



worth**Keeping**

Global Perspectives on Best Practice
in Missionary Retention

Organisational Values and Retention

My Starting Point...



Thriving and Flourishing is God's intention:

- The thief comes only in order to steal and kill and destroy. I came that they may have and enjoy life, and have it in abundance (to the full, till it overflows). John 10:10 (Amplified)

Organisational Values



Q. No.	Factor	OSC Health Indicator		NSC Health Indicator	
			✓		✓
40	Vision and purpose are shared and understood throughout the agency	○○○○○○○○●●●●	✓	○○○○○○○○●●●●	✓
41	Plans and job descriptions are communicated clearly to the missionary	○○○○○○○○●●●●	✓	○○○○○○○○●●●●	✓
42	There is a free flow of communication to and from the leadership	○○○○○○○○●●●●	✓	○○○○○○○○●●●●	
43	There is effective communication between sending base and field	○○○○●●●●●●●●	✓	○○○○○○○○●●●●	✓
44	Missionaries are included in major decisions related to the field	○○○○○○○○●●●●		○○○○○○○○●●●●	
45	Policies are well documented and understood	○○○○○○●●●●●●	✓	○○○○○○○○●●●●	✓
46	A culture of prayer is actively promoted within the agency	○○○○○○○○●●●●		○○○○○○○○○○●●	

Organisational Values (2)



47	Most leaders are a good example of the agency's beliefs and values	○○○○○○○○○○●	✓	○○○○○○○○○○●	
48	Most leaders identify problems early and take appropriate action	○○○○●●●●●●	✓	○○○○○○●●●●	✓
49	Good on-field supervision is provided (quantity and quality)	○○○○●●●●●●	✓	○○○○○○●●●●	✓
50	Leaders conduct an annual performance/ministry review with each missionary	○○○●●●●●●●	✓	○○○●●●●●●●	✓
51	There are documented and adequate procedures for handling complaints from missionaries	○○○○○●●●●●	✓	○○○○○●●●●●	✓
54	Ongoing language and culture training are actively encouraged	○○○○○○○○●●	✓	○○○○○○○○●●	
56	Missionaries are assigned roles according to their gifting and experience	○○○○○○○●●●		○○○○○○○●●●	✓
60	Missionaries are committed and loyal to the agency	○○○○○○○●●●		○○○○○○○○○●	✓
61	Missionaries are generally not overloaded in the amount of work they do	○●●●●●●●●●	✓	○○○○●●●●●●	✓
62	Opportunities are provided for a ministry/role for the spouse	○○○○○○○○●●	✓	○○○○○○○●●●	

Organisational Values (3)



62	Opportunities are provided for a ministry/role for the spouse	○○○○○○○○●●●●	✓	○○○○○○○○●●●●	
64	Missionaries regularly evaluate and seek to improve the agency's ministry	○○●●●●●●●●	✓	○○○○●●●●●●●●	
71	Missionary teams are effective in providing each other with mutual support	○○○○●●●●●●		○○○○○○○●●●●●	✓
78	Risk assessment and contingency planning is in place in all fields	○○○○○○○○●●●●	✓	○○○○●●●●●●●●	✓
80	Missionaries usually receive sustained financial support that is adequate for their needs	○○○○○○○○●●●●	✓	○○○○●●●●●●●●	✓

Organisational Values – Key Findings



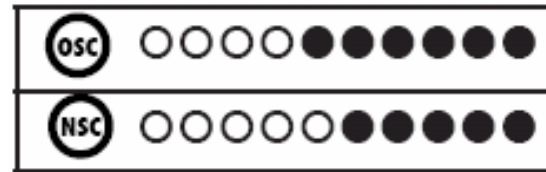
- The average rating of organisation values is highly correlated with retention in OSC and NSC.
- Documentation of policies (Q45), Vision & purpose (Q40) and Clear plans & job description (Q41), Good on-field supervision (Q49), Good leadership (Q47-48), and A clear procedure for handling complaints (Q51) are clearly correlated with retention in OSC and NSC.
- Leaders solve problems (Q48) was rated very high in NSC and clearly correlated
- with retention.

Organisational Values – Key Findings (2)



- In OSC, Free flow of communication with leadership (Q42), and Inclusion of missionaries in decisions (Q44) correlates with retention.
- Opportunities for service of spouse (Q62) was rated very high in OSC and was correlated to high retention in OSC.
- Risk assessment and contingency planning (Q78) was correlated with retention
- in NSC and OSC.
- Missionaries are committed and loyal to agency (Q60) was correlated with high retention.

