

Appendix 4 Resources

Books

http://www.mti.org/books_membercare.htm (current list of member care resources)

Worth Keeping Hay (Newest revision of Too Valuable to Lose)

Doing Member Care Well ISBN: 9780878084463

Serving as Senders Book for Local Churches interested in serving missionaries

Conferences

Wycliffe Member Care seminar: Member Care in Crisis Situations

MTI Debriefing and Renewal Conference <http://www.mti.org/dar.htm>

CD: *Wycliffe Member Care and Counseling Resource Collection.*

This CD is available to ABWE personnel through the Missionary Care Division office. It contains numerous pdf. files of papers and projects sponsored by Wycliffe Member Care personnel and partners. *Crisis Debriefing Materials are included.*

Web Resources

the following sites are offered with the understanding that much of the material, perspectives, and personnel are not of our doctrinal position. It is assumed that ABWE missionary personnel will evaluate any and all of this material from a biblical position, accepting what accords with this and rejecting what does not. These are included to give you a comprehensive view of what is to be found in the broader evangelical world of missionary member care. Each of these sites are part of larger websites with additional materials.

<http://www.missionarycare.com/dbListArticles.asp?topicid=23>

http://www.missionarycare.com/brochures/br_membercare.htm

<http://www.membercare.org/images/growingedge/DebbieLovellDebriefingsummary.pdf>

<http://www.mislinks.org/practical/membcare.htm>

<http://www.missionresources.com/missionarycare.html> Very Broad!

<http://www.worldventure.com/Church-Connections/Provide-Missionary-Care.html>

Ron Berrus, Executive Director of the Division of Missionary Care
Association of Baptists for World Evangelism
PO Box 8585 Harrisburg, PA 17105-8585 Phone: 717-774-7000
WWW.ABWE.ORG email rsb@abwe.org

Missionary Debriefing Types, Goals, and Models



ABWE Missionary Care Division

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TEAM

22. Which team members mentoring and friendship were most helpful?
23. Did you form friendships with nationals? Describe.
24. How often did you spend time with them?
25. Is your team pursuing unity, harmony, mutual support and vision?
26. What are the greatest needs of your team as a whole at this time?
27. Are you experiencing any personal, unresolved conflicts? (Mt 5,18)

SPIRITUAL LIFE & DISCIPLINES

28. Describe your personal quiet time: frequency & methodology.
29. Are you satisfied with your methodology for personal worship?
30. What else are you doing to feed yourself and your family spiritually?
31. Did you locate a local church to worship in? Why did you choose it?
32. Describe your worship experience in your local church at this time.
33. When and how often did you have times of prayer with your team?
34. How often do you set aside time to pray with your spouse?

CONCLUSION

35. What have been the most positive experiences you've had in the last couple of years?
36. What have been the most negative experiences?
37. Do you have any regrets or disappointments at this stage of your life and ministry with ABWE?
38. What are two or three lessons you've been learning?
39. Is there anything we haven't covered that you want to bring up?
40. How can we best pray for you in the next few months?

APPENDIX 3

GENERAL DEBRIEFING SAMPLE

(Highlighted questions for married couples)

ARRIVAL

1. Do you believe you were adequately prepared for your arrival?
2. What do you wish you knew before coming that might have helped you?
3. Did you feel safe in your surroundings? If not, why not?
4. Was your housing was acceptable?
5. Were you adequately cared for by the team upon your arrival?
6. Any suggestions for the next arrivals?

TRANSITION

7. How satisfied are you with your language study, tutors and progress?
8. Describe your personal experience as compared to the Transition Stages in the SG page 3.
9. Which factors in the SG page 8 affected you most significantly?
10. How has your spouse adjusted to the transition to this point?
What are your greatest concerns for him/her? (ask individually)
11. How are each of your children adjusting to the transition?
What are your greatest concerns for them?
(Health, education, friends, sleep, safety, language, emotions, other)

MINISTRY

12. Describe a typical week over the last year on the field?
13. What was your ministry role on the field?
14. Did your ministry role turn out to be as you expected?
15. What was most satisfying about your ministry?
16. What was least satisfying about your ministry?
17. What would you have changed about your ministry if possible?
18. What changes do you anticipate next term?
19. What ministries are you most looking forward to?

LEADERSHIP

20. Did you receive sufficient advice, direction, care and accountability from your leadership? Explain.
21. In retrospect, what might have been most helpful to you?

Definition

A debriefing is an opportunity to #1) *Evaluate* the past, #2) *Analyze* the present and #3) *Anticipate* the future through a lengthy conversation directed by carefully selected questions.

Participants

It includes at least two people:

1. the person asking the questions and leading the debriefing (debriefing)
2. the person answering the questions and responding.

Setting

Due to the seriousness of the interview, debriefing is best done in a comfortable, quiet and private place. Good lighting, comfortable seating and available refreshments are important.

Introduction

Words of welcome and an opening prayer are expected. Pray for the participants by name with compassion and interest. Only God can open hearts and provide the wisdom necessary to minister effectively.

What is discussed is for the benefit of the persons being debriefed and the ABWE administrators responsible for their care. The only exception is information used for research anonymously.

Interview

The debriefer should be thoroughly aware of the questions before asking them. The questions provide the opportunity to be thorough and therefore as helpful as possible. In handling the questions, the debriefer should not be mechanical or rigid.

The debriefers' knowledge of the missionary, the field and the present needs will assist them in how they phrase or rephrase questions. As the debriefing unfolds, the debriefer should sense which questions to explore more deeply and which ones to quickly pass over since the information came out through earlier discussions.

Occasionally, the debriefing will center around a major conflictive situation on the field. This may hinder the progress of the debriefing as a whole. It may be necessary to remind the participants of your purpose to keep the interview on track. This should be mentioned if further assistance is needed.

The debriefer must not speak on behalf of others or allow himself to listen to gossip or information that violates the intent or spirit of Matthew 18. Compassion must not become an excuse for violating scripture. There are always two or more sides to any story. Be a wise listener.

