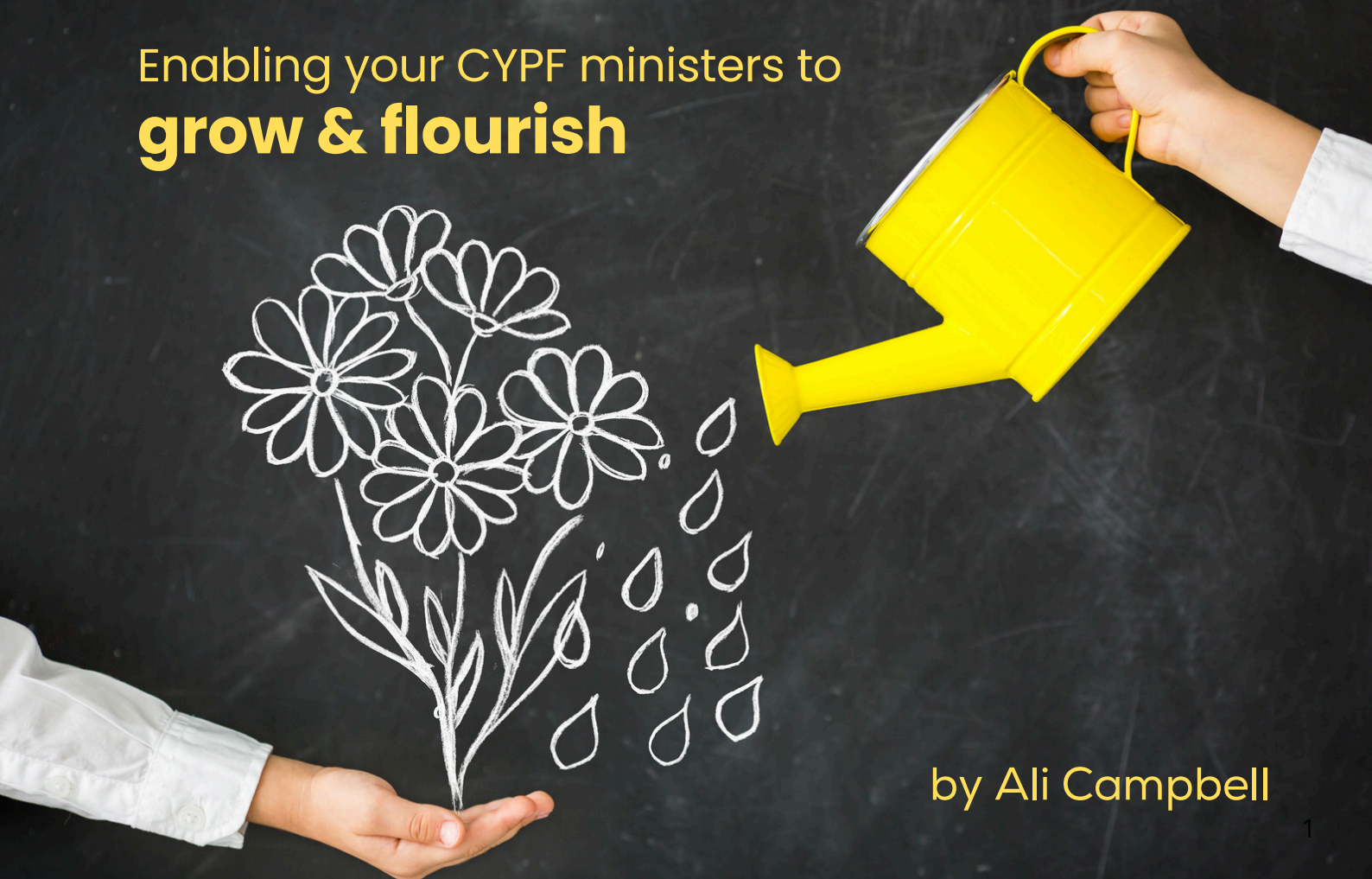


Curriculum

EFFECTIVE LINE
MANAGEMENT AND
SUPERVISION FOR
CHURCH LEADERS



Enabling your CYPF ministers to
grow & flourish



by Ali Campbell

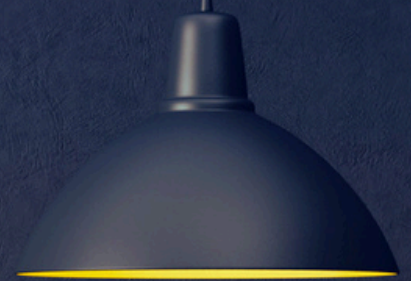
welcome

We are delighted to have you join us on this journey to enhance your skills in managing and supervising ministers of children, young people and their families (CYPF). The role of a church leader is both rewarding and challenging, especially if one of the responsibilities you have is leading a staff team!

These four sessions aim to equip you with the essential tools to foster a vibrant ministry environment that enables your staff to thrive and grow, through helping you to:

- understand the fundamentals of line management within a ministry context
- understand the importance of 'wrap around care'
- use reflective practice tools effectively
- know what to do if things go wrong.

