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MINISTRY REPORTS  
A FRAMEWORK FOR EFFECTIVE LEADERSHIP

# Ministry Reports | A Framework for Effective leadership

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## This Manual to be Read In Conjunction With

This Handbook is to be read in conjunction with the latest versions of the following booklets, available at <http://aucministerial.org/profile>, and the Ministry Development Portal

1. MINISTRY LEADERS' HANDBOOK
2. MINISTRY PROGRESSION MANUAL
3. ADMINISTRATORS HANDBOOK



and the Portal Manuals for Ministry Leaders/ Administrators:





## Our Vision for you – the Ministry Leader

We long to see the most Spirit-filled, Christ-centred, well-resourced, thriving, joyful and effective Ministers, Chaplains and Spiritual Carers on the planet. Much of this comes down to self-leadership, and the rest comes down to helping you develop your ministry – MD for short.

For any leader to develop, a number of simple ingredients must be present.

A Growth mindset – see p.. of the Ministry Leaders' handbook

Awareness through feedback – the Review process which provides insights into strengths and possible challenge areas.

Supportive environment and relevant resources for growth to occur

A willingness and discipline to make growth a priority alongside the demands of ministry

## The Essence of Effective Leadership

Ministry reports are built with these things in mind

Godly character

- Effective self-leadership for leaders

- Character of the team that leads – unity is key to leadership strength

Clarity around who your church is called to be and what it is called to do

- difference between leading with clarity and being vague

- Motion vs movement

- The ability to stay focussed on the right journey over time

- Church board needs to know its mission to stay on it

Insight into where you are at present and the ability to create Holy Discontent with status quo

- Leaders accept that staying put is not an option

- They are constantly aware of what needs to grow, to change, to be different, bringing this awareness to those around them

The ability to break the bigger journey down into smaller, achievable steps/ goals

- Most people do not see far into the future as the visionary leader

- Strategic thinking is necessary for people to grasp the next steps

- Celebrating the achievement of each goal brings joy and courage to meet the next

The ability to take people with you – having the Right Conversations with your church

- Clear Communication is key

- Communication must be shared in a variety of different ways

- Communication invites ownership and engagement

- Communication must be two-way. People need to own the direction as well as the goal

The discipline of regular reflection and adjustment – asking ourselves the right questions

- Did we achieve our goal or part of it?

- How effective as our ministry initiative?

- What could we change to make this ministry more effective in reaching our goals?

## How to use this booklet

Use it as a step by step manual alongside your Ministry Report to help you lead more effectively, have the right conversations, with the right people at regular intervals.

More information on how to use the Portal in the MD Portal Manual.

Written for leaders of the following location types:

- Church
- school
- Aged Care
- Military
- Custom

From time to time in this booklet we may use church location terminology for simplicity or by way of example, with the understanding that equally applies to school, Aged Care and Custom.

## The Challenges of Pastoral Ministry

Pastoral ministry is often boundary-less – like an ocean it is difficult to set borders and limits to, and consequently it can easily overwhelm us. There are always more people with more needs, endless sources of information and communication, and a never-ending list of things to organise and prepare for.

We can find ourselves unsuccessfully to get everything done, eventually realising that something else in our lives – quality family time, Ministry satisfaction, even our health is suffering as a result. Stories of a ministry leader's health, or family relationships suffering are all too common.

Others employ a more pragmatic strategy, resolving to deal only with the most urgent matters and switching off to new opportunities including the chance to leading through change to better health or more effective ministry. This unfortunate compromise preserves the leader's health, but suggests they have settled for a ministry by far inferior to that which they once felt called to.

MD seeks to help Ministry leaders grow in their leadership capacity helping them build healthy personal and ministry leadership practices, guided by conversations that matter.

Specifically, Ministry Reports are designed as leadership overviews, healing leaders to evaluate the big picture, clarify priorities, quantify and communicate next steps in the following ways:

- establish healthy rhythms in one's own spiritual and relational health and wellbeing
- with their co/lay leaders, clarify the God-given calling at their location, expressing this clearly as a SHARED Vision
- Identify the long and short-term goals that will define the journey ahead

- work with their people to shape the ministries that will accomplish those goals
- evaluate each ministry with a view to adjusting it along the way to become more effective
  - communicate simply and effectively with all involved, including the Conference team who provide valuable support.