Length

A debriefing should last two hours, more or less. Anything beyond this becomes tiring. In the case of missionaries who are experiencing severe stress, it may require more time. It may be wise to spread it out over two sessions in such cases. If emotional or spiritual needs are too intense at the time, it may be wise to terminate the debriefing early, setting a time to resume. It is necessary to be aware of the need for *bio-breaks* or *recovery* breaks if it becomes intense. The debriefers must pursue the debriefing in a positive, healthy and supportive manner.

Closure

If possible, having each participant participate in the closing prayer is best. Releasing the past into God's hands and claiming His grace, strength and wisdom for the future is our focus.

Going out for a meal afterwards provides interaction on a different level. This new setting may be just the opportunity to talk more in-depth about specific issues raised earlier.

Summary

Suited to the type and purpose, the debriefer should write up a summary as quickly as possible for the sake of accuracy and assistance. This should be given to the participant(s) for their further input and insights. This summary is often a catalyst for deeper, clearer thinking. When the participants give their acknowledgment of the summary, it can then be given to the regional administrator or appropriate caregiver. *This should be done with the knowledge of the participants.*

The debriefer's report should clearly define issues and state commendations or concerns, always being respectful, objective, compassionate, and biblical. This summary should be sent to the person(s) being debriefed before sending it to the administrator(s). This allows the person(s) being debriefed to make additional comments or corrections if desired. The debriefer needs to clearly identify additional statements made by the person(s) being debriefed in the summary. Their comments and corrections should be noted by using an alternate type color (blue, for example).

V. Missions

- A. How is this term affecting your everyday life as a Christian? How would you like it to?
- B. What commitment did you make to missions as a result of this term? How is it going? What next steps should you take?

VI. Closing

- A. Share your perceptions of the individual throughout the interview as appropriate and reaffirm their contribution here in the closing.
- B. Close in prayer (ask for prayer requests)
 1. Give God thanks for their strengths, gifts, contributions.
 2. Ask God for wisdom and help as they grow in needed areas.
 3. Pray for their requests.
 4. Other

(used by permission from Wycliffe Bible Translators, 2007)

APPENDIX 2

Wycliffe Bible Translators PERSONAL FURLOUGH DEBRIEF FORM

Name _____ Date of interview _____
Assignment: _____ Dates of Ministry _____
Interviewer _____ Position _____

The purpose of the debriefing interview is to affirm strengths, encourage continual commitment to missions, give feedback for growth, and highlight and deal with any unresolved issues including re-entry adjustment.

Be familiar with the questions so that you are not simply reading and recording each answer but conversing with the person and bringing in questions as they fit into your conversation. This is simply a guideline to assist you as you help your team members integrate their experiences into everyday life.

I. General Overview

- A. Looking back over the term, how did it compare to what you expected?
- B. What was the best thing about the experience?
- C. What was the hardest?
- D. What was the most significant lesson that God taught you?

II. Personal

- A. What is one thing you learned about yourself during this term?
- B. What impact did this term have on who you are? How did it change you?
- C. How would you describe your relationship with the other team members?
- D. How do you think they would describe their relationship with you?
- E. What was your greatest contribution to the project?
- F. What was your greatest contribution to the team?
- G. Are there areas that this term pointed out where you need to grow?

III. Spiritual/Cultural

- A. During the term what was your relationship to God like?
- B. Were there times you felt you were in a real spiritual battle? Tell me about it.
What did you do? (Give suggestions if appropriate regarding spiritual warfare)
- C. Were you able to make some special friends among those with whom you ministered? Tell me about them.
- D. What aspects of the culture did you enjoy the most? Why?
- E. What aspects of the culture did you enjoy the least? Why?

IV. Re-entry

- A. Are there any difficulties you are having in adjusting to life back here? How are you dealing with them?
- B. Is there any unfinished business that needs to be dealt with to bring closure to this term; hurts to be healed, relationships to be mended? What next steps will you take?

Key qualities for debriefers to possess

1. Right purpose: a sincere desire to be of positive help
2. Secure faith in God and His word: not stressed out in emotional settings
3. Maturity: not easily offended, surprised or quick to assume the worst
4. Compassion: appreciation for others pain and suffering
5. Patience: willing to listen, not quick to pass judgment
6. Trustworthiness: not a gossip, not given to a critical spirit
7. Humility: respects others, not cynical

Key skills for debriefers to develop:

1. Listening, use of silence, posture
2. Ability to ask good questions to draw out greater understanding
3. Ability to give feedback through rephrasing and reflection
4. Observing and accurately interpreting non-verbal communication
5. Managing intense feelings
6. Awareness of ABWE history, philosophy, function and leadership
7. Awareness of resources and options for further help

Defining the types and purposes of debriefings:

There are several kinds of debriefings, each with specific goals. While overlap is inevitable, the general purposes are distinct.

1. An *organizational* debriefing asks: How is ABWE doing?
2. An *administrative* debriefing asks: How is the ministry going?
3. A *personal* debriefing asks: How are you doing?
4. A *crisis* debriefing asks: How are you doing in view of your recent crisis?
5. An *exit* debriefing is potentially a combination of all four. (Leaving a mission agency, for whatever reason, is a major life change)

The appendices contain additional materials from other agencies as well as a composite general debriefing form for your use.

Organizational Regional Debriefing Goals: How are we (ABWE) doing?

(Designed to improve agency policy and practices)

1. To discover how the mission agency is doing in terms of services and Policies from the perspective of its regional missionaries.
2. To discover if regional missionaries view the agency in a positive or negative light and why.
3. To discover what agency practices and policies need improvement and the level of regional agreement and urgency.

Administrative Debriefing Goals: How is the ministry going?

(Designed to improve ministry and leadership effectiveness)

1. To discover the effectiveness of individual missionary ministry.
2. To discover the ministry needs, plans and goals of the missionary.
3. To help evaluate the effectiveness of field & regional leadership

Personal Debriefing Goals: How are you doing?

(Designed to help shepherd and care for the missionary)

1. To discover the health of individual missionary families or singles spiritually, physically, socially and in ministry.
2. To determine what, if any, specific assistance needs to be given to the missionary family or single in view of the discoveries.

