



**Global Mission**  
**Evangelical Lutheran Church in America**  
God's work. Our hands.

## **Procedures for Shared Personnel Placements between ELCA Synods and ELCA Global Mission**

### **ELCA Mission Statement**

*Marked with the cross of Christ forever, we are claimed,  
gathered, and sent for the sake of the world.*

### **ELCA Vision Statement**

*Claimed by God's grace for the sake of the world,  
we are a new creation through God's living Word by the  
power of the Holy Spirit;*

*Gathered by God's grace for the sake of the world,  
we will live among God's faithful people, hear God's Word,  
and share Christ's supper.*

*Sent by God's grace for the sake of the world, we will  
proclaim the good news of God in Christ through word and  
deed, serve all people following the example of our Lord  
Jesus, and strive for justice and peace in all the world.*

# Table of Contents

Foreword + Contact Information.....3  
Glossary.....4

## Shared Personnel Placement Checklists

Short-term Placements (2 weeks – 3 months).....5  
Mid-term Placements (3 months – 9 months).....7  
Long-term Placements (9 months or more).....9

## Appendices

Appendix A: Request Form  
Appendix B: Recruitment Suggestions  
Appendix C: Selection Process  
Appendix D: Sample Applications (Short Form and Long Form)  
Appendix E: Reference Form  
Appendix F: Sample Interview Questions  
Appendix G: Checklist for developing a Letter of Agreement  
Appendix H: Letter of Agreement template  
Appendix I: Shared Personnel Placement Summary  
Appendix J: Confirmation Form  
Appendix K: Orientation tips and resources  
Appendix L: Guide to leaving well for Global Mission service  
Appendix M: Deployment Helps  
Appendix N: Contingency Planning  
Appendix O: Personnel Policies  
Appendix P: Re-entry Resources  
Appendix Q: End of Service Evaluation  
Appendix R: Process for ELCA rostered leaders to receive an ELCA call to International Service

*“Life and faith both depend on exchange. Oxygen refreshes our bodies and then becomes carbon dioxide that nourishes plants and trees. And encounters between God’s people around the world enrich our faith and strengthen our ability to engage in God’s mission.”*

*Rev. Rafael Malpica-Padilla  
Executive Director, ELCA Global Mission*

# Foreword

In 2009, ELCA Global Mission and ELCA Synods committed themselves to increased collaboration in the appointment of mission personnel in a process called Shared Personnel Placements. An agreed upon protocol adopted by the ELCA Conference of Bishops in October 2009 provides a road map for our collaboration and demonstrates the interdependence between international companions, ELCA synods and the ELCA Global Mission program unit.

This packet outlines this process for Shared Personnel Placements between ELCA synods and ELCA Global Mission. Options for service include: short-term placements (2 weeks to 3 months), mid-term placements (3 to 9 months), and long-term placements (9 or more months). Each option has different criteria and process. Checklists are provided to guide each process.

Conversation between an ELCA synod and its international companion is a necessary first step prior to development of any placement covered by this protocol agreement. According to the accompaniment model of mission, the ELCA will send personnel to an international companion only in response to that companion's request, endorsed at the appropriate level for that companion (e.g. diocese, synod, district or national).

#### Previous placement examples:

- Teaching a class on Biblical Studies for a group of local pastors (Short term - 3 weeks)
- Installing and training staff to work with a new irrigation system (Mid term - 4 months)
- Serving as an outreach coordinator, including training a local successor (Long term - 2 years)

The goal of these procedures is to build a strong understanding of how we can accompany one another and steward resources. As you utilize this packet, we invite you to provide feedback on how to better plan for Shared Personnel Placements.

You are encouraged to explore ELCA mission service opportunities at [www.elca.org/globalserve](http://www.elca.org/globalserve).