The clarity that this process brings to the leader, their team, and those under their care, helps to call others to be part of the ministry. Clarity around mission priorities by default also help leaders and churches avoid the trap of doing more than they are called to do, helping them to also know what they will say no to along the way.

## The Parts of your Ministry Report – Overview

### Part 1 – The Ministry Leader’s Foundations, Health and Well-being

#### Overview video

#### Understanding Part 1

Thriving as a leader is key to your ministry being effective and sustainable over the long term in a way that blesses you, your family, those you lead, and your community.

To thrive as a leader you need more than a ministry assignment and some training. You need more than to know what you ought to do. Over time, if cultivated, you will establish habits and ways of thinking that bring about a sense of being right within the will of God. For this, you need a number of things to coexist in your life and ministry. You need:

Balance - You do not not benefit from being like a grassfire – here today and burned out tomorrow, but by

being healthy as a leader - spiritually, physically, emotionally, relationally  
 having a sense of your God-given purpose – where you are going, and why  
 having a sense of team – working alongside like-minded people for the same purpose  
 having a sense of fulfilling your God-given purpose  
 having clarity around what is, and what is not yet

Ministry reports are designed to support and give you clarity in these areas, and to share this journey with those in ministry beside you.

#### Ministry Foundations

Importance of Personal calling - clarity

## Ministry Values

Values are the principles that we live by. They help us to be true to who we are called to be.

## Your Accountability Partner

### *The goal*

As ministers, our relational world is complex. Our relationship with Christ is of vital significance to all that we will do in ministry, and in many ways this is also true of the relationships we maintain with the key people in our life. Extend this further, and we can also say that the relationship we have with ourselves – the way we care for our own health and wellbeing.

**All** of these relationships are important to effective ministry, and, a breakdown in **any one** of these relational areas can have devastating effects on us and our ministry!

So how can you support yourself so that your relational world is always a strong foundation? We believe that asking someone to serve as your Accountability Partner (AP) is a huge step in the right direction!

Someone to help you reflect honestly on your life, someone you can grow to trust to help you stay attentive to the relationships in your life that can make or break you and your ministry!

### *Who to choose*

Your AP doesn't need to be a ministry mentor or even a spiritual guide – just someone you can trust to help you honestly reflect on your relational world. For this reason its important that your AP is a person of the same gender as you, and that they do not have any conflicts of interest serving as your AP (id. No other complicating relationships with you or your family).

Obviously trust and confidentiality are paramount if the relationship is to be of increasing value to you both.

### *How*

We suggest you pray about who to ask to serve as your AP, and consider your trust/ willingness to grow in your trust with that person. Share with the person your desire for accountability, and what the role entails. Often your AP will also want accountability from you, which can work well, so long as you don't fall into the pastoral role, caring for that person. The goal here is accountability for you!

Consider additional questions along the way that you may want your AP to ask you to help you be honest with yourself. A list of possible accountability questions that you may like to consider can be found under the documents tab, or from a live link on Part 1A of your ministry report. These have been grouped into 4 levels ranging from surface level to deeper questions.

When you meet together (aim for monthly if this can work for you)



Find a quiet place where you can talk freely. If you are meeting in a public place, consider paying for the refreshments.

To help your AP be effective in providing you with the accountability you seek, always seek to be honest and open with your AP.

### *How long*

We suggest a year at a time. This gives both you and your AP a defined commitment time, after which either of you can gracefully make changes to the relationship if desired.

When its not working with your AP

If its not something you feel you can talk through with your AP, you may seek to end the AP agreement, or in some cases you may want to continue until the end of the 12 months before making a change.

### *Accountability worksheet*

We have put together an AP Session Guide that you may want to use as a scaffolding for your AP sessions. A primary benefit of using a guide is that you can make notes about your plans and progress, which can help you remember and reflect on your plans between sessions.

The front side has been designed to help you as you reflect and then consider changes you may want to make in your relational world. There is room to make brief notes about your journey in the past season, along with any adjustments planned for the coming season.

On the back of the AP Session Guide is an agreement that you can both sign to keep yourselves accountable to your commitments.

Of course it is optional to use this page – and no, it does not need to be shared beyond the two of you.

