



# DEVELOPING RECTORS PROGRAM



CENTRE FOR  
**Ministry  
Development**

A CENTRE OF MOORE THEOLOGICAL COLLEGE



# About the Program

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The Centre for Ministry Development (CMD - A Centre of Moore Theological College) works in conjunction with the Archbishop and Regional Bishops to run the Developing Rectors Program (DRP), a program to help Rectors transition from being Assistants and / or re-focus on their challenging and unique role.

The DRP has been developed in three parts over a two-year period which includes:

- A two day / overnight 'boot camp', or induction, which brings new Rectors together with some of the Regional Bishops and some experienced Rectors to reflect on expectations, understand Diocesan polity, and learn how the leadership transition process typically works. We also introduce Rectors to the range of support mechanisms that are available within the Sydney Diocese.
- The provision of a trained Mentor (an experienced Rector) who will meet with a Rector, one to one, over the two-year period to coach and support ministers as they face new situations and challenges.
- A training curriculum to build the knowledge and practice required for a Rector's role, which will involve approximately 12 days of training over the two-year period. Mentors will also help Rectors consider how they might apply this new knowledge into their new parish. An overview of this training curriculum is available as an appendix in this brochure.

# Objectives

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The objectives for the Developing Rectors Program (DRP) are:

- Create a clear understanding of expectations and requirements of the Rector's role;
- Provide training for a new Rector in the key skills and transitions as one moves from being Assistant Minister to Rector;
- Provide one-to-one mentorship and support for the Rector for the first two years of the role; and
- Create a loose cohort of peers amongst new Rectors who can learn from, dialogue with and support one another as they transition into their new roles.

With almost all new Rectors in the Diocese of Sydney now participating, and interest also from other places, we are excited to see how the Lord has used this program to support leaders in their challenging leadership roles.



# Cost and Funding

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CMD is heavily subsidised, and seeks merely to recover its costs.

The cost of participation is \$6,000 per year for two years. This includes the boot camp, modules and a one-to-one mentor for the two year duration of the program.

We encourage parishes to support their new Rector and invest in him by covering this cost. Some arrive at alternative arrangements (for example, some contribution for the minister's MEA, or private sponsorship), and we certainly don't want the cost to impede someone's ability to participate.



# About the DRP Co-ordinator

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## REV DR RAJ GUPTA

Raj has the pleasure of leading the DRP. He has always been interested in training and equipping people to expand God's Kingdom as more people come to know Jesus as Lord and Saviour.



He has been the Lead Pastor of Toongabbie Anglican Church (2007-2021). Over this time, at 'TAC', God blessed the ministry of the Gospel in a myriad of ways.

His interest and desire to see churches flourish led him to complete a Doctor of Ministry at Trinity Evangelical Divinity School (Chicago). Whilst this course covered many aspects of ministry, theology, and ministry practice, his thesis involved research into how churches of different sizes develop as they grow in their impact for the kingdom of God.

This same interest has seen him serve (at various times) as Mission Area Leader for Parramatta, and on the Diocesan Research and Strategy Group, the Diocesan Standing Committee, and the Board of the Anglican Church Growth Corporation. This, together with mentoring several pastors, has equipped him well to be the Director of the Developing Rectors Program.

With a heart for pastoral ministry, he commenced as the Senior Minister at St Paul's Carlingford with North Rocks in March 2021.

# Some Others Involved in the DRP

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## MR PETER MAYRICK

As a Senior Consultant with CMD, Pete has a wealth of experience in assisting and supporting pastors and churches to be more effective in ministry and outreach.



## PETER KELL

Former CEO,  
Anglicare



## REV DR ANTONY BARRACLOUGH

Senior Minister,  
All Saints West Pymble



## SANDY GALEA

MBM Rooty Hill



## PEACEWISE

Specialists, trainers  
and consultants in  
conflict resolution



## JILLIAN FULCHER

HR Specialist,  
CMD Consultant



## REV NIGEL FORTESCUE

Senior Minister,  
Christ Church St Ives

# Appendix



The Developing Rectors Program (DRP) was developed by talking to Rectors, and asking them what they wished they had known when they began. From there, modules were developed from the ground up to assist in each area.

- Each module needs to be theologically grounded.
- Our aim is to develop both knowledge and skills that are directly applied to one's current situation. It is a structured way in which people take time out from being 'in the ministry' to working 'on the ministry'. They learn a range of tools to help them do so.
- Modules include a mix of experienced practitioners, as guests with specialist skills, and more workshop-based and peer learning approaches.
- Building a cohort environment whereby the Rectors learn from each other's experiences and challenges is key.
- Participants support each other as a growing cohort of pastors with, for example, each day beginning in small groups for prayer.

