

### Ministry description

## Executive Officer: equipping Leadership for Mission

<b>Reporting to:</b>	General Secretary
<b>Unit:</b>	equipping Leadership for Mission
<b>Location:</b>	Parkville (primarily) and Melbourne CBD
<b>Tenure:</b>	Placement
<b>Hours per week:</b>	Full time
<b>Cost centre:</b>	Insert
<b>Date:</b>	October 2021

\_\_\_\_\_  
Minister's Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Rev Dr Mark Lawrence**

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## 1. Synod of Victoria and Tasmania

As part of the Uniting Church in Australia, the Synod of Victoria and Tasmania is the council of the Church responsible for the general oversight, direction and administration of the Church's worship, witness and service in the region allotted to it. It exercises pastoral, executive, administrative and discipline responsibilities in relation to the presbyteries within its bounds. In particular, it promotes and encourages the mission of the Church, assisting congregations and presbyteries within its bounds in their faithful participation in the mission of God.

### Strategic Framework

Recognising the Church's diverse ministry amongst all generations, and walking together as First and Second Peoples, the Synod has adopted a number of strategic priorities. The strategic priorities of the Synod until 2023 are:

- Ministries which foster diverse gathered communities of renewal, Christian practice and renewal;
- Culturally diverse mission and ministry; and
- Mission and ministry with children, youth, their families and young adults.

These strategic priorities are to be informed by areas of focus, which are:

- The identity of Jesus Christ and Christianity in a post-Christendom world;
- Multi-cultural and multi-faith Australia and its relationship to its First Peoples;
- Peace-making, power and powerlessness, being with and for the poor; and
- Inter-faith and intercultural engagement, encounter and learning.

As part of the Synod's Strategic Framework (see attached), the strategic priorities and areas of focus provide shape and context to the work of the Synod.

## 2. equipping Leadership for Mission

equipping Leadership for Mission (eLM) is a crucial unit, contributing to developing the capacity to undertake the mission-based activities of the Synod. It is central to supporting a coordinated focus on mission and supporting gathered communities to discern and engage in mission in their local context. It is committed to collaboration across the councils and institutions of the Church to enable all aspects of the Synod's mission and capacity building activities.

With a theological foundation and working relationally across the life of the Synod, eLM aims to:

- provide a range of services to support ministers and lay leaders during their time of ministry within the life of the Church;
- serve the education and formation needs of the Church for both lay and ordained ministry and leadership;
- undertake activities that support, promote and assist all aspects of the Synod's life to speak deliberately to the Strategic Framework as resolved by the Synod;
- inform and resource congregations through the administration of the Church's grants program;
- support justice, advocacy and research to enable well-informed and effective contextual expressions of ministry and service in the world;
- proactively develop networks and building deep partnerships across the Synod ministries and operations, together with all presbyteries and congregations;
- maintain strong engaged relationships with the presbyteries through regionally based participation and support.

### (i) eLM – Unit Characteristics

There are a number of clear characteristics that inform and guide the shaping of eLM around the four functional areas, known as Streams. These characteristics are applicable to the whole unit and give life in functionally appropriate ways. The characteristics identified are provided below (in no particular order):

- (a) **Mission and faith** – conversations are faith-focused and to be guided by the Mission Principles and Strategic Priorities. Part of this is making sure contemporary communications and technology are used to support discipleship, our geographical distance and our gathered faith communities.