Exit Debriefing Goal: Put past and present in perspective

Exit for AMPERS:

1. to discover the positives and negatives of the AMP experience and to bring positive closure to their ministry experience
2. to discover the likelihood of future career service with ABWE
3. to discover how ABWE can improve training and services for AMPERS in the future
4. to help the AMPER make a positive transition back to life in NA

Exit for Resignation (or Dismissal)

1. to help the missionary make a positive transition back to life in NA
2. to discover the reasons for the resignation and what can be learned from this both personally and as a mission
3. to seek to bring positive closure to their ministry with ABWE
4. to seek to maintain active contact with the missionary within the Postfield department

Exit for Retirement

1. to help the missionary make a positive transition and bring positive closure to their ministry with ABWE
2. to discover insights for the benefit of other missionaries and agency
3. to seek to maintain active contact with the missionary within the Postfield department
4. to provide guidance for possible future ministries for retirees

e. To lead the person in a particular direction.

f. To take control of the conversation.

g. To satisfy our curiosity.

Let's be aware of why we're asking! Remember, a question is usually a demand for an answer!

2. When should we ask questions?

a. The person seems confused.

b. You are confused and need clarification.

c. Gentle confrontation seems appropriate.

d. When person really seems stuck.

e. When a recurring theme comes back, but the person isn't aware of it.

Responding to Strong Feelings

What are your attitudes to those who are very angry, upset, discouraged, resentful, afraid, etc? Do you have a need to fix people who are struggling with strong emotions?

1. Do.

a. Try to communicate that you are comfortable with silence when the person can't or won't talk but is feeling deeply.

b. Communicate empathy.

c. Be aware of your body language.

d. Try to put your understanding responses into their perception. E.g., "You really see that time on the field as destructive to your family." "From your perspective, the decision seemed unfair to you."

2. Don't.

a. Get upset with the person.

b. Take up the person's offense. (*There is always more than one side.*)

c. Become judgmental.

d. Try to fix it. (*You don't have enough information to be objective*)

e. Retreat, withdraw.

f. Show shock.

Some Practical Issues to Consider in Debriefing

1. Timing. How soon after a traumatic experience? (May be too soon)
2. Place. Setting. Setup of chairs. Privacy.
3. Handling Interruptions.
4. Amount of time. One session or more? How long is long enough?
5. Debrief over the phone? When? Dangers?
6. How many debriefers? debriefees?

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Maintaining focus (Formal Debriefing)

Focus is a critical issue in formal debriefing. Time is often short, and it is easy to get off on tangents. A key skill is helping the person to maintain focus on the most important issues they want to talk about. Part of our task is to keep the focus on what is important. It's very easy to drift into unimportant and irrelevant areas, especially if we ask specific questions.

1. How do we decide what is important.

- a. Their bubbles! Verbal and non-verbal bubbles are the most powerful clues. See handout "Drawing People Out" for more ideas in the Wycliffe CD: Williams: Sharpening Your Interpersonal Skills p 35
- b. Information from other sources about them, their work, their situation, their communication, etc.
- c. Our own knowledge, training, and experiences in similar situations.

2. How do we maintain focus?

- a. If we believe they are talking about what's important to them, keep quiet, and respond in ways that invite them to continue.
- b. Keep bubbles in our memory bank, to refer to later if appropriate.
- c. Point out recurring themes, and invite them to talk about them in more depth.
- d. Invite them to share more at a later time, if they seem to be running out of steam.
- e. Ask broad questions on what we believe are important issues if we're convinced they are avoiding these issues and would like to talk about them but are fearful, reluctant.
- f. Confront any tendency to avoid issues we know must be discussed.

Using Questions Well

New debriefers often struggle with asking questions well. Questions are certainly very important, but they are risky! One problem with questions is they are too easy to ask. They are often the easiest thing to do when debriefing— even easier than doing nothing for many of us! Silence may be harder than questions! Another problem is that questions usually take control of the direction. A question is a demand for an answer, leaving the other person with little choice. The more narrow the question the higher the degree of demand and the greater control it has. Yes, it's easy to ask questions, but it's not easy to ask effective questions!

The first issue in effectiveness is our motives!

1. Why ask questions?

- a. To show interest.
- b. To invite the person to talk more.
- c. To give permission to share on a deeper level.
- d. To get information.

Crisis Debriefing Goals: What are you experiencing since the event?

1. to allow the missionary the opportunity to fully explain and assess what they have been through
2. to help the missionary continue to process the trauma
3. to help the missionary understand their reactions to the crisis
4. to evaluate the level of need and to recommend removal, intervention or further counseling when necessary

Crisis debriefing typically contains three basic elements:

Verbalize: expressing facts, thoughts, feelings and opinions. The very process of putting thoughts into words helps to clarify events, emotions, perspectives and needs.

Normalize: discovering that you are not alone in what you are thinking, feeling and experiencing. It is very helpful to realize you are "normal", the feelings and reactions are "normal" and there are others who survive the hardships and pain by God's grace.

Contextualize: debriefing is designed to help put present experience into the larger context of the life and ministry God has given you. All of life is designed by God for our growth and His glory. Debriefing is part of the process of analysis and regaining perspective.

Phases of a Crisis Debriefing

Introduction: purpose, proposed length

Fact phase: describe what happened personally (saw, heard, experienced)

Thought phase: describe their thoughts during the incident

Reaction phase: emotions during and after the event. Triggers, fears.

Symptoms phase: teaching time when debriefer shares typical stress reactions and inquires as to their own on-going reactions since the event.

Teaching phase: ideas for stress management and stress reaction management discussed and explored.

Re-entry phase: debriefer summarizes the debriefing and shares options for follow-up care available to the individuals.

The debriefer needs to look for answers for the following questions listed under the helpful acronym BASIC, standing for "Basic Life Issues".

Behaviorally: Are your actions what you want them to be?

Affectively: Are you satisfied with your feelings and reactions?

Spiritually: Is your relationship with God alive and growing?

Interpersonally: Are your relationships with family and colleagues positive and healthy?

Cognitively: Can you concentrate clearly and logically?