### *Using your Ministry report as a leadership guide - Conversations that Matter*

In life as in leadership, it has been said that we move forward, one conversation at a time. (Susan Scott, *Fierce Conversations*). If we do not have the conversations that matter, things simply don't move forward. If we DO have the Conversations that matter – and get to the heart of what needs to be discussed, understood and acted on – then things move.. and we open potential for new opportunities to shape a healthier and better future.

Your Ministry report I designed to help you have the conversations that matter with the leaders and people around you. Beyond this, it provides a convenient way to share your plans and progress with others – many who may wish to be part of supporting what you have been called to. Below is a summary of the purpose behind each part of your ministry report:

### **Church locations**

Use Part 2A to guide reflection and prayer times with your elders  
Use Part 2B with your board to keep your leadership focussed on mission priorities  
Use Part 3 with elders, board and individual ministry leaders to clarify what you are working toward, reflect on how initiatives are going, and consider what needs changing

### **School locations**

Use Part 2A to guide reflection and prayer times with your colleagues/ Admin team  
Use Part 2B to integrate your chaplaincy with the mission of the school, and to help you and your colleagues team keep your leadership focussed on mission priorities  
Use Part 3 with your colleagues/ Admin team to clarify what you are working toward, reflect on how initiatives are going, and consider what needs changing

### **Aged Care locations**

Use Part 2A to guide reflection and prayer times with your colleagues and Centre Management  
Use Part 2B with your colleagues and Centre Management to keep your leadership focussed on mission priorities  
Use Part 3 with colleagues and Centre Management to clarify what you are working toward, reflect on how initiatives are going, and consider what needs changing

Part 4 – Internship (for P1/2/3 pathways only)

Part 5 – Induction (for those being inducted into a new leadership role)

## **The Parts of your Ministry Report**

### **Part 1A – Ministry Foundations**

Your ministry report begins with Foundations of your ministry – with how you understand your calling, what you value, and a check in on your relational health and wellbeing.

It can take some time to discern and articulate your ministry calling and values, but once you have, this becomes a reference point – both for you to revisit and reflect on every season, and for your Ministerial and Admin team to understand how you see and express your calling. This adds depth and insight for them as they read your report.

### **Part 1B – Your Development: A Snapshot of your Annual Auxano Plan**

The Goal of Ministry Development, and the thinking behind Ministry development and adopting a learning mindset has been covered in the Ministry Leader’s Handbook.

#### *How Auxano plans work*

1. Build your Annual Auxano Plan using the Auxano tab
2. Import a snapshot of your annual Auxano Plan into your current ministry report

### *Tips*

- remember to match the year of your ministry report to the year of your Auxano plan
- Set reminders in your calendar to revisit your Auxano plan, adding resources and editing your progress before importing a snapshot into your Ministry Report (Part 1B)
- The tutorial video showing how to build an Auxano plan is especially helpful (see <https://aucministerial.org/profile>)

### *Shaping your ministry plan*

Using the Auxano Planning tool:

1. Create an annual Auxano plan
2. Add a Strength and Challenge area
3. Add resources that you think will help you develop
4. Use the subtags, subject and type filters at the side to refine your search
5. Set reminders at regular intervals in your calendar to check back and review your plan and progress – when things get busy, our ministry development can easily fall from view!

### *Tips*

- Use the Contribute resource tab to suggest new resources for the Auxano library – this enables your colleagues to benefit from the resources you have found
- leave ratings and reviews when you complete resources, so that your colleagues can benefit from your experience

## Your “Location Report” - Parts 2 and 3

These two parts together are known as the Location Report, as they summarise the ministry plans and initiatives of your location.

Your Location Report is ideal for sharing with your leadership team at your school/ Aged Care home/ church, and is a convenient way to sharing with the church family at large, in most cases eliminates the need to prepare a separate Pastoral or Ministry Report. Your Location Report provides a simple way for others to understand at a glance what your calling/ mission is about, while also inviting them to be part of it.

If/when you leave your current location, your location reports (Parts 2 & 3) are available to future Ministry Leaders from the Ministry Report History Tab, located under the Ministry Reports tab.

## Part 2 - the Big picture

After your ministry Foundations have been considered, the big picture of your ministry is the next most important thing.

## 2A – The health of your Church/ Chaplaincy/ Spiritual Care

Part 2A is designed to help you consider the health of your church or ministry. Understanding the spiritual and overall health of your congregation or ministry, along with consideration for additional factors, are key to making sure that your ministry plans are anchored in health, helping you to make plans that are solid from the ground up.

