. See www.icrc.org
- b) Operational Security Management in Violent Environments by K Van Brabant. See www.odihpn.org.uk
- c) Guidelines for Crisis and Contingency Management by S Goode in International Journal of Frontier Missions, 14, (1995), 211-216
- d) Church World Service security manual for NGOs. See www.cwserp.org/security
- e) RedR provides training courses on security and training materials from www.redr.org
- f) Crisis Consulting International provide security and crisis management training. See www.cricon.org
- g) Information on security issues is available at www.uia.org/security/home.php
- h) Concern Worldwide's policy: www.concern.net/docs/SecurityPolicy.pdf
- i) The OSCAR website contains information on security www.oscar.org.uk/service/logistics/crisis

¹⁸ Download from <http://www.globalconnections.org.uk/guidelines>

¹⁹ Travel insurance is available from many providers including Banner www.bannergroup.com

²⁰ See Staff Health and Welfare: guidelines for the aid sector by T Lankester www.peopleinaid.org, and The Travellers Good Health Guide by T Lankester

²¹ InterHealth in London www.interhealth.org.uk and Healthlink360 in Edinburgh www.healthlink360.org are specialists in health briefing. Alternatively see www.oscar.org.uk/service/health for further information

²² See <http://www.globalconnections.org.uk/guidelines/hiv-policy-guidelines>

²³ For example, see www.interhealth.org.uk/thac.htm

²⁴ See Honourably Wounded: stress among Christian workers by M Foyle and Staff Responding to Disasters: recruitment, briefing and on-going care by D Lovell-Hawker. InterHealth in London www.interhealth.org.uk provides professional advice. Stress management is also covered during training at mission training colleges such as Redcliffe College (www.redcliffe.org), and All Nations Christian College (www.allnations.ac.uk).

5.6 Spiritual preparation ²⁵

- Helping personnel prepare spiritually so that they can grow while they are away from their usual support and resources
- Considering whether personnel should be offered additional theological training
- Considering how personnel can maintain spiritual vibrancy especially when local fellowship appears inadequate or absent ²⁶

5.7 Training in leadership, team building and relationship skills

- Identifying potential leaders and providing training in leadership skills ²⁷ as appropriate
- Offering training in team ²⁸ and relationship ²⁹ issues, such as team dynamics, multi-cultural teams; conflict resolution, mediation, personality differences, and differences in theological viewpoints, forms of worship and learning styles

5.8 Specific preparation for single people, couples and children

- Encouraging married personnel to maintain a fulfilling marriage and both single and married personnel to develop a network of supportive relationships. Useful tools might include books; courses; conferences; retreats; holidays; and meeting with a counsellor, spiritual director or mentor to review their specific and changing needs ³⁰
- Offering children age-appropriate information and training about the new culture and customs ³¹ and help in preparing for this major transition
- Encouraging parents to read relevant literature relating to Third Culture Kids (TCKs) ³², for their own understanding and in order to help and support their children

²⁵ Mission training colleges such as Redcliffe College www.redcliffe.org and All Nations Christian College www.allnations.ac.uk offer courses of various lengths. Operation Mobilisation offers a 'face-to-face' course - email membercare@ict.om.org

²⁶ Some websites for Christian prayer and refreshment:

- a) Membercare by radio: Regular programmes providing spiritual nourishment and discussing how to handle the difficult parts of life as a Christian worker overseas. www.twr.org/memcare/index.htm
- b) Brigada: www.brigada.org/today/articles/how-do-i-get-fed.pdf
- c) All Souls: An Anglican church in London, with online sermons. www.allsouls.org
- d) The Evangelical Lutheran Church of America: Daily Bible readings with helpful links on how to study the bible and a section for anyone engaging with specific circumstances in their lives. www.elca.org
- e) Daily Bread: www.dailybread.org.uk
- f) The Black Church Page: Run by African Americans, this site offers the Word of the Week with access to previous devotions www.theblackchurchpage.com
- g) The OSCAR website has links to spiritual resources www.oscar.org.uk/service/pastoral

²⁷ Useful books include Growing Leaders: reflections on leadership, life and Jesus by J Lawrence, In the Name of Jesus – reflections on Christian leadership by H Nouwen, Future Leader by V Thomas and Relational Leadership – a biblical model for leadership service by W Wright. There are many leadership courses such as Redcliffe College www.redcliffe.org and YWAM www.ywamfm.com/get-training.aspx

²⁸ Resources include Team Work by G & R Jones, Building Credible Multicultural Teams by L Roembke, The Peacemaker by K Sande, www.mmct.org/MMCT-Communique-Nov-08.pdf, Discovering the Enneagram by R Rohr & A Ebert, and Your Personality and the Spiritual Life by R Johnson. Courses on the Myers-Briggs Personality Inventory can also be very helpful.