Do you have thoughts that alarm or scare you?

(I would recommend anyone who plans to be involved in crisis debriefings take the *Member Care in Crisis Situations* training sponsored by MCI and WBTI offered annually in Dallas TX. *rsb*)

First Term Multiple On-Site Debriefings

Intervals suggested

Every two to three months for first year.

Twice a year for the remainder of the four year term.

The form is slightly modified for each interval *until 18 months*.

On-site peer debriefings possess great positive potential to help First-Termers (and AMPERS) in their transition and adjustment process as well as deepening relationships on the field. Regular interviews demonstrate interest, value and compassion towards the first-termer.

It is our desire that this be a profitable experience for both the first term missionary as well as for the field council and field leadership.

From interviews with those who decided to leave during or after their first term, I believe this kind of regular interview could have made a significant contribution to their overall well-being, whether or not they remained with ABWE.

If, when, how and who will lead these debriefings is the decision of the Regional Administrator. The Missionary Care Division recommends this process, providing tools, and training if desired, to facilitate it.

On-field Debriefing may be done by the Regional Administrator or someone assigned by him, i.e. a field leader, big brother/sister or team chaplain. It is important that the debriefer have shepherding gifts and be in a position to give on-going help and encouragement as difficulties are surfaced and transition progresses.

If the debriefing reveals serious issues or concerns that demonstrate a need for additional assistance, the debriefer should make this known to the regional administrator immediately as well as making note of it on the summary.

Ron Berrus, Missionary Care Division, ABWE

Appendix 1

DISCUSSION GUIDE FOR DEBRIEFING TRAINING

DEBRIEFING: SOME KEY ISSUES Ken Williams, Ph.D.

What is debriefing?

Debriefing is telling our story, complete with experiences and feelings, from our point of view. It is a verbal processing of past events. Debriefing includes both the facts and emotional responses, and invites feedback. Debriefing is an opportunity to share in depth recent experiences with someone who is willing to listen and care, without judgment or criticism.

1. What would you add to this description?
2. In what situations is debriefing necessary and helpful . . .
 - a. in your mission?
 - b. in your particular ministry?

Who is the client?

This is the first issue to decide. Is the debriefing for the organization or for the person being debriefed? A common mistake in debriefing is to try to make both the organization and the person clients without realizing it. But this requires having two agenda that are sometimes incompatible. If both are needed, it's often better to have two separate times for debriefing, one for the organization and one for the person.

In this paper, formal (*or organizational*) debriefing is when the organization is primarily the client, and informal debriefing is when the person is the client. In formal debriefing the person should know at the beginning that the organization is the client. It should be clear that any information giving during the interview may be communicated within the organization, subject to the guidelines for confidentiality. In informal (*or personal*) debriefing, the person should know that what he or she shares is confidential, subject to the guidelines for confidentiality.

Who is in control?

1. Formal (*organizational*) debriefing. In formal debriefing, the debriefer normally takes more control. The debriefer and the person may decide together what are the important issues. However, we will usually have the final authority. It may help to have a list of issues to discuss, then go over the list at the beginning of the session and work out the agenda together. However, the agenda should be tentative, because crucial issues may come up that weren't anticipated.

2. Informal (*personal*) Debriefing. In informal debriefing, we want less control. In informal debriefing it is their time, to talk about what they want to share. They are the customer! They decide what is important. We may still need to help him or her talk about a tentative agenda of issues at the beginning of the session.

Sending Pastor Personal Debriefing:

Reminder of Goals

- a. to discover spiritual, emotional and physical health of your missionaries
- b. to gain a deeper understanding of their lives and ministries
- c. to determine how, as their pastor, you can better meet their needs
- d. to offer helpful advice, resources, and pray for them

I am so pleased we have this time together. Let me start by asking.

What words describe your journey this last term? Explain.

What have been the most positive aspects of this term?

When have you come closest to quitting this last term? Why?

Do you feel you've worked through it sufficiently?

What are some lessons you're learning along the journey?

I want to better understand your life on the field.

Describe the day to day, week by week life in your home and ministry.

What aspects of ministry are you most excited about or satisfied with?

In what ways does this match your gifts and vision for ministry?

Do you anticipate any changes in ministry in your next term?

Give me a little insight about your team.

Which team members do you most respect and appreciate?

Do you feel you and your team are working well together?

Are you experiencing any unresolved conflicts? (Matt 5 & 18)

Tell me about your children.

Do you have any concerns for your children that I can join you in prayer about?

With all the pressures of ministry life, consistency in our devotional life is a challenge.

What do you do for a personal quiet time and how regular are you in it?

Do you have family devotions? What do you do and how regularly?

Do you and your spouse pray together?

When does your furlough end?

Do you feel prepared to return to the field?

What are your greatest concerns as you think about going back?

What are three things we, as a church family, could do for you that would be of significant encouragement or help to you?

Ministry can be lonely at times. I want to be sure you know I am here to help and support you. As we close, I want to ask you if there anything we haven't covered that you want to talk about?

FIRST DEBRIEFING: 2-3 Months into the First Term Date _____

(Highlighted Questions for Married couples only)

Reminder of Personal Debriefing Goals: How are you doing?

(Designed to help shepherd and care for the missionary)

- a. To discover the health of individual missionary families or singles spiritually, physically, socially and in ministry.
- b. To determine what, if any, specific assistance needs to be given to the missionary family or single in view of the discoveries.

ARRIVAL

1. Do you feel safe in your surroundings? If not, why not?
2. Is your housing acceptable?
3. Were you personally adequately prepared for your arrival?
4. What do you wish you knew before coming that might have helped?
5. Was the team prepared for your arrival?
6. What could be improved for the sake of the next arrivals?