Each session should take about 1 hour to complete on your own and slightly longer if done in a group context. All the way through there are 'Wonder' and 'Act' highlights, that will encourage you to think through the importance of effective line management and put some top tips into practice.



contents

1	Understanding Line Management in Church Ministry	Page 4
	What is line management?	Pages 4-5
	The role of church leaders	Page 6
	Work, Word, Walk	Pages 7-9
	Embracing discipleship in leadership	Page 10
	Building a collaborative culture	Page 10
	Building relationships	Page 11
	ACE line management	Page 12
2	Setting Great Expectations	Page 13
	Divide responsibility	Pages 14-15
	CYPF ministry roles	Pages 15-17
	Job description	Pages 18-20
	Contract & equipment	Pages 21-24
	Staff handbook	Page 25
3	Wrap Around Care	
	Line management meetings	Page 26
	Annual review	Pages 27-28
	Mentoring and retreat	Page 29
	Reflective practise	Pages 30-31
	Continual professional development	Page 32
4	When Things Go Wrong	Page 33
	Good grievance	Pages 33-35
	The grievance meeting	Page 36
	The disciplinary process	Pages 37-39



Understanding Line Management in Church Ministry

In church leadership, effective line management is essential for ensuring that CYPF ministries operate smoothly and effectively. This section will delve into the fundamental concepts of line management, shedding light on what it means for church leaders and the diverse roles and responsibilities involved. If you establish strong values at the outset that underpin your approach to line management, you are more likely to do it well. This isn't something to short cut, and even if you delegate direct line management responsibility, you need to know fully what it is you are asking others to do.

What is Line Management?

Line management describes the process of overseeing and guiding team members towards achieving the church's mission and objectives. Rather than only providing inspiration and direction, line management focuses on operational efficiency and accountability within ministry teams. It differs from general leadership as it encompasses the more structured elements of resource allocation, task assignment, and progress monitoring.



Wonder

When we think of leading and managing in a ministry context:

- What is our focus?
- What is it we are trying to achieve?
- What are we trying to do?

Ministry “bottom lines” are not the same as those in business or some other lines of work. We pray, we wait on God – we trust Him when we lead and preach, and don't just rely on our own skills and gifts. While we should have high standards for ourselves and our team, we need to recognise this reliance on God – His Word alive in us and that, without Him, we can do nothing. This might raise challenges about what kind of model we follow ourselves as leaders and what kind of model would be most helpful for us to adopt as we lead others.



“

**Management is about arranging and telling.
Leadership is about nurturing and encouraging.**

TOM PETERS



Wonder

- How does Matthew 19:26–30 inform some of our thinking about leadership and management?
- How does this resonate or contrast with the quote from Tom Peters?
- Which do we find easiest to do – lead or manage?

“

Coaching others is a form of servant leadership – because you are shifting from a mindset of me to you.

KEN BLANCHARD

Servant leadership should be at the heart of a ministry management relationship. It’s about reframing our thinking so we can get the best out of people. Rather than ask, **“What NEEDS to be done?”**, great leadership asks, **“What does this person NEED from me** to flourish and grow in their God given gifting?” That shift in thinking enables church leaders to reflect and see not just the work, but the person employed or volunteering.



Wonder

- How does Ephesians 4:11–16 inform a shift in mindset from me to you?
- How are we nurturing and encouraging those we lead?
- How are we building up the body of Christ, CYPF ministry, and the community of faith?



Act



One of the initial steps in effective management is getting familiar with each team member's strengths and roles within the ministry. Firsthand experience of your team's activities and interactions is crucial for building an objective perspective on team dynamics.

Observe Before Leading

Take time to observe how teams function. Watching the flow of activities will give you insights into team morale, engagement levels, individual strengths and things that need improvement.

Encourage Input

Creating an environment where team members can voice their concerns and ideas, allows for better collaboration and shared ownership of the ministry's goals.



The Role of Church Leaders

Supervising CYPF ministers is a nuanced task that requires a blend of effective strategies and an understanding of unique challenges within church settings. In these roles, leaders not only manage day-to-day operations but also serve as mentors, disciples, and motivators, ensuring that each team member feels valued and equipped to contribute.

Nurturing Teams: Beyond mere supervision, line management in ministry is about fostering an environment that nurtures personal and professional growth among team members. This includes understanding their unique strengths and challenges and providing tailored support to enhance their contributions.

Servant Leadership: Embracing a servant leadership model is foundational in church settings. Leaders should act as facilitators of support, aligning their management style with biblical teachings that emphasise service to others. This perspective encourages leaders to prioritise the needs of their team and congregants alike.

Balancing Tasks: The balance of 'Work, Word, Walk' reflects a church leader's responsibility to integrate effective management practices.

- Work - the practical tasks and responsibilities of leadership.
- Word - keeping scripture at the centre.
- Walk - with personal integrity and holiness.

Navigating this balance is vital for maintaining harmony within your ministry.



Word, Walk and Work - The Shape of Ministry



This triangle is adapted from *Working the Angles* by Eugene Peterson. For a line manager, it is important to see the shape of things in a holistic way that create space for both the employed CYPF minister and the line manager to reflect on the differing elements.

What is important - as with an equilateral triangle - is **balance**.

The "Work", the foundational reason why someone is employed, will only flourish if attention is paid to the "Word" and the "Walk".



Wonder

- Where might there be space and time within the roles you manage for rest, study and retreat?
- How might you ensure that there is focused time within team or line management meetings to pray and study the Bible together?
- How are you providing the proper space and resources to enable the work to be done?



Act



Spiritual Training

Invest in theological training for those you lead and their teams. Gaining understanding which enables them to demonstrate spiritual disciplines in action will increase the impact of their mission and ministry. (Take a look at the wide range of training on offer [here](#)).

Equip for Mission and Ministry

While many children and young people may come from church families, acknowledge the importance of reaching out to those outside the traditional 'churched' demographic. This will broaden the ministry's impact and nurture inclusivity. Where a group is largely un-churched and at the beginning of their faith journey, you might look at ways of connecting them with the wider church family rather than focusing on their faith development. There is not a 'one size' fits all approach to engaging with children and young people, but think about what training your team might need to make it work in your context.

Disciple Disciplers

With a group where engagement is high because of the young people's own faith commitment, as well as parental encouragement, consider what leadership opportunities are being developed for the young people (peer evangelism, involved in sung worship etc.) and opportunities for them to be the disciplers.