²⁹ Relationship issues are covered during some courses at mission training colleges such as Redcliffe College www.redcliffe.org and All Nations Christian College www.allnations.ac.uk. Operation Mobilisation offers to any mission personnel a *Face to Face* course, held in various international locations. This covers relationship with God, others and self. Contact membercare@ict.om.org

³⁰ Relevant resources include

- a) Marriage The Seven Principles for Making Marriage Work by J Gottman & N Silver; Marriage Matters by J Huggett; Sacred Marriage by G Thomas. See also www.mmct.org/MMCT-Communique-july-08.pdf and www.themarriagecourse.org
- b) Cross-cultural marriages, Love Across Latitudes by J Fraser-Smith, and In Love but Worlds Apart by G Shelling and J Fraser-Smith
- c) Singleness The Single Issue by A Hsu and Getting Serious About Getting Married: rethinking the gift of singleness by D Maken
- d) Retreats for single mission personnel are offered by Mission Encouragement trust www.metuk.org.uk. See also www.singlevisioninternational.com and www.penhurst.org.uk

³¹ Mission training colleges may include such training as part of some courses. Marion Knell provides briefings in the UK for families going overseas mariondk@uk2.net. Training days for families are also available from Redcliffe College www.redcliffe.org

- Alerting parents to the challenges of parenting in a cross-cultural context
- Agreeing a plan of support when concerns have been identified
- Discussing and drawing up long-term education plans for children

5.9 Preparation relating to the extended family or nominated contact

- Providing opportunities for the extended family to be briefed, explaining policies clearly to them and ensuring they are aware of how they can communicate with the sending organisation and supporting church
- Ensuring that the sending organisation and supporting church are aware of any relevant issues among close friends or the extended family and discussing arrangements for compassionate leave, including funding for visits home
- Helping personnel to keep in regular contact with their support network
- Ensuring arrangements are in place for contacting next of kin or other nominated person in cases of emergency

³² Useful books include Families on the Move by M Knell and The Third Culture Kid Experience by D Pollock and R Van Reken

RELOCATION

CORE VALUE 6

Sufficient communication, advice and support occur to enable a smooth transition to the place of ministry

It is good practice to ensure that mission personnel are aware of all matters relating to their relocation and to ensure that advice and support is given on practical matters.

Good practice includes:

6.1 Practical matters prior to departure

- Advising and providing help as required for travel arrangements such as obtaining visas³³ and work permits, booking flights³⁴ and packing/shipping belongings³⁵
- Advising on practical arrangement in the UK such as renting out housing and tax affairs
- Agreeing how accommodation in the new country will be arranged and ensuring this is agreed with any local partner
- Agreeing how any necessary equipment or services will be located and provided⁴
- Agreeing and helping with arrangements for children's education³⁶

6.2 Commissioning service

- Holding a commissioning service in the supporting church with representative(s) from the sending organisation attending
- Holding other send off events in other supporting churches
- Ensuring the extended family is invited to appropriate send off events
- Including children in the commissioning service and other send-off events, in ways with which they feel comfortable

6.3 Arrival

- Ensuring that arrangements for meeting personnel on arrival are carefully planned and communicated
- Ensuring that initial accommodation has been located while more permanent accommodation is finalised

³³ For visa advice, see www.oscar.org.uk/service/logistics/documents

³⁴ For travel advice, see www.oscar.org.uk/service/logistics/travel

³⁵ For shipping advice, see www.oscar.org.uk/service/logistics/shipping

³⁶ For educational options, see www.oscar.org.uk/service/children/education.htm

SUPPORT WHILE SERVING

CORE VALUE 7

Support is offered to enable each person to function well in the ministry and develop their potential in all areas of life

It is good practice to ensure that mission personnel are offered high quality support throughout their placement and that the sending organisations and supporting church remain in regular contact with them. Other marks of good practice include assistance with settling into their new culture, planning ongoing developmental needs, providing opportunities for personal review and dealing professionally with crises and problems.