LEADERSHIP

7. Have you been adequately cared for by the team?
8. Are you receiving sufficient advice, direction, care and accountability from your leadership? Explain.
9. What team members mentoring and friendship are most helpful to you at this point? Explain.
10. Are you experiencing any unresolved conflicts? (Matt 5 & 18)

LANGUAGE, CULTURE TRANSITION

11. How satisfied are you with your language study, tutors and progress?
12. What aspects of the culture are most difficult to adjust to?
13. Where would you place yourself in the Transition Stages, SG page 3?
14. Which Top Ten Factors in Attrition, SG pg 8, have affected you most?
15. How is your spouse adjusting to the transition to this point?
What are your greatest concerns for him/her?
16. How is each of your children adjusting to the transition so far?
What are your greatest concerns for them?
(Health, education, friends, sleep, safety, language, emotions, other)
17. What are the names of nationals you are most familiar with?
18. How did you meet them?
19. How often do you spend time with them?

DAILY LIFE

20. What have been the most positive experiences you've had so far?
21. What have been the most negative experiences you've had so far?
22. What lessons you've been learning since your arrival?
23. Describe your life week to week at this point?
24. What changes do you anticipate in the next six months?

25. What ministries are you most looking forward to ?

SPIRITUAL LIFE

26. How frequently have you had a personal quiet time?

27. What did it consist of?

28. Are you satisfied with your methodology for personal worship?

29. Did you receive a copy of Walk as He Walked? Are you using it? Has it been helpful? Explain.

30. What else are you doing to feed yourself spiritually?

31. Have you had times of prayer with your team? When?

32. How frequently have you set aside time to pray with your spouse? When last?

33. Have you located a local church to worship in for now? Which one? Why did you choose it?

CONCLUSION

34. Is there anything we haven't covered that you want to bring up?

35. How can we best pray for you in the next two months?

Local Church Missions Committee Debriefing:

Reminder of Goals

- a. to discover the personal needs of your missionary
- b. to gain a deeper understanding of their lives and ministries
- c. to determine how, as a church, you can better meet their needs

What have been your greatest sources of satisfaction this past term?

What have been some of the most difficult things you've experienced as missionaries in a new culture and context?

What is life like for you? Describe your weekly or monthly schedule.

How did your actual ministry differ from your projected goals and plans?

What ministries are you most looking forward to?

Do you anticipate ministry changes next term?

Summarize your priorities for the coming term.

How did your children adjust to the field and how they are doing now?

What can we do, as your sending church, to help make it possible for you to reach your goals?

What things can we do, as your sending church, to better meet your needs

- a. on furlough
- b. as you prepare to return
- c. after you return to the field

What has God been teaching you recently?

What two or three things do you wish we, as a church, really knew and understood about you, your ministry or missionary life?

What are five of your top requests that you'd like us to join you in prayer for?

Are there any other concerns on your heart that you would like to share with us?

Medical Professional Debriefing

Reminder of Goals

- a. to help the MP Missionary assess their personal life and ministry
 - b. to discover ways to achieve better balance in life and ministry
 - c. to provide objective assessment of possible burnout and intervention
1. What do you especially enjoy about being a healthcare missionary?
 2. What aspects of your ministry give you the greatest sense of accomplishment?
 3. What aspects of your healthcare ministry are the most troubling to you?
 4. To what extent is your healthcare ministry situation a good fit for your training, temperament and gifts?
 5. In what areas have you felt stretched professionally into tasks for which you have felt inadequately prepared?
 6. Is there a good balance between the needs you are attempting to meet and the resources that you have with which to meet them?
 7. Is there agreement among your healthcare missionary teammates about the amount of medical need the team is attempting to meet?
 8. How satisfied are you with the proportion of time and energy you give to the healthcare ministry?
 9. How much control do you feel that you have over your schedule?
 10. Have you been able to say no to medical needs (e.g. turn patients away) in order to attend to other ministry/family priorities or personal needs?
 11. To what extent does your environment allow you to distance yourself from medical demands when you need to? How easy is this for you to do?
 12. What is the response of your non-healthcare missionary colleagues when you say no to medical demands in order to address other priorities?
 13. What methodological or systemic changes to the healthcare delivery on your field would help you to achieve better balance in your life?
 14. What ways have you found helpful to fuel your professional growth?
 15. Are you able to consult others when you feel uncertain about the best course of action medically?
 16. What events or situations have you found especially taxing on your emotions?
 17. How mutually supportive is your group of healthcare colleagues?
 18. Are there any unresolved conflicts with your fellow health-care colleagues, non-healthcare colleagues or national healthcare colleague?
 19. How free do you feel to discuss personal pain or stress with your colleagues?
 20. Are there any colleagues about whose well-being you are concerned?
 21. How effectively does your healthcare professional team debrief (help each other to process) traumatic medical events?
 22. How effectively does your team celebrate encouraging medical events?
 23. How understanding are your non-healthcare missionary colleagues of the special stresses of healthcare work?
 24. If you could design an ideal ministry for yourself and your gifts, what would it look like?
 25. Do you have any particular concerns as you anticipate returning to the field?

4- 6 months into the First Term Date

Reminder of Personal Debriefing Goals: How are you doing?

(Designed to help shepherd and care for the missionary)

- a. To discover the health of individual missionary families or singles spiritually, physically, socially and in ministry.
- b. To determine what, if any, specific assistance needs to be given to the missionary family or single in view of the discoveries.

ARRIVAL

1. Do you feel safe in your surroundings? If not, why not?
2. Have you been adequately cared for by the team?
3. What could be improved for the sake of the next arrivals?

LEADERSHIP

4. Are you receiving sufficient advice, direction, care and accountability from your leadership? Explain.

LANGUAGE, CULTURE TRANSITION

5. How satisfied are you with your language study, tutors and progress?
6. What have been the most positive experiences you've had so far?
7. What aspects of the culture have been positive for you or your family?
8. What have been the most negative experiences you've had so far?
9. What aspects of the culture have been difficult or negative?
10. What are some lessons you've been learning since your arrival?
11. Where are you in the Transition Stages, SG page 3?
12. Which Top Ten Factors in Attrition, SG pg 8, have affected you most?
13. How is your spouse adjusting to the transition to this point?
What are your greatest concerns for him/her?
14. How is each of your children adjusting to the transition so far?
What are your greatest concerns for them?
(Health, education, friends, sleep, safety, language, emotions, other)
15. Describe your life week to week at this point?
16. What changes do you anticipate in the next six months?
17. What ministries are you most looking forward to?