## Contacts in ELCA Global Mission for Shared Personnel Placements

### Global Service (Personnel)

Stephen Nelson  
800-638-3522, ext. 2631  
773-380-2631  
[stephen.nelson@elca.org](mailto:stephen.nelson@elca.org)

### Africa

Barbara Berry-Bailey  
800-638-3522, ext. 2621  
773-380-2621  
[barbara.berry-bailey@elca.org](mailto:barbara.berry-bailey@elca.org)

### Asia and the Pacific

Gary Hansen  
517-285-6570  
[gary.hansen@elca.org](mailto:gary.hansen@elca.org)

### Global Formation (ELCA Relationships)

Lanny Westphal  
800-638-3522, ext. 2651  
773-380-2651  
[lanny.westphal@elca.org](mailto:lanny.westphal@elca.org)

### Europe and the Middle East

Julie Rowe  
800-638-3522, ext. 2720  
773-380-2720  
[julie.rowe@elca.org](mailto:julie.rowe@elca.org)

### Latin America and the Caribbean

Mary Campbell  
800-638-3522, ext. 2618  
773-380-2618  
[mary.campbell@elca.org](mailto:mary.campbell@elca.org)

## Glossary

**Accompaniment:** The ELCA Global Mission unit defines accompaniment as *walking together in solidarity that practices interdependence and mutuality*. In this walk, gifts, resources, and experiences are shared with mutual advice and admonition to deepen and expand our work within God's mission. See [www.elca.org/globalmission](http://www.elca.org/globalmission).

**LWF:** The Lutheran World Federation (LWF) is a global communion of Christian churches in the Lutheran tradition. Founded in 1947 in Lund, Sweden, the LWF now has 140 member churches in 79 countries representing 68 million of the nearly 70 million Lutherans worldwide (see [www.elca.org/lwf](http://www.elca.org/lwf)).

**ELCA:** The Evangelical Lutheran Church in America, an LWF member church in the United States, Puerto Rico, the Bahamas and the Virgin Islands.

**Companion church:** An LWF member church in another country, which has a bilateral church-to-church relationship with the ELCA through Global Mission.

**Global Mission (GM):** The ELCA churchwide program unit responsible for the ELCA's mission outside of the United States and the channel through which churches in other countries engage in mission to our church. Global Mission's overall goal is to increase the capacity of both the ELCA and its companions in other countries to participate in God's reconciling mission through proclamation and service. On behalf of the ELCA, the Global Mission unit:

- engages in church-to-church relations with national Lutheran church bodies;
- calls and prepares missionaries for service;
- supports evangelism and ministries of other companion Lutheran church bodies;
- provides scholarships for international post-graduate study to global church leaders;
- works to alleviate poverty and meets human needs by funding long-term sustainable development projects using ELCA World Hunger funds;
- responds to international disasters through and with international church organizations and relief agencies on the ground using ELCA Disaster Response funds; and
- connects ELCA members in North America to the global church through relationships and events. See [www.elca.org/globalmission](http://www.elca.org/globalmission).

**Companion Synod Program:** The Global Mission program of official relationships between ELCA synods and international companions, as part of the wider work of the church for the sake of mission. See [www.elca.org/companionsynods](http://www.elca.org/companionsynods).

**International companion:** A companion church, or a specific synod, diocese or district of a companion church, in a companion synod relationship with an ELCA synod.

**Companion synod relationship:** The connection established by Global Mission between an ELCA synod and an international companion in order to deepen that bilateral relationship. For example, the ELCA Sierra Pacific Synod has a companion synod relationship with the Taiwan Lutheran Church.

**Companion synod committee:** A group of ELCA synod members who have been elected, appointed or have volunteered to work with the synod's companion relationship.

**Companions:** Refers to both the ELCA synod and their international Lutheran partners; for example, the Taiwan Lutheran Church and the ELCA Sierra Pacific Synod are companions.



## SHORT-TERM PLACEMENTS (2 weeks – 3 months)

**Short-term Volunteers (two weeks to three months)** - The ELCA synod conducts its own selection process, provides orientation using Global Mission unit materials, arranges for funding (e.g. self-funding or sponsorships), and informs the Global Mission unit of this placement. In addition, ELCA synods are encouraged to arrange for direct orientation at the Lutheran Center. ELCA synods are advised to consider issues relating to health insurance, evacuation, liability, housing, transportation, and other matters, some of which are described in the Companion Synods Handbook.