Good practice includes:

7.1 Adjustment to the host culture

- Arranging for personnel to be met on arrival where possible
- Ensuring appropriate housing and transport are available
- Assisting with practical and bureaucratic matters
- Encouraging personnel to make a risk assessment of their house and its surroundings
- Providing a full induction to the location, team, local customs and role for all involved, and ensuring appropriate handover of responsibilities³⁷
- Providing training for the whole family in areas such as health and safety, travel, child protection and crisis procedures
- Encouraging personnel to locate, visit and register at their nearest reliable health facility
- Ensuring time and facilities are available for language acquisition, as appropriate to their learning styles³⁸

7.2. Ongoing contact

- Following all the guidelines listed in core value 3 relating to support structures
- Discussing and reviewing the frequency and means of contact with personnel, both from the sending organisation and the supporting church, being sensitive to ensure demands are not excessive
- Ensuring personnel are aware of the relevant people to contact regarding general concerns, health and safety and child protection issues, and ensuring these contact persons are able to respond quickly when contacted and that contact details are kept up date
- Providing information about changes taking place in the sending organisation or supporting church(es)
- Offering member care visits as appropriate, ensuring they are not burdensome or inconvenient
- Encouraging personnel to have a named medical advisor accessible for advice. This would ideally be a someone with travel and/or tropical medicine experience³⁹

7.3 Ongoing developmental and training needs

- Providing ongoing training, mentoring, and financial advice from people equipped to give these
- Setting goals for personal, professional and spiritual development⁴⁰

³⁷ For guidelines on induction, briefing and handover, see [Policy Guidelines: induction, briefing, handover](#) by People in Aid and [Enhancing Quality in HR Management in the Humanitarian Sector](#) by J. Henry & People in Aid. Available from www.peopleinaid.org

³⁸ For teaching methods, see [Learning to Listen, Learning to Teach](#) by J Vella and for learning styles, see www.nwlink.com/~donclark/hrd/styles/honey_mumford.html

³⁹ See InterHealth www.interhealth.org.uk or Healthlink360 www.healthlink360.org

- Ensuring that time and resources for this are built into the timetable and budget

7.4 Ongoing appraisals and reviews

- Following all the guidelines listed in core value 4 relating to accountability and direction
- Ensuring regular appraisals take place for personnel, involving both the sending organisation and the supporting church
- Encouraging personnel to appraise the sending organisation and supporting church, as well as to be appraised by them
- Providing regular reviews of the welfare and education of children
- Ensuring that personnel are not overloaded by: avoiding unnecessary bureaucracy and paperwork; providing assistance on work life-work balance issues⁴¹; encouraging annual leave and leisure time, and providing sabbatical opportunities

7.5 Crises, critical incidents and security alerts

- Ensuring that the sending organisation's crisis policies and procedures are known and followed⁴² (see section 5.4)
- Providing personnel with the emergency helpline number for their travel health provider in case of serious illness or accident
- Ensuring extended family and key contacts are given accurate and timely information in the event of a crisis, and taking great care when conveying bad news⁴³
- Offering prayer, practical, medical, emotional and spiritual support for the whole family, as well as Critical Incident Stress Debriefing if appropriate and desired

7.6 Complaints against personnel

- Ensuring that a range of perspectives are obtained and listened to before conclusions are drawn
- Maintaining an appropriate level of confidentiality
- Ensuring that cultural issues, which may contribute to misunderstandings, are considered
- Dealing with the complaint according to the disciplinary code or grievance procedure

7.7 Problems

⁴⁰ A mentor, spiritual director and retreats can play valuable parts in helping with personal and spiritual development. Examples of goals might be attendance at an annual professional conference, and taking one day per month and one week per year for a spiritual retreat

⁴¹ See Supporting Staff Responding to Disasters: recruitment, briefing and on-going care by D Lovell-Hawker available from www.peopleinaid.org

⁴² See Guidelines for Crisis Management and Prevention Including Working in High Risk Areas by Global Connections available from <http://www.globalconnections.org.uk/guidelines>.

⁴³ A booklet entitled Breaking Bad News can be downloaded free of charge from www.dartcenter.org.