# The DRP

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## 2 Year Program

### BOOTCAMP / INDUCTION

The DRP begins with a two day offsite overnight 'boot camp', which includes participation from some Diocesan Bishops. The boot camp aims to:

- Introduce and grapple with the concept of the leadership pipeline which helps Rectors:
  - step into a new leadership level / role;
  - be committed to effectively delegate, equip and disciple other leaders in the church; and
  - involve and empower church members in living out and implementing the church's mission.
- Build / establish the cohort to a level whereby they will be able to share, pray and learn with each other both within and outside of formal sessions (and even beyond the program).
- Create a clear understanding of the key elements of the notable shift from Assistant Minister to Rector / Senior Minister. We:
  - introduce the key effective ministry priorities;
  - reinforce a commitment to life-long learning and development; and
  - help, even at this early stage, identify early opportunities in their new church ministry.
- Understand the key elements of Sydney Anglican church polity and parish governance, particularly the the Rector's responsibilities and opportunities.
- Introduce the concept and expectations for mentoring so that each will maximise the opportunity.



# MENTORING

CMD provides a trained Mentor (an experienced Rector) who will work with a new Rector, one-to-one, over the two year period to coach and support ministers as they face new situations and challenges. These relationships are 'matched' in conjunction with both parties.

CMD selects and trains experienced Rectors to be mentors, and we regularly evaluate their performance. Mentors have their churches reimbursed for their time (this is included in the DRP fees), as our experience is that this enables higher and more rigorous expectations.

We encourage anyone to provide feedback, particularly when there are concerns.



# TRAINING CURRICULUM

New Rectors meet each time for a full day at Moore Theological College to focus on a particular area in ministry. Common practices are repeated on each occasion including:

- Devotion
- Prayer as a cohort – split into smaller groups at the start and end of each day to support each other
- A mixture of learning approaches using pre-work, assessment tools, didactic learning, workshop / exploration approaches, role plays, post work implementation, further reading
- Inclusion of an expert or experienced practitioner, or a workshop involving peer learning
- Morning tea, lunch and afternoon tea provided and creating time for more informal discussion and support

The curriculum we train over the two years, in parallel with the one-to-one mentoring, is outlined below:



## SELF MANAGEMENT

- The identification and prioritisation of key ministry work
- Effectiveness and time / energy management
- The psychological hazards in ministry and how to deal with them – facilitated by a Christian Clinical Psychologist

## TEAMS AND MEETINGS

- The importance of, and practices of, developing teams that work well together - including the crucial role of the team leader
- Analysing how well teams are functioning and how they can be even more effective
- Conducting effective and engaging team meetings e.g. a staff team and a parish council meeting

## SMALL GROUPS AND DISCIPLESHIP

- The important opportunity (and implications) for small groups to function as part of the discipleship engine room of a church
- The importance of small group leaders, and how to prioritise supporting them
- Various approaches as to how to expand a small group network, while still supporting leaders



## STAFFING AND PEOPLE MANAGEMENT

This is a very large and critical topic is covered over two days. Many rectors have testified as to how challenging this area can be. The Rector must be a leader of people as they step up through the "Leadership Pipeline". They will need to develop skills and practices to enable them to do so.

- Alternative staffing models and the pros and cons of each
- The whole staffing cycle (which is covered in some depth), from recruitment (including role descriptions), to engaging staff, developing staff, recognising staff and "tracking" staff
- The legal framework
- Skills development in coaching and managing staff, and the all important area of dealing with performance issues, in a loving and helpful way

Exiting staff well is sometimes a necessity. It can be a major challenge for churches. We include role plays and practice, as well as a framework for good performance management.

## STRATEGY AND VISION

- The basics of strategic thinking and strategic planning
- Involving people at every step in the process and developing a shared approach, rather than using the 'Mt Sinai' approach and imposing a strategy
- The importance of vision, mission, values as a foundation to develop a strategic plan, which considers current pertinent issues and opportunities in the church and broader community
- Explaining and communicating vision

## CONFLICT RESOLUTION

Conflict is one of the key traumas evident in ministry and all ministers, and particularly the Rector, will need to encounter and resolve conflict. We explore personal conflict and, explore how people respond to and deal with conflict. We partner with 'Peacewise' ([www.peacewise.org.au](http://www.peacewise.org.au)) during part of this day to train rectors in constructively, and with a Gospel foundation, handling conflict.