Whereas in School Chaplaincy and Spiritual Care the focus is more on our ministry health, in churches the focus is on the health of the church community, which will be discussed here. (Feel free to adapt the same principles as applicable for School and Aged Care locations).

Part 2A (church location) addresses three foundational conversations that affect and shape the rest of our ministry. These are:

1. To what extent we depend on God in prayer  
More than anything else, we know that our ability to fulfil the calling God has given us is governed by the extent that we look to Him. Is prayer and dependence on Him shaping the way we make decisions, spend time together, come together in worship? Or is prayer something we know we should start and finish with – and little more?

Honest reflection together as leaders around this question can quite literally change everything – for the church and ultimately for the unsaved community we seek to reach!

2. Any emergent factors that are shaping/ should shape our ministry in the coming season  
Even as we make plans and review our progress together, from time to time there can be emergent factors that we must respond to – some more obvious than others.

Examples might include pandemics, mask mandates, the loss of key families, or the sudden death of a much loved member. In these times our leadership requires a more dynamic and sometimes short term focus, and continuing as normal would be a mistake. Considering these together with your elders will help you to be responsive and relevant as a leadership team.

3. When we consider the church as a whole – how healthy are we?  
Tools like Natural Church development (NCD) can give valuable insights into the overall health of the congregation. While diagnostic tools (or intuitive reflection) can give insight into our current health, we need to remember these insights must be shaped into ministry plans and initiatives if we are to see change and improvement toward the future we are called to.

Part 2B, is designed to help us shape our vision of the future – God’s calling for us at our location, and to break this down into smaller, achievable steps.



## 2B - Understanding your calling clearly, and breaking it down for the journey ahead

It has been said “Pity the person who has to follow a leader who has no idea where they are going.” The Converse is also true – What a privilege it is to be part of a team that knows exactly why it exists, and by God’s grace is working together to get there!”

Add to this the fact that people are drawn to leaders and organisations who can clearly articulate vision, and the journey and importance of vision and strategic thinking becomes clearer. In churches, new attenders and members alike will be drawn to volunteer to be part of what you are called to. In schools, your admin teams, teachers, parents and students can now lean in, and be part of bringing the vision to life.

Part 2B is a one-page summary of your calling, to be at the ministry report is a one page summary of your calling, strategy, and progress and it’s designed to help you consider articulate and communicate these to your people. This page is to be completed by the most senior leader at each location (SNR), taking into account the overall picture for the ministry. Associates can simply import this page from their SNR, or they can complete it for the specific ministries that they oversee.

Will Manicini, in his book, ‘God Dreams’ speaks to the value of expressing your vision and goals in just one page, expressing it with depth of field, much like you can see when you look at a painting.

The Part 2B video tutorial found at <https://aucministerial.org/profile> gives valuable insights into the layout of Part 2B, explaining how this depth of field works, using the terms found on the side of Part 2B:

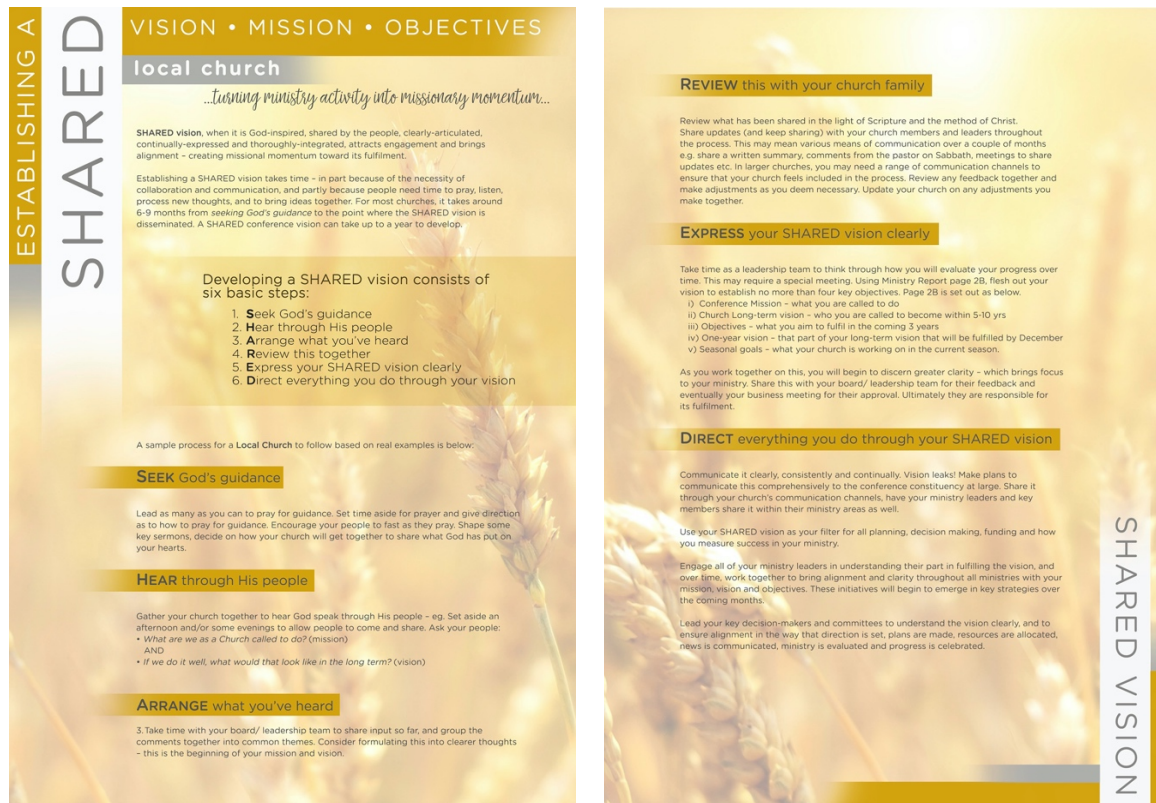
- The calling God has given us (Horizon)
- the 3 year goals we have identified (Background)
- the sub-vision for the year (Midground) and
- up to 4 goals that will guide our ministry in the current season (Foreground)

### **Clarifying the Vision (HORIZON)**

A fundamental part of leadership requires that the leader and team have a clear vision of where they (and we) are called to go. Without this we cannot inspire others to join us, make decisions that will assist us to move in that direction, or say no to other things that may divert us from where we are called to go.

If only God would write it on the wall for us – that would make it easy! But in fact we believe that God will speak to and through His people as we seek Him together in a Spirit of prayer, looking to Him to direct our paths.

In the documents tab within the Portal you will find the 2-page document “Establishing a SHARED Vision” that will help you understand how to take your church or ministry team on a journey to discover with God what His vision is for your future.



It's important to realise that this is a process that should not be rushed as there needs to be time for concerted prayer, reflection, sharing and articulation – usually in a number of cycles. Generally speaking, larger churches will usually take 9-12 months from start to finish, whereas smaller churches or leadership teams may take more like 3 months. Over time this process will bring God's vision for your future progressively to light in ever increasing clarity. Think of this process as having conversations that matter – with God and with each other.

Sample Visions should be clear and concise, be aligned with our understanding of God and His work in the world, and should be worded such that all who learn of it are able to clearly understand what this church or ministry is about. As people are inspired by your vision, they are usually drawn by the Holy Spirit to want to be part of it.

Here are some sample Vision expressions for Church, School, and Aged Care.

### Church

*"We are called to be a people who Communicate the Good News to our community... Celebrating Life... Caring about one another... and Cultivating Growth in JESUS. We are called to be a church of intergenerational engagement in the life of the church, empowering and equipping our members to fulfil Jesus' mandate to make disciples."*

### School

*"Our Chaplaincy team is called to:*

- *grow a culture where our people feel important, significant, and known, where they can see and respond to a gospel-oriented picture of God through Jesus.*
- *Develop active disciples who serve and lead others to Jesus*
- *Collaborate closely and effectively with our local churches, our SQ Conference Mission, and our College Administration.*
- *Cultivate a spiritually-deep, relationally-rich and professionally-supportive staff culture”*

### **Aged Care**

*“We are called to provide industry-leading Spiritual Care to Consumers and Staff, that in partnership with administration, makes this village a place of choice to live and work, and inspires and resources other care teams around Australia.”*

### **3 YEAR SMART GOALS (BACKGROUND)**

Identifying your 3 years goals should be done together with your leadership team, paying close attention to ensuring that your goals are aligned with your Calling (Horizon). This process need not take a long time, but should be such that the leadership team agree on what they should be.