**From the Agreement between the Conference of Bishops and the Global Mission unit on Companion Synod Relationships in the Evangelical Lutheran Church in America.**

### Checklist for ELCA companion synod leaders:

**Develop Position**

Take time to have significant conversation between the companion church and synod leadership to develop a placement for personnel based on the expressed needs of the international companion.

**Complete Recruitment/Request Form**

Refer to "Request Form" (**Appendix A**). This is the form that your international companion completes to request a position or placement for which they would like personnel.

**Recruit candidates**

Refer to "Recruitment Suggestions" (**Appendix B**) for ideas and tips on recruitment processes. Consult with Global Mission to see if they have candidates who may fit the profile for the position description.

**Select candidate**

See the "Selection Process" (**Appendix C**), which offers tips and resources for selecting appropriate volunteers or compensated personnel. Enclosed are sample application forms, reference form, and interview questions (**Appendices D, E, and F**).

**Arrange funding (e.g. self-funding or sponsorships) and insurance**

Financial support for shared personnel placements is provided by the synod. Consult with your international companion to determine if they can provide any "in kind" support, e.g. housing, utilities or local transportation. See "Checklist for developing a Letter of Agreement" (**Appendix G**) for a list of things to consider. Plan for health insurance and evacuation insurance.

**Create a Letter of Agreement**

A Letter of Agreement outlines the agreement between your synod, the international companion and the personnel. See sample (**Appendix H**).

**Inform Global Mission of Appointment**

Send the "Shared Personnel Placement Summary" (**Appendix I**) to Global Mission.

**Inform your international companion and confirm placement details**

Send a letter to your international companion with information about the person appointed to serve. Use the “Confirmation Form” (**Appendix J**) to have your international companion provide the final details for a placement site. Copy appropriate staff at Global Mission.

**Provide orientation**

Resources are available through Global Mission for orientation of new personnel. See “Orientation Tips and Resources” (**Appendix K**) for some of these materials, or visit: [www.elca.org/globalserve](http://www.elca.org/globalserve) or <http://archive.elca.org/globalmission/welcomeforward>

**Help candidate prepare to deploy**

Provide the candidate with the “Guide to Leaving Well” (**Appendix L**) and “Deployment Helps” (**Appendix M**). Work with the candidate on deployment issues. Pay particular attention to visa issues.

**Plan for evacuation and other contingencies**

Planning for unexpected situations can prevent chaos and mistakes, and build trust among companions. Check out the “Contingency Planning” (**Appendix N**) for more ideas!

**Plan for re-entry**

See “Re-entry Resources” (**Appendix P**) for ideas to welcome personnel home and help them through the re-acclimation process.

**Evaluate the experience**

Provide an evaluation form for personnel to fill out about their mission service. This can improve the experience of future personnel placements; see “End-of-Service Report” (**Appendix Q**).



## **MID-TERM PLACEMENTS** **(3 months – 9 months)**

**Mid-term Volunteers (three to nine months)** - The ELCA synod conducts its own selection process, provides orientation using Global Mission unit materials, and writes an endorsement letter to the international companion and to the Global Mission unit, attaching the volunteer's biographical material. In addition, ELCA synods are encouraged to arrange for direct orientation at the Lutheran Center. The Global Mission unit then appoints the volunteer as an ELCA volunteer missionary under a Letter of Agreement. In turn, the volunteer agrees to serve under the Global Mission unit Personnel Policies and Expectations. The Global Mission unit provides major medical insurance, including evacuation coverage, for all volunteers who request it, based on the availability of funding from the Global Mission unit's spending plan. Arrangements for all other provisions and financial support are developed between the volunteer and the ELCA synod.

**From the Agreement between the Conference of Bishops and the Global Mission unit on Companion Synod Relationships in the Evangelical Lutheran Church in America.**

### **Checklist for ELCA companion synod leaders:**

**Develop Position**

Take time to have significant conversation between the companion church and synod leadership to develop a placement for personnel based on the expressed needs of the international companion.