Embracing Discipleship in Leadership

Leading children and young people involves a commitment to discipleship. The process is more than just conducting activities; it necessitates fostering spiritual growth. Leaders are expected to model spiritual disciplines and to recognise that their life speaks as much as the words they say.

Children and young people are great at spotting a fraud, or someone who is not living an authentic life - effectively instilling these values within your teams, and the children and young people they serve, is a vital part of your role.



Wonder

- How are you, as the church leader, modelling spiritual disciplines in action to your team?
- What can you do to enable your team to grow in confidence, as they teach and model what it looks like to be a disciple?
- Has your CYPF Minister used the *We Hear You* listening exercise with your young people? It's a great way to hear their opinions on what they value in their leaders.

Building a Collaborative Culture

Creating a supportive and collaborative culture within CYPF ministries is vital for nurturing team spirit and enhancing overall effectiveness. A culture grounded in communication, trust, and shared values fosters an environment where each team member feels integral to the ministry's mission.



Wonder

- How do you model effective and open communication in your working life and team engagement?
- What things have enabled you to trust others in working relationships – how might you replicate them?



Building relationships

The foundation of a collaborative culture lies in strong relationships. As a church leader, prioritising relationship-building activities is key. Set the culture at the outset. Articulate these values and expectations to team members clearly to build a sense of belonging and shared purpose. Encourage them to engage in regular, informal interactions alongside structured team meetings as this will help improve team dynamics, and ensure everyone feels seen and valued.

Act



Setting the tone

Include elements in job descriptions that emphasise collaboration and teamwork. This sets the tone for how roles contribute to the overall mission and ministry of the church and encourages mutual support among staff. Make sure this is clear in the recruitment and onboarding processes.

Check in regularly

Schedule one-to-one meetings to provide feedback, offer encouragement, and discuss how things are going. These check-ins can help address any challenges they may be facing and foster an atmosphere of support and growth.

Celebrate Success

Recognise and celebrate both individual and team achievements. Acknowledging efforts boosts morale and reinforces a positive team culture.

Invest in training opportunities

Engage in training sessions and workshops that focus on both spiritual and professional growth as a whole team. This could include leadership retreats, theological discussions, or practical skills development (e.g Mental Health Training, SEN Training, Trauma Awareness).



ACE Line Management

These three foundations create the conditions in which CYPF ministers—and their ministries—can flourish.



ACCOUNTABILITY: Establishing a culture of accountability helps ensure that each team member understands their responsibilities and is held answerable for their contributions to the ministry.



COMMUNICATION: Clear and open lines of communication are crucial for effective management. This includes actively listening to team members and conveying expectations clearly.



EXPECTATIONS: Setting realistic and achievable expectations is key to fostering team morale and performance. Regular reflection on your management style, personal tendencies, and areas for improvement is equally important.

For more information and action points around ACE, take a look at the [Line Management Toolkit](#).



Setting Great Expectations

A core aspect of ACE Line Management is 'Expectations.' It can't be emphasised enough how unrealistic, poorly defined, or too many expectations can derail a job and lead to someone leaving a church or leaving ministry all together through stress, burn out and/or poor treatment. When considering "expectations" - and there are many who have them - church leadership, young people, parents and families, congregation - it is important to distinguish between two types of expectation:

1. Those related to a role description (what you expect someone to **do**)
2. Those related to a person specification (who you expect someone to **be**).



Wonder

- Who do you think might have the greatest expectations of your CYPF ministers in your context?
- What do you expect your CYPF ministers to look and sound like? Why do you think this is?



Divide responsibility

The environment someone is working in will either help or hinder their commitment, motivation and performance – and, ultimately, has an impact on the health and growth of CYPF ministry.

But, responsibility for making this work can be shared. The ‘ten essentials for Line Management list’ is not exhaustive but provides the basis of what should be provided by the PCC (as employer) and you as a line manager.

Some of these can, however, be ‘out-sourced’. A conversation about whose responsibility each element is, not only demonstrates belief and trust in your worker, but also offers opportunities for greater investment from the congregation.

Ten Essentials for Effective Line Management

1. Job Description
2. Contract
3. Staff Handbook
4. Line Management
5. Space
6. Budget and Equipment
7. Annual Review
8. Continual Professional Development
9. Supervision or mentoring
10. Retreat



Act



Share out the list

Consider each element on the list of 10 essentials and add any others you think are important. Agree together which of the three categories each element fits into:

- church responsibility
- do it together
- employee responsibility.

Make sure the conversation is realistic and encouraging and not perceived as a way for the Church to abdicate their responsibility and leave everything to the CYPF Minister. It is important to check in on the conversation regularly as part of line management meetings

CYPF Ministry Roles

It is often suggested that *who* you are looking for is always more important than *what* you want them to do. This is because when you employ the right person they will carry a vision for ministry, be adaptable, willing to learn and grow, whilst enabling and equipping others as the job grows and develops.

There is a, however, a tension between holding job descriptions and expectations lightly and flexibly, in order to accommodate the fast moving culture that we are expecting CYPF ministers to engage in. We must avoid expecting the perfect person to be a “youth and children’s minister evangelist / worship pastor / social media and design pioneer / caretaker”.



Broadly speaking the kind of work someone might do falls into one of these areas:

- **discipleship**
- **evangelism**
- **pastoral care**
- **social engagement.**

The focus is likely to change as the ministry grows and develops. However, it is important that you are both clear on what the current focus is.

Discipleship

To “make disciples” and see CYPF grow in faith. This can often mean a focus on “churched” CYPF, who are predominantly from church families. An expectation might be that the CYPF Minister has some theological training, is able to teach from the Bible and models spiritual disciplines. CYPF Ministers with this focus in their role might often find themselves being asked to preach and teach to the wider church family.

Challenge: How do you measure discipleship and how do you determine whether someone is ‘growing’ in faith? It is interesting to note from scripture (John 1:41) that as soon as Andrew started following Jesus, the first thing he did was go and get another follower!