RELATIONSHIPS

18. What team members mentoring and friendship are most helpful? Why?
19. Are you experiencing any unresolved conflicts? (Matt 5 & 18)
20. What are the names of nationals you are most familiar with?
21. How did you meet them? How often do you spend time with them?

SPIRITUAL LIFE

22. Describe your quiet time: frequency and methodology.
23. What else are you doing to feed yourself spiritually?
24. Are you satisfied with your methodology for personal worship?
25. Did you receive a copy of Walk as He Walked? Has it been helpful?
26. Do you have times of prayer with your spouse? Your team? When?
27. Have you located a local church? Which one? Why did you choose it?

CONCLUSION

28. Is there anything we haven't covered that you want to bring up?
29. How can we best pray for you in the next two months?

6-9 Months into the First Term Date _____

Reminder of Personal Debriefing Goals: How are you doing?

(Designed to help shepherd and care for the missionary)

- a. To discover the health of individual missionary families or singles spiritually, physically, socially and in ministry.
- b. To determine what, if any, specific assistance needs to be given to the missionary family or single in view of the discoveries.

ARRIVAL

1. Do you feel safe in your surroundings? If not, why not?
2. Have you been adequately cared for by the team?
3. What could be improved for the sake of the next arrivals?

LEADERSHIP

4. Are you receiving sufficient advice, direction, care and accountability from your leadership? Explain.

LANGUAGE, CULTURE TRANSITION

5. How satisfied are you with your language study, tutors and progress?
6. What have been the most positive experiences you've had so far?
7. What aspects of the culture have been positive for you or your family?
8. What have been the most negative experiences you've had so far?
9. What aspects of the culture have been difficult or negative?
10. What are some lessons you've been learning since your arrival?
11. Where are you in the Transition Stages, SG page 3?
12. Which Top Ten Factors in Attrition, SG pg 8, have affected you most?
13. How is your spouse adjusting to the transition to this point?
What are your greatest concerns for him/her?
14. How is each of your children adjusting to the transition so far?
What are your greatest concerns for them?
(Health, education, friends, sleep, safety, language, emotions, other)
15. Describe your life week to week at this point?
16. What changes do you anticipate in the next six months?
17. What ministries are you most looking forward to?

RELATIONSHIPS

18. What team members mentoring and friendship are most helpful? Why?
19. Are you experiencing any unresolved conflicts? (Matt 5 & 18)
20. What are the names of nationals you are most familiar with?
21. How did you meet them? How often do you spend time with them?

SPIRITUAL LIFE

22. Describe your quiet time: frequency and methodology.
23. What else are you doing to feed yourself spiritually?
24. Are you satisfied with your methodology for personal worship?
25. Did you receive a copy of Walk as He Walked? Has it been helpful?
26. Do you have times of prayer with your spouse? Your team? When?
27. Have you located a local church? Which one? Why did you choose it?

CONCLUSION

28. Is there anything we haven't covered that you want to bring up?
29. How can we best pray for you in the next two months?

Administrative Annual Debriefing

Reminder of goals: Designed to improve ministry and leadership effectiveness

1. To discover the effectiveness of individual missionary ministry.
2. To discover the ministry needs, plans and goals of the missionary.
3. To help evaluate the effectiveness of field & regional leadership

How do you rate your personal happiness in your role on a 1-10 scale?
What have been your greatest sources of satisfaction in ministry in the last year?
What have been your greatest struggles in ministry in the past year?
What has been your greatest area of struggle spiritually?
What has been your greatest area of struggle relationally?
Where do you sense the greatest need for help, change, mentoring or training?
In your present role, are you operating at 100% capacity?
If not, what percentage would best describe your effectiveness and why?
Describe your motivation for continuing your ministry on a scale of 1-10.
What were your top three priorities for the last year?
What progress have you made in your goals/plans in the past year?
How did your actual year of ministry differ from your projected goals and plans?
Describe your weekly schedule, day by day, at this point?
What changes in this do you anticipate in the next six months?
What are your top three priorities for the coming year?
What ministries are you most looking forward to getting involved in?
How would you describe your relationship to your team members?
What team members do you feel most "connected" with? Why?
What team members do you most respect and appreciate? Why?
Do you have any concerns or commendations for your team?
Are you experiencing any unresolved conflicts? (Matt 5 & 18)
What nationals you are developing good friendships with?
What decision(s) or support do you need from me or others in order to make possible for you to reach your goals?
How could my wife be of most help to you and your family?
Describe your walk with God, including your practice of the spiritual disciplines.
Are you satisfied with your methodology for personal worship?
What has God been teaching you lately through your time in the Word?
How often do you have intercessory times of prayer with your wife?
Describe your family worship in terms of the Word and prayer.
Do you have any specific concerns about any of your children spiritually, culturally (adapting), educationally, socially (national friends)?
What book has been a blessing or help to you this year?
I want to pray specifically for you. What are five of your top requests that you'd like me to join you in prayer for?
Are there any other issues or concerns on your heart that you would like to share with me?

Organizational Debriefing: Regional

Reminder of Goals:

- a. To discover how the agency is doing in terms of services and policies from the perspective of its regional missionaries.
- b. To discover if regional missionaries view the agency in a positive or negative light and why.
- c. To discover what agency practices and policies need improvement and the level of regional agreement and urgency.

FINANCIAL

1. Are you satisfied with your support level, health benefits and retirement plan?
2. Are you satisfied with the use of your work funds?

TRAINING

3. Are you receiving adequate training to do your ministry effectively?
4. What training has had the biggest impact on your ministry overall?
5. What training do you wish you had that is not presently offered?