**Complete Recruitment/Request Form**

Refer to "Request Form" (**Appendix A**). This is the form that your international companion completes to request a position or placement for which they would like personnel.

**Recruit candidates**

Refer to "Recruitment Suggestions" (**Appendix B**) for ideas and tips on recruitment processes. Consult with Global Mission to see if they have candidates who may fit the profile for the position description.

**Select candidate**

See the "Selection Process" (**Appendix C**), which offers tips and resources for selecting appropriate volunteers or compensated personnel. Enclosed are sample application forms, reference form, and interview questions (**Appendices D, E, and F**).

**Arrange funding (e.g. self-funding or sponsorships)**

Financial support for shared personnel placements is provided by the synod. Consult with your international companion to determine if they can provide any "in kind" support, e.g. housing, utilities or local transportation. See "Checklist for developing a Letter of Agreement" (**Appendix G**) for a list of things to consider.

**Arrange insurance**

Global Mission provides volunteer medical insurance (not Board of Pensions) and evacuation coverage, based on the availability of funding from Global Mission's spending plan. Consult with Global Mission about the availability of health insurance and evacuation insurance.

**Share placement details with Global Mission**

Fill out the form “Shared Personnel Placement Summary” (**Appendix I**), and send this to Global Mission. Global Mission staff will create a Joint Letter of Agreement between the personnel, your synod, and Global Mission. See sample letter (**Appendix H**). The missionary will serve under Global Mission “Personnel Policies and Expectations” (**Appendix O**).

**Approve placement**

Your bishop will recommend the Joint Letter of Agreement written by Global Mission to your Synod Council for their approval.

**Inform your international companion and confirm placement details**

ELCA Global Mission will work with the synod to inform the international companion of the shared personnel placement and use the “Confirmation Form” (**Appendix J**) to get final placement details from the international companion.

**Provide orientation**

Resources are available through Global Mission for orientation of new personnel. See “Orientation Tips and Resources” (**Appendix K**) for some of these materials, or visit [www.elca.org/globalserve](http://www.elca.org/globalserve) or <http://archive.elca.org/globalmission/welcomeforward>.

**Arrange for visas**

Global Mission can answer questions about the visa process and may be able to provide assistance in securing initial visas and work permits. Your synod will need to assist Global Mission in getting needed documents from the international companion.

**Help candidate prepare to deploy**

Provide the candidate with the “Guide to Leaving Well” (**Appendix L**) and “Deployment Helps” (**Appendix M**). Work with the candidate on deployment issues.

**Plan for evacuation and other contingencies**

Planning for unexpected situations can prevent chaos and mistakes, and build trust among companions. Check out the “Contingency Planning” (**Appendix N**) for initial ideas! Personnel also will receive a packet from Global Mission to help them prepare and be aware of Global Mission policies for safety. Contact Tanya Rosland for a copy of resources “ELCA Contingency Planning” and “Security Policies and Crisis Response Plan” by calling (800) 638-3522, ext. 2652 or by emailing [tanya.rosland@elca.org](mailto:tanya.rosland@elca.org). See “Personnel Policies” (**Appendix O**) for other service policies.

**Plan for re-entry**

See “Re-entry Resources” (**Appendix P**) for ideas to welcome personnel home and help them through the re-acclimation process.

**Evaluate the experience**

Provide an evaluation form for personnel to fill out about their mission service. This can improve the experience of future personnel placements; see “End-of-Service Report” (**Appendix Q**).



## LONG-TERM PLACEMENTS (9 months or more)

**Long-term Volunteers and Compensated Personnel (nine or more months)** – The international companion, the ELCA synod, and the Global Mission unit will jointly develop a job description. If the ELCA synod identifies a person for this position, that person would make application for service with the Global Mission unit and go through the candidate screening process. Following this process, the Synod Council would then endorse this person to the Global Mission unit for service as a missionary in the international companion.

i. The Global Mission unit will provide orientation, medical and evacuation insurance, regular communication with the continental desk, and assistance in securing visas and work permits. Further financial support will be provided by the ELCA synod or, in some instances, jointly by the ELCA synod and the Global Mission unit.

ii. For rostered persons serving in stipendiary positions, the Global Mission unit will recommend to the ELCA Church Council a call to service outside the territory of the ELCA synod and the ELCA. Non-rostered persons will receive a Letter of Agreement from the Global Mission unit.

iii. The missionary will provide annual reports to the local bishop of the international companion, with copies to the national church office, the ELCA synod, and to the Global Mission unit, and will serve under Global Mission Personnel Policies and Expectations. As with other ELCA missionaries, the Global Mission unit will be the employer of record, provide contractual details of employment through a Letter of Agreement developed jointly with the ELCA synod, and will provide for support, care and supervision.