Evangelism

To reach out and engage with CYPF in the community with the overarching purpose of sharing the gospel. This might include (but isn’t limited to) starting a mid week kids club, open youth work that is church based but for young people in the community and getting stuck in to some detached work.

The title of Richard Passmore’s book, *Meet them where they’re at* sums up what is expected. We don’t have young people, or we have very few – we want you to go and meet them and reach them.

Challenge: The work can be isolating and often misunderstood. Evangelism takes time. Building meaningful relationships with young people who have no prior contact with church is not going to see a flood of teenagers filling the pews in three weeks. The work needs excellent support and supervision, and needs to be done with integrity and grace.



Pastoral Care

In some ways this feels most like some of the pictures we have of Jesus in the New Testament, as we consider the Good Shepherd and the need to tend a flock, care for people, help them find good pasture and nurture them. It might take the shape of chaplaincy or 'Youth Pastor' where the emphasis of the work is to create a safe space for children and young people to be. Discipleship might play a part - but the overriding expectation is to care for and journey with children and young people as they grow up and transition through the different stages of school and beyond.

Challenge: This kind of work can be draining - emotionally and spiritually. It should be recognised that children and young people don't need a 'perfect' CYPF Minister but a 'healthy' CYPF Minister who is appropriately vulnerable, approachable and ready to listen.

It is important that CYPF Ministers have good support around them and are equipped with resources to look after themselves as well as those around them.

Social engagement

Creating a fun space for children and young people to build community. Making disciples and seeing children and young people reach out to their friends - with all the joys and challenges of doing life together - inevitably means developing and running social activities right alongside everything else!

Challenge: 'Social engagement' also means paying attention to the concerns young people have about the world - from food poverty to equality; racism and the impact of climate change. Listening to and empowering children and young people to seek justice incorporates discipleship and evangelism. Being willing to listen well is a vital part of pastoral care.



Wonder

- What insights does John 1:35-50 give about CYPF ministry?
- Are you clear what the focus of your CYPF ministry is at present? Is your CYPF Minister clear? Is the congregation clear?
- How do you balance priorities with the God given gifts of your worker?



Job Description

Clarity is key. A CYPF Minister is more likely to be productive, more likely to be happy in their work, more likely to have balance if they are clear about what their job is. Poor communication (both verbally and in the job description) can lead to confusion, anxiety and uncertainty about whether or not a person is effective in their job. Also, if you are not clear – how will you assess performance and carry out an effective review?

“

The bottom line is, when people are crystal clear about the most important priorities of the organisation and team they work with, and have prioritised their work around those top priorities, not only are they many times more productive, they discover they have the time they need to have a whole life. STEPHEN R. COVEY



Act



Identify the first three tasks

Often in a job description you can see how the role is divided and what the expectations are by looking at the first three tasks listed.

For example:

- Lead the Youth Work for the 11-18s at St Somewhere's.
- Develop a relationship with our local Secondary School.
- Invest in the volunteer leaders of the youth work at St Somewhere's.

Under these three you might have additional tasks - but each of those will need to clearly serve these three to maintain the focus.

Using words like 'Lead, Develop, Invest' provide scope for change and are a reminder that it is important to focus on the "who" rather than the "what".

No ministry can flourish in a silo

CYPF are all part of the one church. Recognising the need for 'porous boundaries' between different areas of responsibility enables easier transitions (when children or young people move up through the age groups) and it also helps employees to see that they are part of a bigger picture.



What should be included in the job description and person specification?

Job Title

This frames expectations. The church is less likely to expect an employee to pick up the children's work or visiting older parishioners if the job title is 'Youth Minister.'

Narrative/Vision

This articulates why the job is needed and connects with the wider vision of the whole church.

Three main duties

The temptation is to put more, but focusing on the 'core' duties makes it easier for everyone to understand what is required and whether it is being delivered.

Percentages

This is helpful for both planning and reviewing. In a 'typical' week what proportion of time is the employee expected to spend on each of their three main things?

For example:

- 40% on Discipleship of Young People (including related activity)
- 30% on Outreach (Schools ministry etc)
- 30% on connecting with and supporting Families (Home visits, family and intergenerational activities).

Role and Relationship

Where does this role fit within the church / organisation as a whole?

As a "Staff Member" are there expectations that are the same for all staff members?

Who does the person doing this job report to?

What are the key relationships that will enable them to carry out their role?

A **job description** should not look the same five years after someone has started and changes and growth must be accommodated for. The job description is a "working document".

The more important document is the **person specification** - this aligns with the values of the organisation and lays out clearly the expected behaviour as well as the attitude and aptitude you are wanting. If these documents are clear and created well, referring to them will help address discipline issues informally.

For more information, take a look at [Recruiting Well: A step-by-step HR Guide](#)



Contract

An employer must give employees a 'written statement of employment particulars' if their employment contract lasts at least one month or more. This isn't an employment contract but will include the main conditions of employment. The employer must provide the written statement within 2 months of the start of employment.

Written statements

A written statement can be made up of more than one document (if the employer gives employees different sections of their statement at different times). If this does happen, one of the documents (called the 'principal statement') must include at least :

- The business's name.
- The employee's name.
- Job title or a description of work and start date
- How much and how often an employee will get paid.
- Hours of work (and if employees will have to work Sundays, evenings etc).
- Where an employee will be working and whether they might have to relocate.
- If an employee works in different places, where these will be and what the employer's address is.

As well as the principal statement, a written statement must also contain information about:

- The end date (if on a fixed-term contract)
- Notice periods
- Collective agreements
- Pensions
- Who to go to with a grievance
- How to complain about how a grievance is handled
- How to complain about a disciplinary or dismissal decision

The above is the MINIMUM. For staff employed on a potentially long term basis they should also receive a more detailed "Contract of Employment". Seek HR advice from your diocese for drawing one up.