ADMINISTRATION

6. Are you satisfied with your Regional Administrator's involvement?
7. How has your Administrator assisted you in your ministry role?
8. Do you receive sufficient feedback about your ministry?
9. Do you receive sufficient communication from the home office?
10. How often do you log in to "Central"?
11. Other comments

POLICIES AND PROCEDURES

12. Do any ABWE policies or procedures make your ministry more difficult?
13. What do you appreciate most about ABWE?
14. What do you appreciate least about ABWE?
15. What would you suggest to improve ABWE overall as a mission agency?
16. Other comments

9-12 Months into the First Term Date: _____

TRANSITION

1. How satisfied are you with your language study & progress. Explain.
2. From the Transition Stages, Survival Guide page 3, where would you place yourself at this point?
3. From the Top Ten Factors in Attrition, Survival Guide page 8, which ones are affecting you most at this time? (Scale 1-5)
4. How is your spouse adjusting to the transition to this point?
What are your greatest concerns for him/her?
5. How is each of your children adjusting to the transition to this point?
What are your greatest concerns for them?
(Health, education, friends, sleep, safety, language, emotions, other)
6. Describe your weekly schedule, day by day, at this point?
7. What changes in this do you anticipate in the next six months?
8. What ministries are you most looking forward to getting involved in?

LEADERSHIP

9. Do you feel you are receiving sufficient advice, direction, care and accountability from your leadership? Explain.

RELATIONSHIPS

10. Are you connecting well with your team & national partners?
11. What team members do you feel most "connected" with? Why?
12. What team members do you most respect and appreciate? Why?
13. Are you experiencing any unresolved conflicts? (Matt 5 & 18)
14. What nationals are you are developing good friendships with?
15. How are you developing these relationships? (time and activities)

SPIRITUAL LIFE

16. Describe your quiet time: frequency and methodology.
17. Are you satisfied with your methodology for personal worship?
18. What else are you doing to feed yourself spiritually?
19. How often do you set aside time to pray with your spouse?
20. When and how often do you pray with your team?
21. Describe your worship experience in your local church at this time.

CONCLUSION

22. What have been the most positive experiences you've had recently?
23. What are three important lessons you've been learning recently?
24. Is there anything we haven't covered that you want to bring up?
25. How can we best pray for you in the next couple of months?

Every 6 months for the remainder of the first term

ADJUSTMENT

1. What words describe your journey so far in this first term? Explain.
2. What have been the most positive experiences lately?
3. What have been some of the negatives in the last six months?
4. What are some important lessons you're learning along the journey?

TRANSITION

5. From the Transition Stages, SG page 3, where are you now?
6. Attrition Factors, SG page 8, which ones are affecting you most?
7. When did you come the closest to quitting during this first term?
Why? How are you handling it now?
8. How is your spouse adjusting to everything so far? Major concerns?
9. How are your children adjusting to everything so far? Major concerns
(Health, education, friends, sleep, safety, language, emotions, other)

LANGUAGE, CULTURE

10. How satisfied are you with your language study & progress?
11. What might have made it a more productive process?
12. Describe your weekly schedule, day by day, at this point.
13. What changes in this do you anticipate in the future?

MINISTRY

14. Describe your ministry goals for the rest of this term.
15. In what ways does this match your gifts and vision for ministry?

LEADERSHIP

16. Do you feel you are receiving sufficient advice, direction, care and accountability from your leadership? Explain.

RELATIONSHIPS

17. Are you connecting well with your team? Explain?
18. Are you connecting well with your national partners & neighbors?
19. Are you experiencing any unresolved conflicts? (Matt 5 & 18)

SPIRITUAL LIFE

20. Describe your personal quiet time: frequency and methodology.
21. Are you satisfied with your methodology for personal worship?
22. What else are you doing to feed yourself spiritually?
23. Describe your worship experience in your local church at this time.
24. How often do you have planned times of prayer with your team?
25. How often do you set aside time to pray with your spouse?

CONCLUSION

26. Is there anything we haven't covered that you want to bring up?
27. How can we best pray for you in the next six months?

EXIT DEBRIEFING for Dismissals

(Due to the extreme sensitivity of the nature of an exit debriefing for dismissal, it is important that the debriefer be acquainted with the nature, background, situation and circumstances surrounding the dismissal.)

Knowing that you've been through tremendous pain, and not wanting to add to that pain, I want to assure you that you do not need to answer any questions that you're not ready to answer at this time. Our desire and purpose for this time together is three-fold

- a. to demonstrate love and grace towards those who are wounded
- b. to learn from this, both personally, administratively and as a mission
- c. to seek to bring closure to your ministry with ABWE and obtain clearer direction for the future for you and those involved with you in this journey

HISTORY

1. When were you appointed with ABWE and to what region & ministry?
2. Where are you going to be living and what are your plans for the future?
3. Tell us about your children and family.
4. Did you receive enough training to do life and ministry effectively?
5. Were you satisfied with ABWE's involvement in your life and ministry?
6. Do you have any unresolved conflicts with anyone within ABWE?
7. Can ABWE do anything to make your transition easier or more positive?

FACTORS

8. What might ABWE missionaries or administrators have done to have helped you before things got to the point of no return.
9. In hindsight, would you, or could you have done things differently?
What are some of those that might help others in the future?
10. What advice would you give to ABWE in view of all you've been through?
11. Do you believe you, your family and your church family are working through things in an acceptable manner at this point?
12. Is there anything anyone within ABWE might be able to do specifically that might be of real help at this time?

SUMMARY AND CONCLUSION

13. What are you most looking forward to as you move into this next stage of your journey?
14. What are some specific prayer requests you'd like for me to be remembering in the days ahead?
15. Are there any other issues or comments you'd like to share before we close?

Exit Debriefing for Career Retirements

Reminder of Goals

- a. to help the missionary make a positive transition back to life in NA
- b. to seek to bring positive closure to their ministry with ABWE
- c. to discover insights for the benefit of new missionaries and agency
- d. to seek to maintain active contact with the Postfield department

HISTORY

1. What year were you appointed with ABWE & arrive on the field?
2. Tell us about your children and family.
3. Where are you going to be living upon your retirement?
4. What do you anticipate as ministry options for the future?
5. What advice would you give to new appointees as they enter missionary life with ABWE?

MINISTRY

6. Summarize your ministry fields and roles term by term.
7. Did your ministry role turn out to be as you anticipated?
8. How have things changed over the years for you, personally.
9. How has the ministry changed? How has the team changed?
10. How has the country and culture changed?
11. What was most satisfying about your ministry?
12. What would you have changed about your ministry if you could have?