- (b) Theological foundation** – the work undertaken by the unit has strong theological foundations.
- (c) Change and renewal** – eLM seeks to dream, discover, research and question as it seeks renewal. Ongoing listening is vital to respond to contextual needs, cultural diversity, social change and First Peoples. The unit also reaches outwards to learn how others respond to a changing world.
- (d) Formation, education for leadership** – with excellent theological education existing in the Synod, eLM will continue to build and enhance this foundation. This will include embracing leadership development for a new world and leadership in different contexts, including rural communities, new ministries and different cultures and demographics.
- (e) Relationships, connections and collaborations** – the Synod’s Vision and Mission Principles call us to pursue God’s mission in partnership and therefore walk and work together, building positive relationships and greater connectedness. This helps build trust and opens the opportunities for a deeper understanding of different cultures and different age groups. It assists us to continue the important relationships that exist across UCA congregations, presbyteries and institutions and to explore faith in relational ways. Relationships explored are wider than our Church, opening us to new ways of responding and learning from the experiences of organisations vastly different from our own.
- (f) Coherency** – coherency and a common message will be emphasised. The unit works together as a coherent whole and speak with a common message as we seek to work in fresh ways. This will include maintaining clarity of purpose for each functional area.
- (g) Common wealth** – whilst wealth is often associated with money, the great gift of common wealth is to share experiences, ideas, wisdom and capacity. Today’s world requires accountable practices in increasing ways and the ability to share and contribute to these for the good of all. Of course, the consideration of common wealth needs to be contextual and be mindful of the great diversity that exists within the Church.
- (h) Accountability** – The unit acts with a strong sense of mutual accountability. This includes being clear about expected outcomes and delivering on promises.

## **(ii) eLM’s Streams**

eLM comprises four streams:

- Relationships & Connections;
- Education & Formation for Leadership;
- Priorities, Focus & Advocacy;
- Functions & Administration.

### **Relationships & Connections**

This stream’s purpose is to walk with presbyteries and reflect congregational interests, in light of wider Church and community. It also creates connections and inter-conciliar opportunities to, for example, work together in mission, enhance cooperation, and manage resources wisely.

The stream also supports and promotes Synod-wide events including whole of Synod social justice campaigns and provide support and information about how to access a wider range of Synod support and services.

It also plays a key role in developing proposals and actions that progressively respond to the evolving needs for ministry in life-giving communities. This includes resourcing the Placements Committee and supporting the grants administration processes.

Supporting and coordinating the Synod’s Chaplaincy Program in relation to various government and not-for-profit institutions, is also a key function of this stream.

This stream is also the key liaison point with a range of Uniting Church entities including, for example, UAICC in Victoria and Tasmania, Schools, Uniting, and Uniting AgeWell, to deepen partnership relationships.

This Stream includes Uniting Church (UC) Camping. UC Camping has four sites in Victoria that provide various programs for church groups, school groups, family groups, and wider-community groups. UC

Camping is primarily governed by the Uniting Church Camping Committee (UCC), which is a sub-committee of the Synod's Ministry & Mission Committee.

### **Priorities, Focus, and Advocacy**

This stream focuses its work around leading, resourcing, encouraging and promoting the strategic priorities, areas of focus, and justice work of the Synod. It undertakes research into the changed and changing contexts across the Synod to develop and implement resources, including policies, guidelines, discussion papers and provide input to training material.

It provides expert advice and contemporary information related to social justice, advocating and leading campaigns for social justice outcomes and provide advice and representation at the Synod and relevant sector forums.

This stream also includes intergenerational ministry, intercultural ministry, disability inclusion, new and renewing ministry; all sharing in the implementation of the Synod's Strategic Framework.

### **Leadership, Education and Formation**

The Leadership, Education and Formation stream delivers learning and skill development services to increase capacity within Church communities, employees including, for example: ministers; lay leaders; congregation members; lay staff. This stream also provides research to enhance the development of the resources needed to develop capacity to meet emerging leadership, ministry formation and ministry placements needs.

Pilgrim Theological College (Pilgrim) is part of this stream. Pilgrim an initiative of the UCA Synod of Victoria and Tasmania, which provides a rich tapestry of ecumenical theological education under the leadership of a Faculty of eminent scholars. It is a college of the University of Divinity, which is internationally recognised for promoting the highest standards of scholarship in theology, philosophy, and ministry. Pilgrim is an integral part of eLM and plays a primary role in formation, mission and faith development amongst many other capacity building activities.