## CHANGE MANAGEMENT AND PROJECT IMPLEMENTATION

While the Gospel never changes, the church must constantly be changing. Change management and implementation are key gaps for the average pastor and yet are essential skills for leading the church.

- The challenges associated with change
- A foundational framework (John Kotter) for leading change management
- How to work through an area of change in context and explore how Rectors can make their leadership of change more effective



## WELCOMING AND INTEGRATION

- Introduction of a simple tool to evaluate and use to improve welcoming and integration in a church
- The Rector as overseer
- Selecting and equipping the saints in this area of ministry

With 38% of Australians moving every 5 years, this is a key ministry lever required for a typical church to grow. Pastors are asked to identify and begin to plan an aspect that can be improved.

## LIFE CYCLE AND GROWTH BARRIERS

- The church lifecycle model, including a diagnostic tool to help understand a church - and then
- Using insights to plan the next steps
- The church sizes framework (which helps Rectors work out how best to function in their new role to enable a church to grow to the next stage)

## TRANSITIONS

- Discussion about the importance of, and essentials of youth and children's ministry
- Consideration of personal transitions and the transitions required of staff and lay leaders, and how Rectors might support this
- Recognising key life stage transitions and leading ministry in a way that encourages an understanding and support of these as we disciple, evangelise and equip



## FINANCES AND FUNDRAISING

Many rectors struggle to understand how church finances work - even to the extent of not knowing what numbers to look for. We provide some essential training to help navigate profit and loss statements and balance sheets. This module looks at the Bible's teaching about stewardship and generosity, which is ultimately anchored in Christ's generosity toward us. It teaches that Christians today should therefore learn to excel in the grace of giving. And this stewardship should be the foundation of fundraising.



## Comments from Past Participants

Across the two years, the majority of topics we covered were right on point for what I was having to think about as a new Rector. The peer-to-peer discussions and prayer with others who were at a similar stage were hugely beneficial. The chance to meet regularly with an independent mentor was a great source of wisdom for some of the challenges I faced.



**NATHAN WALTER, SENIOR MINISTER,  
NAREMBURN CAMMERAY**

The Developing Rector's Program helped equip me with many of the leadership and practical skills necessary for leading a church. The experience and expertise of Peter, Raj, and the guest presenters meant we were able to ground our learning in real world scenarios. Having a diverse peer group to share, debate, and pray with was also extremely valuable. The DRP is a great foundation for new Rectors.



**STUART MAZE, SENIOR PASTOR,  
CHURCH AT THE PEAK**

With a cohort of peers all on the same learning curve, the DRP has really challenged me to not just do ministry well but make my focus equipping and enabling others to do so more and more. I feel like the next few years will be spent fruitfully embedding into my thinking and practice the systems and tools I'm being taught.



**STEPHEN SHEAD, SENIOR MINISTER,  
FAIRFIELD & BOSSLEY PARK**

Learning from the wisdom and experience of others has been a huge blessing. It has strengthened my leadership and help me avoid some of the pitfalls of starting out in a new role. The Developing Rectors Program has helped establish a positive, intentional, gospel centric culture right from the start. Thank you.



**JON THORPE, SENIOR MINISTER,  
SHELLHARBOUR CITY**

There are a million-and-one things on your mind and on your plate as a Rector, especially when you're first starting out and trying to figure out everything. It's disorienting, and confusing, and I can see how some people have found it all too much. The DRP helps. It gives you an opportunity to step back every few weeks and consider the bigger picture, to make sure that you're making wise decisions about your church and your role in it, and to have the support and camaraderie of people who are in the same situation. I'm glad it was up-and-running when I started out in this role.



**TOM MELBOURNE, SENIOR MINISTER,  
LAWSON ANGLICAN CHURCH**

DRP provided a stabilising and focussed environment for my first two years as a Rector. Having a group of guys to share joys and struggles, to glean or sharpen ideas, and to pray with and for each other was immensely valuable. The program provided on topic input by experienced and wise practitioners that helped me focus on the areas most important in the early years of being a Rector.



**RON IRVING, SENIOR MINISTER,  
WEST PENNANT HILLS**

Just as nobody accidentally becomes a Rector, no Rector should continue without intentional development especially in areas of competencies relevant to that office. The DRP is a multi-faceted program which blends together hearing from experts, working through the issues with fellow rectors and then nutting out the practicalities in our own church contexts alongside our DRP mentors.



**ERIC CHEUNG, SENIOR MINISTER,  
CARINGBAH**