Organisational Values Work-Life Balance



Q. No.	Factor	OSC Health Indicator		NSC Health Indicator	
			✓		✓
41	Plans and job descriptions are communicated clearly to the missionary	○○○○○○○●●●●●	✓	○○○○○○○●●●●●	✓
45	Policies are well documented and understood	○○○○○○●●●●●●	✓	○○○○○○○○●●●●	✓
47	Most leaders are a good example of the agency's beliefs and values	○○○○○○○○○○○●	✓	○○○○○○○○○○●●	
48	Most leaders identify problems early and take appropriate action	○○○○●●●●●●●●	✓	○○○○○○○●●●●●	✓
49	Good on-field supervision is provided (quantity and quality)	○○○○●●●●●●●●	✓	○○○○○○●●●●●●	✓
50	Leaders conduct an annual performance/ministry review with each missionary	○○○○●●●●●●●●	✓	○○○●●●●●●●●●	✓

Organisational Values

Work-Life Balance



56	Missionaries are assigned roles according to their gifting and experience	○○○○○○○●●●●●		○○○○○○○●●●●●	✓
57	Missionaries are given room to shape and develop their own ministry	○○○○○○○○○●●	✓	○○○○○○○○○●●	✓
59	Missionaries are committed to their ministry	○○○○○○○○○○○●	✓	○○○○○○○○○○○●	✓
61	Missionaries are generally not overloaded in the amount of work they do	○●●●●●●●●●●	✓	○○○○○●●●●●●●	✓
64	Missionaries regularly evaluate and seek to improve the agency's ministry	○○●●●●●●●●●●	✓	○○○○○●●●●●●●	
70	Missionaries experience a sense of fulfilment in their ministry	○○○○○○○○○○○●●	✓	○○○○○○○○○●●●●	✓
71	Missionary teams are effective in providing each other with mutual support	○○○○○●●●●●●●		○○○○○○○●●●●●	✓

Organisational Values

Work-Life Balance – Key Findings



- Apportioning an appropriate amount of work (Q61) is rated low for performance
- and significance in OSC and only somewhat higher in NSC—evidence of a tendency toward work overload.
- There is a moderate correlation between apportioning of work (Q61) and retention—in OSC more than in NSC.
- Missionaries given room to shape their own ministry (Q57) and Commitment to their ministry (Q59) received very high ratings and are correlated with high retention.

Organisational Values

Work-Life Balance – Key Findings (2)



- High rating of Missionaries' sense of personal fulfilment (Q70) and correlates positively with retention, however, this could lead to the risk overwork.
- The assessment indicates that work-life balance remains a challenge.
- Surprisingly, Assignment of missionaries according to gifting (Q56) was rated higher in NSC than in OSC.

Organisational Values Org' Development – Key Findings



- Missionaries regularly evaluate and seek to improve their ministry (Q64) received relatively low rating for performance and significance.
- Evaluation and improvement of ministry (Q64) was highly correlated with retention in OSC.
- There was a high rating of annual performance/ministry review with each missionary (Q50) and correlation with retention (preventable attrition).
- Free flow of communication with leadership (Q42) was highly correlated with retention in OSC.

Organisational Values

Org' Development – Key Findings (2)



- Leaders identify problems and take appropriate action (Q48) was strongly correlated with high retention.
- Continuous training and development of new gifts and skills (Q55) received a high rating in OSC and was strongly correlated with high retention.
- Vision & purpose (Q40) and Specific plans and job descriptions (Q41) received very high ratings and were correlated with high retention.

Organisational Values Communication – Key Findings



- Effective communication with leadership (Q42) is strongly correlated with retention in OSC.
- Effective communication between field leadership and sending base (Q43) in OSC and NSC is correlated with high retention.
- Missionaries are included in major decisions (Q44) has a weak correlation with retention in OSC—but a negative correlation in NSC (counter-cultural in NSC?).
- Policies well documented and understood (Q45) received a high rating and was correlated with high retention.

Organisational Values

Communication – Key Findings (2)



- Annual performance/ministry reviews (Q50) received a high rating regarding preventable prevention, and was correlated with high retention.
- Clear procedure for handling complaints (Q51) was clearly correlated with high retention.
- Missionaries regularly evaluate and seek to improve the agency's ministry (Q64) was correlated with high retention in OSC.
- Home church is encouraged to be involved in the life of the missionary (Q79) received a high rating in OSC and correlated with high retention.