- Ensuring that the sending organisation and supporting church co-operate on the best way to deal with the problems
- Trying to find ways to resolve problem as quickly as possible
- Providing opportunities for personnel to discuss the issue with appropriate people
- Maintaining an appropriate level of confidentiality
- Providing outlets such as retreat, holiday, attendance at a course ⁴⁴ or mentoring as these can be immensely helpful in changing perspectives and responses
- Even when problems do not seem major, ensuring that personnel feel they have been listened to and supported in prayer
- Offering help with negotiation and reconciliation ⁴⁵ in situations of conflict
- Offering help through therapy or counselling when the difficulty appears to be due to significant personal problems (see Appendix 1) and liaising with personnel about where they would prefer to receive such help
- Making resources available that provide insight into similar problems
- Supporting families and children as required
- Budgeting for financial provision to help at times of difficulty and ensuring that personnel, the sending organisation and the supporting church work together to find solutions to financial difficulties
- Considering relocation or other options if issues cannot be resolved in the current location
- In situations where it is unclear whether or not the placement should continue, ensuring that there is clear communication between all parties, professional advice is sought and there are clear procedures for making decisions

⁴⁴ Operation Mobilisation offers a course called *Face to Face* available to any mission personnel and held in various locations across the world – contact membercare@ict.om.org

⁴⁵ See www.mmct.org/MMCT-Communique-Nov-08.pdf, *Conflict* by J Huggett and *The Peacemaker* by K Sande

HOME ASSIGNMENT

CORE VALUE 8

Personnel are helped with issues related to home assignment, so that it can be a beneficial time of re-connecting, resting, refreshment and an opportunity to seek God's will for the future

It is good practice to provide flexibility about the length and frequency of home assignments, taking individual circumstances into account. It is part of the sending organisation's and supporting church's duty of care to provide appropriate preparation and support during home assignment.

Good practice includes:

8.1 Planning of arrangements prior to home assignment

- Discussing and planning details of home assignment at least six months before personnel return, ensuring the supporting church is involved in this process
- Providing an appropriate information pack which includes information relating to NHS access and (if relevant) child benefit, child tax credit and educational access
- Offering personnel support with practical issues such as housing, holidays, education, professional updates, medical needs, dental checks and child care
- Budgeting adequate finances for the home assignment
- Offering personnel choice in what they want to do about sharing their experiences with churches so that they are not exhausted from travel and visits and avoiding coercing children into sharing publicly about their experiences
- Encouraging personnel to plan time for spiritual refreshment to suit their individual needs such as retreats ⁴⁶, conferences ⁴⁷, and other opportunities

8.2 Debriefing and review

- Providing an exit interview before personnel leave the host culture ⁴⁸ covering personal, professional and spiritual needs, setting goals for the home assignment and considering the next term of service
- Offering timely operational and personal debriefing after arrival, from a trained debriefer ⁴⁹ ensuring that the supporting church and sending organisation co-operate in this to avoid duplication
- Offering children debriefing (appropriate to age and maturity) and educational reviews
- Informing parents and children of opportunities to take part in camps or clubs, especially with other TCKs ⁵⁰

⁴⁶ See www.penhurst.org.uk and www.oscar.org.uk/service/pastoral

⁴⁷ All Nations Christian College runs *Refresh for Mission*. Visit www.allnations.ac.uk/index.php?pageid=61§ion=Studying

⁴⁸ See *Supporting Staff Responding to Disasters: recruitment, briefing and on-going care* by D. Lovell-Hawker available from www.peopleinaid.org

⁴⁹ See *Debriefing Aid Workers and Missionaries: a comprehensive manual* by D Lovell-Hawker available from www.peopleinaid.org. The website also has information on workshops to train debriefers

⁵⁰ See <http://www.globalconnections.org.uk/forums/third-culture-kids-forum>, www.oscar.org.uk/service/children/events.htm and www.xenosmk.org.uk

8.3 Whilst on home assignment

- Planning a good reception on arrival home⁵¹, both from the sending organisation and supporting church
- Offering personnel training in making presentations
- Offering medical checks, carried out by professionals who specialise in travel medicine⁵²
- Providing time and resources for professional development such as training courses⁵³, and study leave
- Safeguarding adequate holiday time without interruption or responsibility
- Ensuring any additional needs of single people are provided for such as appropriate accommodation and retreats

⁵¹ See [Burn-up or Splash Down](#) by M Knell and [The Re-Entry Team](#) by N Pirolo

⁵² Medical checks are strongly recommended at least every two years, especially if personnel have been working in areas with poor resources. They are essential for those who have medical concerns

⁵³ Christian Medical Fellowship runs an annual refresher course in July for doctors and nurses. See www.cmf.org.uk/overseas/dhc2007_report.htm

MOVING ON

CORE VALUE 9

Sufficient support is offered when personnel move on to the next stage of their life

It is good practice to assist personnel and their families when they return home, and to show on-going interest in and respect for them after the end of their period of service. Wherever possible, planning should start for the return at least a year in advance.