The Dalton McCaughey Library (DML) is an operational expression of eLM. The DML was co-founded by the Australian Jesuits and the UCA Synod of Victoria and Tasmania. The collaboration results in a library that is unique in its ecumenical balance and depth of literature in the Catholic, Protestant, and Reformist traditions. The DML is the library of Pilgrim Theological College.

Both Pilgrim, in relation to the Ministerial Education Board responsibilities within the Synod, and the DML are primarily governed by the Theological & Ministerial Education Committee (TMEC), which is a sub-committee of the Synod's Ministry & Mission Committee.

### **Marketing, Functions and Administration**

This stream provides administration, property and functions support to the rest of eLM. It includes providing reception and general administration services, facilities management, maintenance and property related matters. It also coordinates functions, events and advances the development and promotion of the training/venue facilities. These responsibilities relate to the Centre for Theology and Ministry (CTM) in Parkville.

It also responsibility for maintaining the CTM and DML property, relationship management with onsite manses (at adjacent University Colleges), land, and accommodation arrangements, as well as with contractors and service providers.

The stream also provides communications, design/media, and website services to eLM and other parts of the Synod. The Synod's bi-monthly journal, Crosslight, and the fortnightly Synod eNews is produced by the Communications team, within this Stream.

## **3. Executive Officer Role Purpose**

This is a significant leadership role in the Synod. The EO eLM provides missional leadership across the unit and the Synod to encourage the living out of the Church's life and mission, and in fostering various elements of the Synod's Strategic Framework.

The EO will lead by inviting the unit and the wider Church to express faith, hope, and love in mission and discipleship, that is characterised by encouraging and equipping councils and other parts of the Church within Victoria and Tasmania to share in the Church's life within the range of contemporary missional contexts.

The EO will demonstrate leadership qualities that reflect the Synod's ethos and values, and will utilise the Synod's Strategic Framework to encourage all eLM staff to work innovatively and collaboratively to undertake their roles and responsibilities as part of the whole, both within the unit and across all of Synod Ministries and Operations (SMO). This leadership will address all four streams within the unit, reflecting the unit's characteristics as expressed above.

The EO also has overall operational responsibility for the unit's life and activities, ensuring that resources are utilised wisely and within the Synod's overall budgeting and resourcing arrangements.

The EO is a member of the SMO Senior Leadership Team and works collaboratively with other Executive Officers to further the Synod's overall roles and responsibilities.

## **4. Key relationships**

### **(i) Attendance and/or engagement**

Whilst the role reports to the General Secretary, it will also require developing strong relationships with a number of key groups in the life of the Synod and wider Church, including:

- Presbyteries;
- Synod Standing Committee;
- Mission & Ministry Committee, and sub committees;
- Property & Operations Committee, and sub committees;
- UAICCs in Tasmania and Victoria;
- other members of the Synod Ministries and Operations staff
- Dalton McCaughey Library and the University of Divinity
- institutions of the Church within the Synod
- other synods and the Assembly

The Executive Officer will be a member of the Synod Ministries and Operations, Senior Leadership Team.

### **(ii) Number of staff**

Reporting directly: 7  
Reporting indirectly: approx. 40

## **5. Key selection criteria**

### **(i) Qualifications and experience**

This position requires the following knowledge and experience.

- (a) Demonstrated missional and ministry leadership that reflects collaboration, innovation, and ability to effectively introduce and lead missional opportunities to express the Church's ministry and mission, which may include progressing/adapting existing activities and/or introducing effective and generative change.
- (b) Understanding/appreciation of the Synod's Strategic Framework, including a focus on the Synod's Strategic Priorities (or the ability to develop such an appreciation).

- (c) Tertiary qualifications in Theology/Missiology is strongly preferred.
  - o Additional tertiary qualifications related to leadership, psychology, community development, education, management, business administration, and/or related fields at graduate level will be highly regarded.
- (d) Proven experience and achievements in: executive leadership; and/or senior management; and/or senior conciliar roles within the Church.
- (e) Sound knowledge and understanding of the Uniting Church in Australia and its polity, policies, structures, systems, and processes.
- (f) Ability to bring a theological perspective to the development and implementation of the unit's operational strategies that are in line with the broader Synod strategic direction and resource availability.