TRAINING

13. Did you receive enough training to do your ministry effectively?

LEADERSHIP

14. Were there leadership or administrative changes that you view negatively over the years?
15. Were you satisfied with your Regional Administrator's involvement?
16. Did you receive sufficient feedback about your ministry?
17. What was the quality of the supervision you received?

TEAM

18. What suggestions could you offer for the benefit your field team?

AGENCY

19. What would you suggest to improve ABWE as an agency?
20. Would you recommend ABWE to your family and friends for ministry?
21. Are you satisfied with ABWE's financial requirements and benefits?
22. Are you prepared financially for your retirement?
23. Did any ABWE policies or procedures make your ministry difficult?

CONCLUSION

24. Do you have any regrets or disappointments as you conclude this stage of ministry?
25. Do you have any unresolved conflicts with anyone within ABWE?
26. Can ABWE do anything to encourage you and make your transition easier or more positive?
27. Are there any other comments, issues or advice you'd like to share before we close?

Exit Debriefing for Ampers

Reminder of Goals:

- a. to discover the positives and negatives of the AMP experience and to bring positive closure to their ministry experience
- b. to discover the likelihood of future career service with ABWE
- c. to discover how ABWE can improve services for AMPERS
- d. to help the AMPER make a positive transition back to life in NA

INTRODUCTION & EXPECTATIONS

1. How long was your stay on the field?
2. What was your ministry role on the field?
3. Did your ministry role turn out to be as you expected?

PREPARATION

4. Did you receive enough training from ABWE to do your ministry effectively?
5. What would you suggest to improve ABWE training as an AMPER?

MINISTRY SURVEY

6. What was most satisfying about your ministry?
7. What was least satisfying about your ministry?
8. What would you have changed about your ministry if you could have?
9. Describe your orientation process upon arriving on the field.
10. Who was of most help to upon arrival? Describe what was most helpful?
11. Did you receive adequate support to do your ministry?
12. Did you receive sufficient feedback about your ministry?
13. What advice would you give to new AMPER applicants?

TRANSITION TO CULTURE

14. Which of the common contributing stress factors, SG page 8, would you most identify with in your experience as an AMPER?
15. What was most difficult for you in the transition?
16. How do you feel you related to the country and culture?

TEAM

17. How do you feel you related to the field team?
18. Do you have any suggestions related to needs on your field team?
19. Do you have any unresolved conflicts with anyone?

FUTURE

20. Tell us about your family and plans for the future.
21. Would you consider working again with ABWE? In what role?
22. Can ABWE do anything to encourage you and make your transition easier or more positive?

CONCLUSION

23. Are there any other issues or comments you'd like to share before we close?

Exit Debriefing for Prefield Resignations

Reminder of Goals

- a. to help the missionary make a positive transition out of ABWE
- b. to discover the reasons for resignation and what can be learned from this both personally and as a mission
- c. to seek to bring positive closure to their ministry with ABWE
- d. to seek to maintain active contact with the Postfield department

HISTORY

1. When were you appointed with ABWE and to what region or ministry?
2. Where are you going to be living and what are your plans for the future?
3. Tell us about your children and family.

PREFIELD

4. What was most satisfying about your prefield experience?
5. What was least satisfying about your prefield experience?
6. Did you receive enough training to do prefield effectively?
7. Were you satisfied with ABWE's involvement in your life and ministry?
8. Did any ABWE policies or procedures make your ministry more difficult?
9. Do you have any unresolved conflicts with anyone within ABWE?
10. Can ABWE do anything to make your transition easier or more positive?

RESIGNATION FACTORS

11. What were your primary reasons for resigning?
12. Did anything specific trigger your decision to resign?
13. Do you believe you, your family and your church family have come to closure on the decision?
14. In hindsight, knowing what you know now, would you have done things differently? How?

SUMMARY AND CONCLUSION

15. What are you most looking forward to as you move into this next stage of your journey?
16. What are a couple of prayer requests you'd like me to be remembering for you in the days ahead?
17. Are there any other issues or comments you'd like to share before we close?

Exit Debriefing for Career Resignations

Reminder of Goals

- a. to help the missionary make a positive transition back to life in NA
- b. to discover the reasons for resignation and what can be learned from this both personally and as a mission
- c. to seek to bring positive closure to their ministry with ABWE
- d. to seek to maintain active contact with the Postfield department

HISTORY

- What year were you appointed & when did you arrive on the field?
Did you serve on other fields?
Tell us about your children and family.
How have recent events affected them?
Where are you going to be living and what are your plans for the future?

MINISTRY

- What was your ministry role on the field?
Did your ministry role turn out to be as you expected?
What was most satisfying about your life and ministry on the field?
What was least satisfying about your life and ministry?
What would you have changed about your ministry if you could have?
Did you receive enough training to do your ministry effectively?
Did you receive adequate support to do your ministry?
Were you satisfied with your Regional Administrator's involvement?
Did you receive sufficient feedback about your ministry performance?
What was the quality of the supervision you received?

RESIGNATION FACTORS

- What were your primary reasons for resigning?
Did anything specific trigger your decision to leave?
Did the country and culture affect your decision? (Scale 1-5)
Did the field team, team dynamics or field leadership affect your decision?
Which of the common stress factors, SG p 8, significantly affected you?
Do you have any unresolved conflicts with anyone within ABWE?
Do you have any regrets or disappointments as you conclude this stage of your life and ministry with ABWE?
Did you investigate a transfer within ABWE before deciding to resign?

SUMMARY AND CONCLUSION

- What suggestions could you offer for the benefit your field team?
Any suggestions for the benefit of potential future WIN personnel?
What do you appreciate most about ABWE?
What do you appreciate least about ABWE?
What suggestions would you offer to improve ABWE as an agency?
Were you satisfied with ABWE's financial requirements and benefits?
Did any ABWE policies or procedures make your ministry more difficult?
Would you consider working again with ABWE in the future?
Can ABWE do anything to make your transition easier or more positive?
Are there any other issues or comments you'd like to share before we close?