Good practice includes:

9.1 Permanent return home

- Providing an exit interview before personnel return home covering personal, professional and spiritual needs and consideration of their future
- Allocating time for re-entry preparation for everyone concerned, including children, and for orientation to changes in the country and everyday living
- Planning a good reception on arrival home, both from the sending organisation and supporting church
- Providing an appropriate information pack including information relating to NHS access, tax issues, benefits and educational access
- Providing information about useful books⁵⁴, courses and re-entry events⁵⁵
- Offering personnel support with practical issues such as housing, holidays, education, professional updates, medical needs, dental checks and child care
- Allowing time to adjust and integrate experiences, while still receiving financial support
- Offering medical checks, carried out by professionals who specialise in travel medicine⁵⁶
- Providing timely personal and operational debriefing, with a trained debriefer, offering the choice of this being carried out externally or within the sending organisation or supporting church⁵⁷
- Providing help and debriefing for children
- Informing parents and children of opportunities for TCKs to take part in activities such as TCK camps⁵⁸
- Assisting those who are seeking employment, where possible⁵⁹
- Providing contact details of people who can offer support such as other returned personnel, peer mentors and counsellors
- Supporting practically and financially opportunities for spiritual growth such as retreats⁶⁰, conferences and spiritual directors
- Providing help with communicating wisely their reasons for returning, especially if returning before the anticipated end of service
- Showing on-going interest in and respect for returned personnel

⁵⁴ See Families on the Move by M. Knell; Burn-up or Splash Down by M Knell, The Re-Entry Team by N Pirolo and The Art of Coming Home by C Storti

⁵⁵ See www.penhurst.org.uk and www.oscar.org.uk/service/training/reentry.htm

⁵⁶ Medical checks are strongly recommended at least every two years while overseas, and at the end of service, especially if personnel have been working in areas with poor resources. They are essential for those who have medical concerns

⁵⁷ See Debriefing Aid Workers and Missionaries: a comprehensive manual by D Lovell-Hawker available from www.peopleinaid.org. The website also has information on workshops to train debriefers. To locate a debriefer, see also Appendix 1

⁵⁸ See <http://www.globalconnections.org.uk/forums/third-culture-kids-forum>, www.oscar.org.uk/service/children/events.htm and www.xenosmk.org.uk

⁵⁹ Joy Lankester offers career advice for missionaries – see www.interhealth.org.uk/interchange

⁶⁰ See www.penhurst.org.uk and www.oscar.org.uk/service/pastoral

- 9.2 Children or young people moving to a new location without their parents (for school or university)
- Beginning to plan at least two years before the child's return, gathering information about cost, eligibility for 'home student' status, and funding options
 - Giving children an opportunity to visit the school and meet teachers and other students before any boarding place is finalised
 - Providing at least one parent with the opportunity to assist their child settling
 - Appointing a responsible adult in the home country to look after the welfare of the child and act in loco parentis
 - Budgeting sufficient funding for visits to their family during longer holiday periods
- 9.3 Retirement
- Offer practical assistance to those approaching retirement such as financial advice ⁶¹, and accommodation ⁶²
 - Helping personnel realise that they can make significant contributions to their sending organisation and supporting church
 - Inviting retired personnel and those approaching retirement to attend seminars and short courses on retirement ⁶³, and to meet with other retired personnel
 - Considering short-term return visits overseas where this might be of mutual benefit to all parties concerned

⁶¹ The OSCAR website has a finance section: www.oscar.org.uk/service/finance. Information about tax credits, benefits and financial support is available from www.directgov.uk

⁶² The OSCAR website has a housing page: www.oscar.org.uk/service/logistics/comingtoug/housing.htm. Redbourne Missionary Trust has 5 flats for retired mission personnel. Email vmcobb@tiscali.co.uk. A list of Christian Residential Homes can be obtained from the UK Christian Handbook. Pilgrim Homes (www.pilgrimhomes.org.uk) provide sheltered accommodation, residential and nursing care, and are sympathetic to retired mission personnel. See also www.ecklinggrange.org.uk and www.housingcorp.gov.uk

⁶³ See www.penhurst.org.uk which runs retreats on retirement. Home staff wishing to learn how to run seminars for retired personnel are invited to contact Wycliffe UK and request to sit in on a seminar. Contact retirement_administrator_uk@sil.org

CHILDREN

CORE VALUE 10

The needs of children are addressed at every stage

It is good practice for sending organisations and supporting churches to ensure that the needs of children are addressed at all times. It is vital to recognise the importance of families and our responsibility as Christians in safeguarding and supporting families and children.