### **S.M.A.R.T. GOALS**

S- Specific, Simple and to the point

M – Measurable, expressed in way that we will know that we have achieved them

A – Achievable. There’s no point in biting off more than we can chew!

R – Realistic. Relevant and specifically related to who we are and the vision we are called to

T – Timely. In this case the time periods are set for us.

### **TRAFFIC LIGHT PROGRESS INDICATORS**

Located in the bottom right of each box, these help you simply indicate your progress on each goal.

### **THIS YEAR’S VISION – (MID-GROUND)**

The vision for the current year should be carefully discerned as being partial completion of the long term vision (Horizon). Naturally it will be less ambitious, and should be something that the team feel is both achievable and inspirational at the same time, guiding our focus for the year.

### **THIS SEASON’S SMART GOALS – (FOREGROUND)**

The goals for the current season are a subset of the 3 year goals (Background) above, and should be both clear and achievable, so that those responsible for completing them can do so.

### **S.M.A.R.T. GOALS**

As above

### **TRAFFIC LIGHT PROGRESS INDICATORS**

as above

### **Task Breakdown (optional)**

Some ministry leaders will want to break their season's goals (Foreground) down into smaller tasks. This feature is available for those who wish to use it, but is not required.

An advantage of expressing your vision and goals in this way also allows you to easily tailor your discussions with others. Those who are drawn to the big picture, governance etc will be more interested in the top half of Part 2B. Similarly, people who prefer to focus on tasks, will be more interested in the lower half of Part 2B.

## **Part 3 - Aligned Ministry**

### **Understanding Part 3**

This part of your report is designed to help you have the conversations that matter with your Ministry team leaders, helping them to map out their ministry as part of fulfilling the overall vision and plans.

The report is designed to help your team DESCRIBE the Ministry Initiatives in each area, REFLECT on their effectiveness, and PLAN adjustments for the coming season. This evaluation through reflection is vital to improving your plans and initiatives, and makes your report a living leadership tool.

### **Church Headings**

3A – NEW (PREPARE & SOW - COMMUNITY ENGAGEMENT/ EVANGELISM)

3A – FAMILY (FAMILY (BUILDING/ INTRODUCTION TO A LOVING CHURCH FAMILY)

3A – SMALL (CULTIVATE, GROW & HARVEST - SABBATH SCHOOL, SMALL GROUPS AND BIBLE STUDIES)

3B – LARGE (DISCIPLING THROUGH PREACHING AND TEACHING)

3B - EMPOWER - RELEASING THE CHURCH TO SERVE IN THEIR AREA/S OF GIFTEDNESS

### **School Chaplaincy Headings**

3A – NEW (CONNECTING WITH STUDENTS AND FAMILIES)

3A – FAMILY (BUILDING BELONGING THROUGH COMMUNITY/ CHURCH FAMILY)



3A – SMALL (GROWING DISCIPLES THROUGH SMALL GROUPS)

3B – LARGE (CHAPELS)

3B – EMPOWER (GROWING A CULTURE OF DISCIPLEMAKING)

### Aged Care Headings

3A – NEW (MINISTRY CONNECTING WITH RESIDENTS, FAMILY AND STAFF)

3A – FAMILY (BUILDING BELONGING)

(No 3A – SMALL)

3B – LARGE (VESPERS AND DEVOTIONALS)

3B – EMPOWER (GROWING A CULTURE OF SPIRITUAL CARE)

## Part 4 – Ministry Pathways (refer to Ministry Progression Manual)

Ministry Pathways to Licensed/ Ordained/ Commissioned ministry are known as Pathways 1,2 and 3, and are explained in detail in the Ministry Progression Manual. When on a Ministry Pathway, Part 4 will appear in each of your ministry reports.

## Part 5 – MD Inductions (refer to Inductions Manual)

MD Inductions provide scaffolding to the induction process, when a person (lay or employed) is appointed to a new role. MD Inductions are explained in detail in the MD Inductions Manual. When taking part in ministry induction, Part 5 will appear in each of your ministry reports.

## Part 6 – Military Chaplaincy Report

Thanks to the work of the AUC, Adventist pastors and chaplains can now be endorsed for service in the Australian Military. Part 6 has been incorporated into your ministry report in order to help you maintain your endorsement, which is dependent on satisfactory participation in wider activities with your church and Adventist colleagues at cluster meetings, Ministers' meetings, Conventions etc.