**(ii) Skills and abilities**

- (a) **Leadership:** Promotes the Synod's Strategic Framework with high integrity. Builds team commitment by demonstrating personal conviction. Supports a process of strategic planning incorporating intentional theological reflection and spiritual discernment. Effectively leads change and remains flexible. Models the Synod's ethos and workplace values.
- (b) **People management:** Clearly defines role expectations, monitors performance, provides timely and constructive feedback and facilitates employee development. Supports staff and people in placement to ensure they are effectively engaged and motivated. Ensures a safe workplace for self and others.
- (c) **Strategic thinking and abilities:** Thinks at the 'big picture' level. Considers wide ranging possibilities in developing a vision for the future. Translates strategic direction into day-to-day activities and can advise on missional priorities.
- (d) **Team work:** Cooperates and works well with others in the pursuit of team goals; collaborates and shares information; shows consideration, concern and respect for others' feelings and ideas. Accommodates and works well with the different working styles of others.
- (e) **Conceptual and analytical ability:** Deals with concepts and complexity comfortably. Uses analytical and conceptual skills to reason through problems. Has creative ideas and can project how these can link to innovations. Provides insightful reports to the General Secretary, other Executive Officers, other Synod units and governing bodies, as appropriate.
- (f) **Relationship development:** Identifies issues in common and seeks knowledge to build mutually beneficial partnerships. Identifies and responds to other people's underlying needs. Uses understanding of the context to ensure outcomes are achieved and finds innovative solutions to resolve issues. Collaborates with peers, other staff, committees, councils and other parts of the Church to foster constrictive and contextually appropriate outcomes. Is committed to deepening the covenanting relationship between the UAICC and the Church. Is committed to developing and deepening interfaith and intercultural relationships.
- (g) **Planning and organising:** Sets clearly defined objectives and priorities and operates accordingly, reviews and adjusts as required. Identifies processes, tasks and resources required to achieve a goal. Establishes systems and procedures to guide work and track progress. Prioritises activities within resource constraints.
- (h) **Budget management:** Manages financial sustainability and ensure budgeting is accurate, achievable and monitored.
- (i) **Duties of a Minister:** If the appointee is a Minister of the Word or Minister of Deacon within the

UCA, it will be expected that appointee will exercise the Duties of a Minister (Reg. 2.2.1) in undertaking the Accountabilities of the role. These duties include: *Preaching the word; Witnessing in the community to the gospel of Jesus Christ; Guiding and instructing members of the Church and equipping them for ministry in the community; Careful attention to administrative responsibilities; Due observance of the discipline of the Church; The enhancement of the Minister's own gifts for the work of ministry; Pioneering new expressions of the gospel and encouraging effective ways of fulfilling the mission of the Church.*

**(iii) Personal competencies/qualities:**

- (a) Committed Christian:** Maintains active membership within a UCA congregation/faith community. Reflects on one's own spiritual life and has translated insights to lead others in gathered faith communities. Active membership in the Uniting Church, or commitment to becoming a Member in Association whilst in the role, is essential.
- (b) Communication skills:** Demonstrates excellent verbal and written communication skills. Confidently conveys ideas and information in a clear and interesting way. Demonstrates excellent interpersonal skills and abilities to effectively interact with a diverse range of individuals, groups, and committee members.

**(iv) Other requirements**

- (a) The EO is required to have or obtain a Working with Children's Check, and their employment will be subject to satisfactory completion of a National Criminal History Check.
- (b) Flexibility is required in relation to working hours, with work on weekends and/or in evenings being necessary from time to time.
- (c) Annual leave may not be taken immediately prior to, or during, a Synod meeting.
- (d) Travel within Victoria and Tasmania, and interstate, will be required.
- (e) The EO will require a current driver's licence.
- (f) The EO must be willing to work within the UCA's workplace ethos and values (see below), and must support the directions outlined in the Synod's Strategic Framework (see below).