Good practice includes:

10.1 Specific TCK guidelines

- Developing policies and procedures based on the guidelines for ***Developing Policies and Procedures for Families and Children Serving Overseas*** produced by Global Connections ⁶⁴
- Adopting the values contained in those guidelines specifically
 - The welfare and education of children are paramount from the outset of any enquiry for mission
 - Appropriate preparation for children covering cross-cultural experience is essential
 - Appropriate support for children and families in their host culture is essential
 - Appropriate preparation and support during re-entry to the passport culture is part of the organisation's duty of care
- Encouraging parents to seek the views of their children
- Following all the good practice guidance relating to children and families as contained throughout this document
- Integrating all policies and procedures for children and families into overall policies and procedures

10.2 Resources and training

- Ensuring that the sending organisation, supporting church and personnel are adequately resourced in the area of children living overseas ⁶⁵
- Providing training for families on TCK issues ⁶⁶
- Providing opportunities for TCKs to meet other TCKs ⁶⁷

More detailed information about resources for children of mission personnel are listed in the resources section of ***Developing Policies and Procedures for Families and Children Serving Overseas*** ⁶⁸

⁶⁴ See <http://www.globalconnections.org.uk/guidelines/tck-guidelines>

⁶⁵ Some useful books include *Families on the Move* by M Knell, *Burn-up or Splash Down* by M Knell and *Third Culture Kids* by D Pollock and R Van Reken

⁶⁶ Mission training colleges may include such training as part of some courses. Marion Knell provides briefings in the UK for families going overseas mariondk@uk2.net. Training days for families are also available from Redcliffe College www.redcliffe.org

⁶⁷ For information on TCK camps and other opportunities <http://www.globalconnections.org.uk/forums/third-culture-kids-forum>, www.oscar.org.uk/service/children/events.htm and www.xenosmk.org.uk

⁶⁸ Other websites include www.oscar.org.uk/service/children, www.xenosmk.org, www.tcklife.com and www.eurotck.net

MEMBER CARE PROVIDERS

CORE VALUE 11

Member care is provided by people with appropriate skills and experience, who receive adequate training and support

It is good practice for there to be an appropriate framework for the provision of member care and that member care providers are trained and supported appropriately. Much member care can be provided by mentors or pastoral care workers, not only by trained therapists and human resources (HR) personnel. Spiritual directors and confessors are also important member care providers. Informal care is to be encouraged.

Good practice includes:

11.1 Appropriate framework for providers

- Ensuring member providers behave ethically
- Providing member care providers with accountability mechanisms within their organisation, church or professional structures
- Ensuring member care providers have access to regular supervision
- Providing opportunities for member care providers to network with mental health professionals and sources of pastoral care, so that they can make referrals for further help if necessary
- Seeking feedback on care provided and conducting an internal audit of procedures and guidelines
- Ensuring procedures are in place for dealing with any complaints
- Encouraging member care providers to have a healthy work/life balance

11.2 Training for providers

- Ensuring member care providers have appropriate training⁶⁹, for example in listening skills, pastoral care, child protection, and when to recommend professional treatment
- Ensuring member care providers have access to regular ongoing training such as conferences⁷⁰ and learning from others in the mission or humanitarian sector
- Ensuring professional member care providers maintain their registration/accreditation and Continuing Professional Development⁷¹

⁶⁹ A two-week training course for any member care provider is offered by Operation Mobilisation. Email membercare@ict.om.org

⁷⁰ Global Connections runs a member care forum and there is also a *European Member Care Consultation* which is held every two years. See <http://www.globalconnections.org.uk/forums/member-care-forum>

⁷¹ See the Society for Human Resource Management www.shrm.org

Appendix 1

LOCATING A PSYCHOLOGICAL ASSESSOR, DEBRIEFER, COUNSELLOR, THERAPIST OR TRAVEL CLINIC

This list is far from complete, and only reflects a selection of available sources, known to those who have contributed to these guidelines. We welcome additional recommendations. NB: Treatment referrals can also be made through a GP.