The written statement **doesn't** need to cover the following (but it must say where the information can be found) :

- Sick pay and procedures.
- Disciplinary and dismissal procedures
- Grievance procedures

Remember, the person employed is an employee not a post holder like a stipendiary clergy. Ideally, a full time week should be 35 - 37 hours. Given that youth work (and children's work) involves evening and weekend hours, you need to think about how the week is arranged flexibly and where there will be time for sabbath rest.



Wonder

- What expectations and assumptions have been made about what constitutes working hours?
- What engagement in church life are you expecting and is this being counted as 'work time'? For instance, if the CYPF Minister is required to attend a monthly prayer meeting then this is counted as work- but attendance at a small group may be considered part of their personal discipleship.
- Is there clarity about these expectations?



Space

It is very important to ask, “where is the space to work?”

In most Anglican churches where there is a stipendiary vicar, he or she will have a study at home – regardless of whether there is work space at church offices / buildings. It is unlikely that a CYPF Minister will have similar space in their home.

Is it ok and conducive to work if the kitchen table becomes a “make do” space, or is it financially viable to hang out in Costa every day? At the very least – if home working is required, then there should be some financial contribution from the church enabling that.

If a space is predominantly used and, effectively, the worker “works from home” then a percentage of utility bills should be off set against tax.

It is also worth considering what space needs to be made available not just to run activities but also to store resources.

Budget & Equipment

One of the ways things can fall apart is if there is not clarity and consistency of practice around how money is allocated and spent.

Three Budget Requirements

- **Budget for the work** – this is the expected spend for resources for groups (e.g. Scripture Union teaching material or the monthly cost of getting resources from “Energise” website); activities (e.g. residential costs, flyers and publicity etc) and consumables like squash or felt-tips.
- **Budget for recognised expenses** – travel expenses at an agreed rate per mile and an agreed amount per month / term. Also books for personal study (ideally, set a “book budget” for the year); retreat days and conferences.
- **Budget for work tools** – Often overlooked but it is important that they have what they need to be able to do the work – laptops, printer, mobile phone. If someone works from home it might be that an agreed amount is paid towards the internet or heating and hospitality bills.



Act



Talking money

Spend some time discussing and agreeing, not just with the CYPF Minister, but with the wider PCC how much money should be allocated to each of the three budget requirements listed.

Keeping it transparent

Make sure you are clear about how and when expenses are claimed and what evidence of spend is required.



Staff Handbook

The staff handbook includes all the policies and guidelines for work. It should be easy for any staff member to find what they need to carry out their duties within these pages, and for procedures relating to particular events and circumstances. If something is a required way of working, but not a statutory requirement, (e.g. expenses policy) then you should have guidelines for staff to follow. If it is a statutory requirement (e.g. safeguarding), then a policy needs to be in place.

With the best will in the world things can go wrong and not having these policies in place can make it worse. It is stressful and challenging to suddenly be required to introduce a paternity / maternity policy because a member of staff is expecting a baby. Similarly if a redundancy needs to happen, it can go horribly wrong for all concerned if you make this up as you go along. Having these policies and guidelines in place ensures you are prepared for every eventuality.

Staff Handbook Essentials

- **Safeguarding Policy** that covers children, young people and vulnerable adults. Your diocese can help you ensure this is fit for purpose. The policy must include:
 1. Details of the Safeguarding Officer
 2. Regularity and process for DBS checks
 3. Details of 'children's advocate' - someone not involved in the children's or youth work, who a child or young person could talk to if they have worries or concerns.
 4. Clear reporting and recording procedures should there be a disclosure.
- **Lone Worker Guidelines**
- **Social Media and Internet Use**
- **Grievance Procedure**
- **Expenses policy**
- **Holiday and Time Off in Lieu terms and procedures**
- **Sick Leave and Sick Pay guidelines**
- **Maternity / Paternity Leave guidelines**
- **Redundancy / Termination Policy**
- **Templates** for staff to use, including risk assessments, medical forms, film permissions, expenses and annual leave request form.

Wrap around care

Regular line management meetings

Regular meetings with team members is not an optional extra. Make sure the dates are in the diary and are stuck to. Shifting the meetings every time something else comes up can send the wrong message about the worth and value of your CYPF Minister!

Make it Regular – at least once a fortnight. With a fresh relationship, plan an hour a week. This could drop to once a fortnight when a good rhythm is established. It must be regular though – ideally, same time, same place.

Set an Agenda agreed in advance – where both parties bring things for discussion. Include time for:

- ‘Business’ needing discussion – this might be date/time sensitive such as Easter activities or holiday club planning.
- Review of different areas of work. For instance you might discuss an area of ministry like schools engagement or an age group in each session.
- Catch up and pastoral concerns.
- Actions / Targets agreed. These don’t need to be huge things, but it might be something about communication. Such as *“if you want that in the weekly bulletin, you need to get it in by”* or it might be *“make sure you take extra time off in lieu after the heavy week leading up to the Christmas services.”*
- Prayer – pray for the work, pray for each other.



For more information and line management templates, take a look at the [Line Management Toolkit](#)



Annual Review

How is your CYPF Minister doing? How will you know? How will they know? Not doing an annual review and, instead, occasionally giving someone a pat on the back, is the equivalent of the only feedback on your preaching being, “nice sermon vicar.” It doesn’t help you and it isn’t very useful!

Performance Reviews or Appraisals are developmental tools, not punitive measures. They offer an opportunity to celebrate achievements, emphasise growth and foster collaboration, by allowing team members to voice their insights.



The bad news is that ignoring the performance of people is almost as bad as shredding their effort in front of their eyes . . . The good news is that by simply looking at something that somebody has done, scanning it and saying “uh huh”, [you] improve people’s motivations.