**6. Key accountabilities and activities**

Key accountabilities	Key activities
Lead others	<ul style="list-style-type: none"> <li>• Demonstrating leadership qualities that reflect innovation, collaboration, contextual and future focussed missional awareness and communicating widely the strategic intentions and sharing achievements aligned with these with others within the unit, within the Synod, and other parts of the Church.</li> <li>• Providing theological, ecclesiological and missional leadership to foster the eLM's aims, and within the life of the wider Church.</li> <li>• Coaching and mentoring those reporting directly to the role, to support and align their work efforts towards strategic and operational outcomes under their areas of responsibility and as a whole team.</li> <li>• Ensuring clearly defined goals for management are established, annual operational plans are in place, and that position descriptions remain accurate.</li> </ul>

	<ul style="list-style-type: none"> <li>• Role modelling the SMO workplace ethos and values.</li> </ul>
Manage others	<ul style="list-style-type: none"> <li>• Increasing the unit's effectiveness by recruiting, selecting, orienting, training, coaching, counselling, and disciplining managers, communicating values, strategies, and objectives.</li> <li>• Assigning accountabilities, planning, monitoring performance in line with SMO performance review programs.</li> <li>• Developing and maintaining a climate for offering information, opinions and providing educational opportunities.</li> <li>• Being responsible for people to work towards operational and strategic outcomes including, but not limited to: <ul style="list-style-type: none"> <li>• developing and resourcing capability growth</li> <li>• fostering the emergence of a new and renewed Church</li> <li>• maximising financial return on the unit's resources</li> </ul> </li> <li>• Ensure adherence to SMO OH&amp;S policies and procedures.</li> <li>• Remaining approachable and consistent and communicating effectively regarding developments and changes within eLM's life and practices.</li> </ul>
Develop and maintain strong relationships	<ul style="list-style-type: none"> <li>• Develop and maintain effective relationships across the life of the Church, in particular presbyteries and other Synod units, and institutions of the Church.</li> <li>• Building partnerships with external organisations, as appropriate.</li> <li>• Maintaining a clear and current understanding of life within presbyteries and congregations to ensure, as possible, relevant and effectively leadership for ministry and mission, and the wise stewardship of resources for the Church's mission.</li> </ul>
Communicate effectively	<ul style="list-style-type: none"> <li>• Confidently convey ideas and information in a clear and interesting way, clearly understanding the target audience and the objectives of the communication, using audience feedback to refine communication and handling difficult and sensitive communications well.</li> <li>• Demonstrate understanding of context of communication and reflect this the style and medium of communication being used.</li> <li>• Write briefs, emails and reports using clear, concise and grammatically correct language and editing written communications to ensure they contain the information necessary to achieve their purpose.</li> <li>• Use multiple communication channels to tailor relevant communication to various audiences.</li> </ul>
Demonstrate team work	<ul style="list-style-type: none"> <li>• Openly share insights and work well with eLM Directors and Senior Leadership Teams members.</li> <li>• Participate in team meetings and conversations with peers in a way that encourages collaboration, connection and light and simpler systems.</li> <li>• Remain open and flexible to new ideas and the sharing of resources to ensure the wisest use of the Church's resources.</li> <li>• Demonstrate enthusiasm for the strategic direction and the purpose and goals of the unit.</li> <li>• Maintain effective and respectful relationships.</li> </ul>



	<ul style="list-style-type: none"> <li>• Resolve any conflict that may arise through effective reconciliation methods.</li> <li>• Strive to foster own leadership, and to foster a culture of team work across the unit.</li> </ul>
Manage self	<ul style="list-style-type: none"> <li>• Maintain clarity of purpose relevant to the unit's purpose and the unit as a whole.</li> <li>• Prepare own work plan annually with agreed measurable outcomes, as approved by the General Secretary.</li> <li>• Demonstrate a commitment to developing self, learning new skills and gaining new insights into own effectiveness.</li> <li>• Undertake appropriate professional development, Code of Ethics training, and professional supervision</li> <li>• Plan for, and ensure that, suitable recreation leave is taken, as approved by the General Secretary.</li> <li>• Model self-awareness and self-care to unit staff.</li> </ul>