(a) United Kingdom generally

- To find a Christian counsellor, see www.acc-uk.org
- To find a counsellor, see www.bacp.co.uk, or recommendations from a GP
- To find a Cognitive Behavioural Therapist, see www.babcp.com
- For NHS specialist trauma units, see www.uktrauma.org.uk

(b) England and Wales

- **London.** InterHealth is a travel health clinic specialising in providing medical and psychological care for mission personnel. This includes assessments, confidential reviews, counselling and treatment. They also sell travel health supplies. Contact +44 (0)20 7902 9000 or www.interhealth.org.uk
- **Birmingham.** Maryann Richard MBACP Counsellor (Accred)/ Supervisor, email maryannrichard@blueyonder.co.uk
- **East Sussex.** Retreats and debriefing available specifically for mission personnel www.penhurst.org.uk
- **North Yorkshire.** Retreats and counselling: www.holyroodhouse.org.uk

(c) Scotland

- **Edinburgh:** Healthlink360 provides a range of specialised medical and counselling services for mission personnel. Contact +44 (0)131-653-6767, or www.healthlink360.org
- To find a counsellor in Scotland, see www.cosca.org.uk

(c) Ireland

- **Northern Ireland:** For travel health advice and pastoral care, contact Dr. Reggie Cooke at reggie.cooke@btinternet.com
- **Republic of Ireland:** For travel clinics, see www.tmb.ie, or contact Dr. Graham Fry at graham.fry@tmb.ie
- **Dublin.** Comhlamh run re-entry events and courses, and provide debriefing and counselling. Though not specifically a Christian organisation, they are open to mission personnel as well as NGO staff. See www.comhlamh.org

(d) Europe

- **Near Geneva:** Le Rucher offers residential debriefing and counselling www.lerucher.org

(e) Worldwide

- List of international centres and therapists, specialising in helping aid workers and missionaries www.membercare.org/images/organizations/listnov05.pdf
- List of Counsellors worldwide www.headington-institute.org/Default.aspx?tabid=2327
- Much useful information, including lists of those who provide member care or retreats, is available at www.oscar.org.uk/service/pastoral
- InterHealth provides a Travel Health Advice Centre (THAC) online, for a small subscription fee. See www.interhealth.org.uk or email info@interhealth.org.uk
- Healthlink360 also offers on-line support. See www.healthlink360.org
- The Centre for Humanitarian Psychology in Geneva offers free, confidential psychological support to expatriates by email (in English, French or Spanish). This is a secular service. See www.humanitarian-psy.org or email support@humanitarian-psy.org
- If crisis care is needed, this can be offered by the Christian organisation Crisis Consulting International. See www.CriCon.org

Appendix 2

WHO PRODUCED THESE GUIDELINES?

These guidelines have been created, not by individuals wishing to impose their standards but by a range of member care providers, desiring to network with the wider missions community to enhance the effectiveness of God's work around the world.

A working group was set by the Global Connections Member Care Forum composed of those representing various aspects of member care. Under the chairmanship of Dr Debbie Hawker, it produced an initial draft of the guidelines for discussion. This was circulated widely for comment and in October 2007 members of the Member Care forum and TCK forum were invited to a 'roundtable' meeting to respond. Over 40 people attended, representing a range of interests. Many changes were suggested and the majority of people preferred a list of core values with associated guidelines providing further information. Further suggestions were made by delegates at the European Member Care Consultation in February 2008 after a plenary session, attended by approximately 150 delegates.

The draft was completely revised by the working group based on all the feedback received, and the final guidelines produced by the final editorial group consisting of Dr Debbie Hawker, Marion Knell and Martin Lee.

The guidelines are designed in such a way that they can be updated further when additional good practices are identified.

INFORMATION ABOUT THE WORKING GROUP

Dr Stephen Dray is pastor of Ferndale Baptist Church, Southend-on-Sea, and visiting scholar of Sarum College, Salisbury. He is editor of *Evangel: The British Evangelical Review* and author and Old Testament Editor of Crossway Bible Guides. He is a regular traveller and teacher in Central/Eastern Europe.

Ruth Giesner started life as a TCK in Egypt. She later spent 10 years in Zambia in church work and education. Ruth taught at All Nations Christian College for 17 years and now provides member care at Gold Hill Baptist Church.

Dr Debbie Hawker is a consultant clinical psychologist who specialises in working with missionaries, aid workers and their families. She works with InterHealth. She and her husband have acted as consultants for a number of mission and aid organisations in many countries throughout the world. Their work includes research, training, assessments, consultations and writing.

Dr Gwen Henderson has been teaching, training and discipling students for the past 15 years both in the UK (as a staff worker for the UCCF) and in Central Europe based in Budapest, Hungary (as a team leader and training associate for the IFES). She is currently based at the International Christian College in Glasgow. Her particular areas of expertise are in the fields of theological education, spiritual formation, women's spiritual health, singleness and missionary attrition.