DAN ARIELY



Wonder

- Jesus never had an appraisal but how does Luke 3:1-22 shape how to approach this process?
- Recall your best and worst experience in an appraisal or annual review? What do you want to make sure doesn’t happen and what would you like to replicate?



Four Key Elements for a Good Annual Review

Plan it

Take time to plan and discuss the review in advance with your CYPF Minister. Consider using tools like the CYPF Ministerial Formation Framework and the accompanying review booklet (out soon) to help shape the discussion around continuing professional development.

Be Positive

What will help this person flourish and grow? Where is momentum? How can you focus on what is being done really well and build the confidence of your CYPF Minister?

Collaborate

The review should work both ways – acknowledge any deficiency or difficulty that has been down to you or the PCC (e.g. *We didn't meet as often as we should have done, I will aim to do better next year*). What areas do you both think should be worked on this coming year? It might be a new activity, it might be that something needs to be put on hold or closed because it isn't working or needs to be re-assessed. This should not be a meeting that is full of surprises – great communication through the year at the regular meetings should mean a great grasp of how the ministry is going.

Set an Action Plan

Be realistic about objectives – but be clear together and AGREE what the plan is.

Act



Feedback versus Criticism

Be explicit about the difference between constructive feedback and criticism. Ensure team members understand that feedback is intended to support their growth. Remember, you can't feedback on what you haven't seen. An essential aspect of good line management is to actually see the employee working in their primary function!

SMART Goals

Encourage collaboration by agreeing together: Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals for teams. This clarification fosters alignment with the ministry's vision and creates a path for collective success.



Mentoring and Retreat

One of the most vital aspects of ministry development is to grow as a reflective practitioner. This is something that needs modelling within a line management setting, and encouraged in your staff, as they help people build resilience and sharpen the approach they bring to their engagement with CYPF.

“

Supervision is an opportunity to bring someone back to their own mind, to show them how good they can be. NANCY KLINE

It is often helpful for a CYPF Minister to have **external supervision**. This will give them an opportunity to explore aspects of their ministry and discipleship in more detail, with a professional in the same field of work who can offer an objective perspective. There should be space to reflect on their practice and provide encouragement to grow and sustain their mission and ministry.

Ministry can be intense and draining, both emotionally and spiritually, and it can take its toll on personal relationships. **It is VITAL to retreat in order to advance.** Getting away from the regular routine, or even away from the irregular routine of dashing around reacting and responding to the needs of others, is an important tool for sustaining ministry whether that is ordained or lay. You need retreat time and so does your CYPF Minister.

Both mentoring and retreat should be explicit in the terms and conditions and should be something the church considers paying for as part of your commitment to your team's continuing professional development.

“

We see the world not as it is, but as we are.

STEPHEN COVEY



Reflective Practise

Creating space for reflection within the regular pattern of CYPF Ministry is helpful and could follow the 'Action Research Approach' suggested by the educationalist McNiff. The elements of this cycle work well as part of preparation for an appraisal, or as part of regular supervision sessions. Either way supervision should be a safe place to explore questions about practice, so there needs to be agreed protocols around confidentiality.

For more reflective practises, take a look at the [Line Management Toolkit](#)

Action Research Approach

Observe

What is happening? Sometimes we can be so busy delivering activities that we don't take time to observe, watch and pay attention to the way CYPF are engaging. We don't notice if our volunteers are alongside the young people befriending and supporting or - are they at the back having a chat when we are delivering a talk?

Reflect

Why did things happen that way? Reflect on positive and negative incidents. What led to things happening like that? How did you or other leaders respond at the time? What might you do differently?

Act

Take action. Choose to act differently - or, simply choose to act!

Evaluate

Having taken action, evaluate the impact. Did what you or your team did, or what you put in place make a difference?

Modify

If what you did through taking action had a positive impact on your work, consider modifying your approach, guidelines, policy, your preparation etc.

New Direction

Where do things go from here? Is this project or activity going to head in a fresh direction as a result of reflecting on it and modifying what is done?



Act



Come up with questions for each of the sections in the Action Research cycle that could be helpful in stimulating reflection.

For example:

- What did you observe from your last Sunday club meeting?
- What are your reflections about what went wrong at the kids club last Tuesday?
- You are a bit quiet in staff meetings, what action could we take to make it easier for you to contribute?
- Is it time for this activity to head in a new direction? What might that look like?



Continual Professional Development (CPD)



Before you are a leader, success is all about growing yourself. When you become a leader, success is about growing others.

JACK WELCH

A key question to ask as a line manager is this – *How are you investing in your people?* Work develops and people develop – if they are invested in. It's a win – win. You invest in the growth and development of someone in ministry, they in turn grow in skills and knowledge and have a greater commitment to the place that has enabled their growth!

CPD enables workers to stay sharp and be aware of the latest developments and trends in their area of ministry – they also provide great networking opportunities – giving a measure of peer support as they grow and improve their skills and knowledge. This could be anything from an online webinar exploring self harm with Youthscape to a higher education qualification at a theological college.

Offering to pay a percentage of course fees and allocating work time to attend them is a GREAT way to say to your CYPF Minister how much you value them and their contribution to the church / organisation.

Act



Explore what CPD is on offer before an annual review.

Take a look at the [30k Project's webpages](#) to see the range of training and formation opportunities. Many of these are available free of charge through your Diocese, so get in touch with your local CYPF Adviser to find out more.

Consider specific issues that might be beneficial for your team to know more about. For example: emotional resilience and mental health; addiction (drugs/alcohol/pornography); social media, etc.



When things go wrong

If you have established a positive culture, been consistent with regular line management meetings, and embedded the values underlined by ACE – then you should notice when things are going wrong, before it becomes a crisis.