## SYNOD STRATEGIC FRAMEWORK

### Vision

*Following Christ,  
walking together  
as First and Second Peoples,  
seeking community, compassion and Justice for all creation*

### Mission Principles

God in Christ is at mission in the world and sends the Church in the Spirit to:

1. share the Good News of Jesus Christ
2. nurture followers of Christ in life-giving in communities of reconciliation
3. respond in compassion to human need
4. live justly and seek justice for all
5. care for creation
6. listen to each generation and culture so as to live out the Gospel in fresh ways
7. pursue God's mission in partnership

### Statements of Intent

- Focus on Vision and Mission Principles - We will focus proactively and strategically on engaging in effective and relational mission.
- Foster faith, deepen discipleship - We will support and inspire people of all ages to come to faith and to grow in their faith, stimulating interest in Christ and his way in the wider community.

- Be lighter and simpler - We will be lighter and simpler in our practices and formal structures so we can be more flexible and proactive in responding to the movement of the Spirit.
- Grow leadership capacity - We will grow the capacity of all forms of leadership in the current and future Church.
- Nourish contextual expressions of church - We will recognise and nourish the diversity of forms in which we gather as communities of faithful people.
- Seek reconciliation between First and Second Peoples – We will be active in pursuing a better way in our shared relationships between First and Second Peoples, as modelled to us by Christ's covenant. We will work in solidarity with the Uniting Aboriginal and Islander Christian Congress for the advancement of God's justice and righteousness in this land
- Act together across cultures and generations - We will develop and deepen our relationships to be, in practice, an inter-cultural, inter-generational church.
- Deepen partnerships and trust - We will develop a more cohesive culture of trust, partnership and support.
- Share our resources - We will be more strategic in the organisation and sharing of all our resources – our people, property and finances – for the common good.
- Build resilience, strengthen accountability - We will act with faithful integrity by way of mutual accountability, wise stewardship and good governance.

### **Strategic Priorities**

- Ministries which foster diverse gathered communities of renewal, Christian practice and mission
- Culturally diverse mission and ministry
- Mission and ministry with children, youth, their families and young adults

### **Areas of Focus**

- The identity of Jesus Christ and Christianity in a post-Christendom world
- Multi-cultural and multi-faith Australia and its relationship to its First Peoples
- Peace-making, power and powerlessness, being with and for the poor
- Inter-faith and intercultural engagement, encounter and learning.

## **Synod Ministries and Operations: Workplace ethos and values**

### **Justice**

- Welcomes people speaking for themselves and on behalf of others
- Hears all voices and contributions
- Actively removes discrimination

### **Inclusion**

- Actively fosters diversity and open communication
- Welcomes different thoughts, ideas and contributions

### **Compassion**

- Acknowledges and values the whole person
- Seeks to be responsive to people's needs

### **Shared leadership**

- Works collaboratively
- Shares knowledge
- Uses consultative decision-making

### **Respect**

- Values all people, roles and contributions
- Creates an environment where we and our work flourish

### **Integrity**

- Does the right thing for the right reasons
- Acts ethically with appropriate accountability and transparency
- Aligns policy and practice
- Expects honesty from all staff, in their relationships with each other, their external partnerships and with society

### **Wise stewardship**

- Makes responsible and sustainable use of resources
- Ensures we have the skills to perform our jobs
- Provides opportunity for professional development
- Works collaboratively to utilise our strengths and diverse talents

### **Innovation**

- Generates ideas and translates them into workplace improvements
- Reflects on experience and is open to new ways of doing things
- Values continuous improvement to our work practices and systems