Sue Ingleby previously worked in India for many years and now works as a counsellor and personal development tutor at Redcliffe College, Gloucester. She is very interested in the mental and emotional health of those preparing for mission in other cultures, and of those who might need help on returning to the home country.

Marion Knell trained as a high school teacher. She has travelled and worked with families overseas for many years, especially in the Arab World. She works as a Family Cross-Cultural Consultant with business, humanitarian and Christian companies. This involves preparing both adults and children for international assignments, and debriefing them upon their return. She is a

guest lecturer at several colleges and international conferences on the subject of raising families overseas and working cross-culturally. Her research led to the publication in 2001 of her first book, 'Families on the Move'. Later she began to research the area of returning to the passport country, leading to the publication of her second book, 'Burn-up or Splash Down: the survival guide to re-entry'.

Martin Lee is the Director of Global Connections. He had previously worked for CORD, a member agency, for 25 years, the majority of the time as Director. He has travelled extensively as part of his roles and believes that senior staff need to take their responsibility for duty of care seriously. He serves on the steering groups of the International HR, Member Care and TCK forums. He is also passionate about supporting churches taking their responsibilities seriously.

Ann Long has worked in various capacities with Wycliffe Bible Translators for the last 35 years, most of that time in personnel and member care roles. After many years working on the home staff, when she had just become a grandmother she spent several years in Africa including the Democratic Republic of Congo, Kenya, seven years in Ivory Coast and finally Mali. She returned to the UK in 2005 and has since then served as the Member Care Co-ordinator for Wycliffe UK.

Judith Mackay is Personnel Manager at INF, working in member care. Prior to that, she worked for eight years as recruitment officer for INF. She has also worked in personnel in the National Health Service.

Rev John Parfitt is an early-retired Anglican minister living in Nottingham. For the last three years he has been working with his wife, Dr Cathy Parfitt, in providing pastoral care for missionaries with International Teams UK. His desire is to see Christians grow into the spiritual maturity God wants for them and he endeavours to do this through a wider ministry of pastoral care, mentoring and retreat leading.

Maryann Richard has worked as a counsellor in mission member care for 20 years, in the UK and Nepal. She worked with INF for nine years and is currently a counsellor/psychotherapist working privately covering mental health issues, post traumatic stress, relationships, and psychological assessments.

ROUNDTABLE CONTRIBUTORS

With thanks also to the delegates who contributed to the 'roundtable' in October 2007:

Name		Organisation or church
Barnett	Anne	SIM International
Barnett	Bill	SIM International
Baxter	Kathy	International Teams
Bryant	Steve	WEC International
Campbell	Sandra	Presbyterian Church of Ireland
Chalmers	Sue	Services in Member Care
Cheffy	Gill	Wycliffe UK
Clay	Ed	OM
Clay	Pauline	OM
Clifford	Joe	Xenos
Davey	Carolyn	WEC International
Davies	Owen	Zambezi Mission
Farncombe	Paul	Wycliffe UK
Frith	Mike	OSCAR
Giesner	Ruth	Gold Hill Baptist Church
Hann	Richard	Penhurst
Hawker	Debbie	InterHealth
Herbert	Tim	Syzygy

Ingelby	Sue	Redcliffe College
Jerrard	Stephen	New Tribes Mission
Jones	Iain	People International
Knell	Marion	Global Connections
Lamb	Colin	Service Provider
Lee	Martin	Global Connections
Long	Ann	Wycliffe UK
Mackay	Judith	INF
Molyneux	Gordon	SIM International
Molyneux	Christine	SIM International
Oliphant	Stuart	Latin Link
Orton	Ian	OM
Parfitt	John	International Teams
Parfitt	Cathy	International Teams
Perry	St John	OMF International
Platt	Kim	International Teams
Richard	Maryann	Counsellor
Richards	Angela	European Christian Mission
Root	Peter	Aim International
Sadler	Susan	HealthLink 360
Swan	Joanna	The Leprosy Mission
Teeuwen	John Mark	UFM
van Reenen	Miriam	Aim International
Weston	Dawn	Xenos
Whitehorn	Margie	WEC international
Zilen	John	OM
Zilen	Karen	OM

The staff team at HealthLink360, Edinburgh, also contributed to this meeting.

OTHER CONTRIBUTORS

We are also very grateful for the substantial contributions to the guidelines from:

Mike Frith (OSCAR), Dorothy Haile (SIM International), Annie Hargrave (InterHealth), Dr David Hawker (InterHealth), Dr Ted Lankester (InterHealth) and Richard Tiplady (ECM Britain)