When communication is optimal and mutual trust has been built up, challenges around attitude or behaviour of staff can most often be nipped in the bud.

Good Grievance

Create the right culture and put processes in place that give confidence to your employees. This will enable everyone to navigate conflict and problems well.

Firstly, every church that employs staff (or for that matter has some key volunteers that oversee work that directly involves CYPF Ministry) should have a “grievance” procedure and disciplinary process in place. It should be part of your staff handbook as identified on page 25.



Act



Check that you are confident that you have addressed the following:

What is the vision for next five years?

Does the church know where it is going and what it hopes to do? To what extent is the CYPF ministry essential to this vision? Constantly moving goalposts does not help people feel settled or that what they are doing is valued.

What does it look like to be 'effective'?

Expectations between church and CYPF Minister can vary wildly, and these need talking through and agreeing. More 'bums on seats' within six months isn't a realistic aim for a work that is beginning something from scratch in a hard to reach community.

What are the work hours?

Not being clear about this can lead to all kinds of issues – for example, "everyone attends the Saturday morning prayer meeting" but it is the youth workers day off. "Ahh" says a Church Warden, "that's your giving". Except, if someone is required to be at a meeting it isn't their giving, it is part of their work!

What about equipment and space to work? What is the budget and how do I claim expenses?

Employees should not be in a position where they are funding activity out of their own pocket.

What provision is there for ongoing professional development?

What does line management and supervision look like?





Fostering good communication through effective and regular line management meetings enables small issues to be tackled before they become significant.

If an informal solution can't be found then the issue needs to be raised formally and the grievance procedure (found in the Staff Handbook) needs to be followed. There needs to be a full and fair exploration of the issue(s) raised. If the case reaches a tribunal, this process and information gathered at this stage will be taken in to account.

Everyone should have the opportunity to speak before decisions are made. Actions and decisions should be taken as soon as possible.

The right support can prevent mental health issues from arising or getting worse. When things get to this stage it is important that the following are thought about and acted on as appropriate:

- A grievance procedure can be stressful, and particularly stressful when the employer is a church. The church is not just a place of work, but the worshipping home of those involved and the community they belong to. Where is the CYPF Minister and their manager getting the support they need, without the congregation feeling like they need to take sides?
- Ensure that everyone involved knows what is happening. Clear, regular and confidential communication is vital.
- Sensitivity needs to be employed if the grievance is about someone else at work, whether that is a colleague or line manager. Those making decisions about actions to be taken need to be impartial. It be helpful to have input from the diocese at this stage.



The Grievance Meeting

When a formal grievance has been raised a meeting should be held within 5 working days. There should be time to prepare for the meeting, and it should not be sudden or moved without warning.

Information should be considered from all sides and notes made of the discussion. If a similar grievance has happened previously, then the same procedure should be followed. It is good practice for participants to have someone with them who can listen to what is discussed and also make notes. It might also be helpful to have someone present who is not involved in the grievance, as an independent witness.

When the meeting is finished, notes should be made available in good time and the person bringing the grievance should be told when they can expect to get a decision.

Once a decision is made it needs to be disseminated as soon as possible, in writing. The decision needs to take in to account what is fair and reasonable, and what the workplace has done in the past when similar grievances have been raised.



There are challenges with all of the above because we work with people! The Bible reminds us:
If it is possible, as far as it depends on you, live at peace with everyone. Romans 12:18

Note that we are told here “as far as it is possible”. There are times when we have done all that we can to resolve an issue. We have sought to be peacemakers through bringing people together and trying to work things out – but, sometimes, that just isn’t possible.

This can happen for a variety of reasons: individuals feel trust has been broken irrevocably; the issue isn’t dealt with in the way someone had hoped; the issue resurfaces and because it was addressed previously nothing else is done.



The disciplinary process

Sometimes, what is discovered through a grievance raises serious concerns and these could lead to disciplinary action.

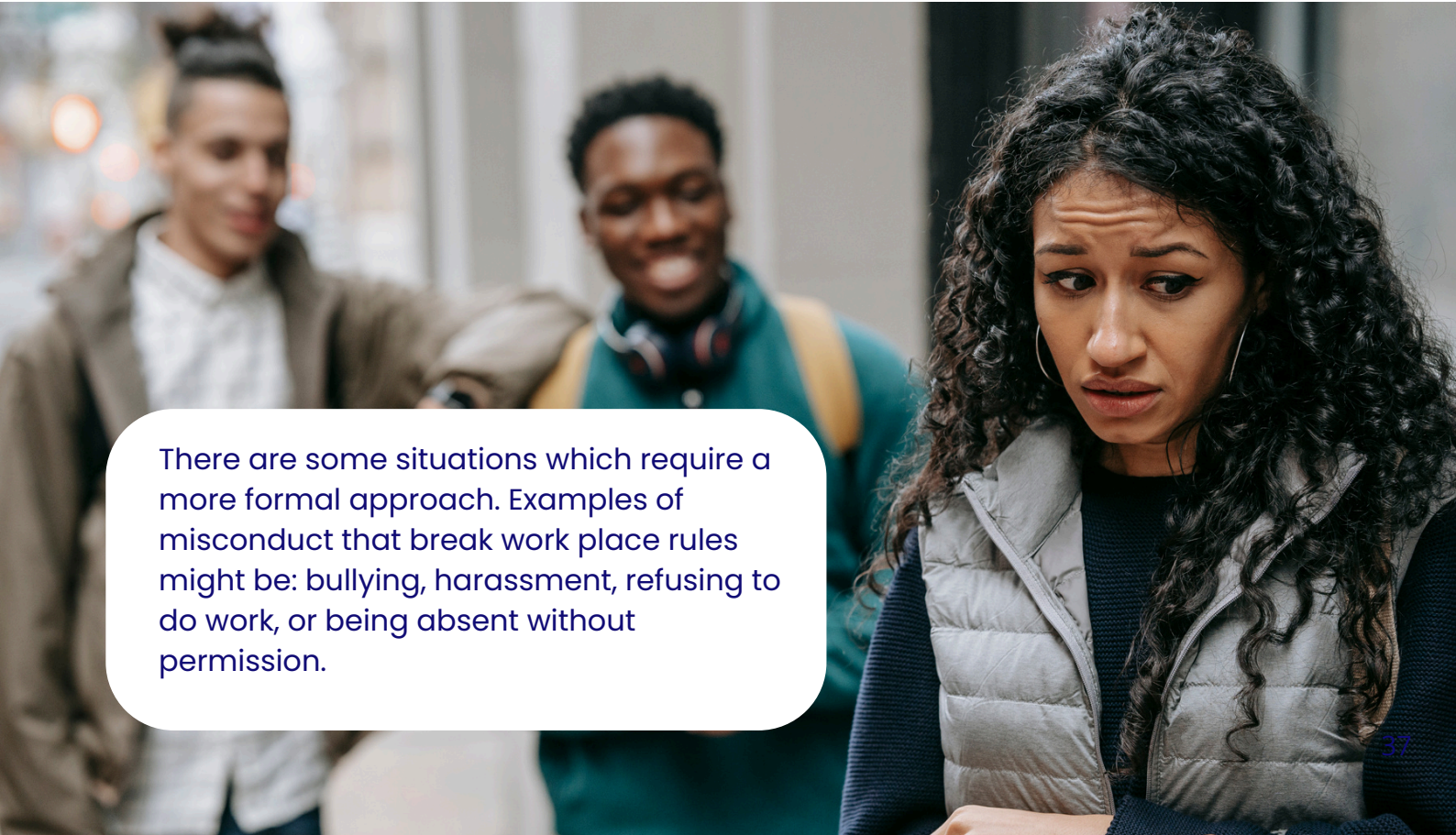
A procedure might need to be initiated where there is either:

- The suggestion of unacceptable or improper behaviour – i.e. suspected misconduct.
- The performance of someone is called in to question – i.e. the capability of someone to do their job.

The first thing to ask is whether this can be resolved in an **informal** way. A line manager having a private conversation with the individual concerned might solve the issue and deal with it quickly.

It is important throughout the process – informal or not – to listen to the person under scrutiny. What is their perspective? What do they think is happening? It might be that you can then agree improvements, or set up some additional training or support and move on from there with greater clarity about what is expected – whether that is regarding personal behaviour (needing minor adjustment) or from the role.

What is important, in addressing either of these areas, is being able to refer to the **job description** and the **person specification**. People can only be expected to be competent in areas where there is clarity about what they are required to do and it is far easier to address problems with individuals where both of these documents are clear.



There are some situations which require a more formal approach. Examples of misconduct that break work place rules might be: bullying, harassment, refusing to do work, or being absent without permission.

Regardless of the severity of a situation, a process needs to be followed that is clear and understood by all that are involved. **Communication**, as mentioned in the previous section about managing a grievance, is key.

- What are the steps?
- When do things need to be done by?
- Who is responsible for telling people what is happening?

The process is stressful enough without leaving people in limbo.

If a situation does merit more than an informal conversation then, after an investigation to establish the facts, a formal written warning should be sent to the employee which details the findings, why it is either misconduct at work or their work isn't up to scratch. Crucially, what should also be put in place is an action plan to remedy the situation.

The action plan needs to focus on realistic and achievable outcomes and can include things like:

- details on how to conduct a particular piece of work
- training that needs to be undertaken
- outcomes that demonstrate improved competence.

Where it is a **competence** issue, this can be labour intensive to rectify – but, if there is a commitment to a process that develops and grows the CYPF Minister, the benefits to working something through with them can be immeasurable. It might mean weekly line management meetings for a while (where you might have been having them monthly) but it is still less time consuming than a new recruitment process!

Not everything can be worked out, so it is important to create a plan with a **set timeframe** for when improvement needs to be seen. If there is still very little improvement, then it might be that a final warning is given (again in writing) and this should include the potential of termination of employment if things don't improve.

This is awful for all concerned, but, if clear and consistent communication has happened throughout, then the employee may decide that they no longer feel they are right for the role.

Ultimately, we want people to be in ministry where they fit and where God has clearly called them. If there is a growing sense that this isn't the case, then working on it together and enabling people to **move on with dignity** is what we should be aiming for.



The investigation might make it clear that **gross misconduct** has taken place – this could be anything from fraud to physical assault of others or repeated actions that have a negative impact on the church.

It is important to remember that the **reputation of the organisation does not come before protecting people from harm**. If gross misconduct has been found to have happened, then following your processes, including written warnings and communication should then lead to a transparent statement to that effect and the reason why someone has been asked to leave.

This is painful stuff, but really important – where there is harm and hurt, things need to be brought in to the light.

If a church is to have integrity and be trusted, then care for victims absolutely comes first.

We need to do this well. Disciplinary and grievance procedures should not be an after thought that we make up on the fly if something happens – that leads to disaster.

We need to make sure we have the right processes in place before we employ staff. Please speak to your diocesan HR and safeguarding teams if you need support with this.





MORE RESOURCES

If you have found this Curriculum helpful, make sure you take a look at the other resources available for people who manage CYPF Ministers:

- Recruiting Well
- Line Management Toolkit
- The Good Practise Charter
- Vital Life: A Wellbeing Workbook



All available at: [churchofengland.org/hrguidance](https://www.churchofengland.org/hrguidance)



SOMETHING MISSING?

We will keep track of the advice in this document and will update as appropriate.

We are working with the Church of England National Safeguarding Team to check everything we suggest is appropriate and up to date.

If something vital is missing please let us know by emailing the30kproject@churchofengland.org