**From the Agreement between the Conference of Bishops and the Global Mission unit on Companion Synod Relationships in the Evangelical Lutheran Church in America.**

### Checklist for ELCA companion synod leaders:

**Develop Position**

Take time to have significant conversation between the ELCA Global Mission, the companion church and synod leadership to develop a placement for personnel based on the expressed needs of the international companion.

**Complete Recruitment/Request Form**

Refer to “Request Form” (**Appendix A**). This is the form that your international companion completes to request a position or placement for which they would like personnel.

**Recruit and refer candidates**

Your synod and Global Mission should do recruitment for long-term placements cooperatively. See “Recruitment” (**Appendix B**) for ideas and tips. Your synod refers potential candidates to Global Mission and the candidates apply for service with Global Mission and go through their candidate screening process. A candidate can find the Global Mission application for service at: [www.elca.org/globalserve](http://www.elca.org/globalserve) candidates use the ‘long term’ form. See sample form (**Appendix D**).

**Candidate selection process**

ELCA Global Mission will interview and select a candidate in consultation with the ELCA synod. Global Mission will provide a Joint Letter of Agreement, see sample letter (**Appendix H**), between the personnel, your synod, and Global Mission. Global Mission will provide for support, care and supervision for long-term shared personnel placements in cooperation with the synod. The missionary will serve under Global Mission “Personnel Policies and Expectations” (**Appendix O**).

**Arrange funding (e.g. self-funding or sponsorships)**

Financial support for shared personnel placements is provided by the synod. Consult with your international companion to determine if they can provide any “in kind” support, e.g. housing, utilities or local transportation. See “Checklist for developing a Letter of Agreement” (**Appendix G**) for a list of things to consider.

**Rostered persons**

For rostered persons serving in stipendiary positions, Global Mission will recommend to the ELCA Church Council a Letter of Call for their service outside the territory of your synod and the ELCA. (**Appendix R**)

**Arrange insurance**

Global Mission provides volunteer medical insurance (not Board of Pensions) and evacuation coverage, based on the availability of funding from Global Mission’s spending plan. Consult with Global Mission about the availability of health insurance and evacuation insurance.

**Approve placement**

Your bishop will recommend the Joint Letter of Agreement written by Global Mission to your Synod Council for their approval.

**Inform your international companion and confirm placement details**

ELCA Global Mission will work with the synod to inform the international companion of the shared personnel placement and use the “Confirmation Form” (**Appendix J**) to get final placement details from the international companion.

**Provide orientation**

Contact Global Mission to learn what options are available for orientation. Written resources include “Orientation Tips and Resources” (**Appendix K**), or visit [www.elca.org/globalserve](http://www.elca.org/globalserve) or <http://archive.elca.org/globalmission/welcomeforward>.

**Arrange for visas**

Global Mission will provide assistance in securing initial visas and work permits. Your synod may need to assist Global Mission in getting needed documents from the international companion.

**Help candidate prepare to deploy**

Provide the candidate with the “Guide to Leaving Well” (**Appendix L**) and “Deployment Helps” (**Appendix M**). Work with the candidate on deployment issues.

**Plan for evacuation and other contingencies**

Planning for unexpected situations can prevent chaos and mistakes, and build trust among companions. Check out the “Contingency Planning” (**Appendix N**) for initial ideas! Personnel also will receive a packet from Global Mission to help them prepare and be aware of Global Mission policies for safety. Contact Tanya Rosland for a copy of resources “ELCA Contingency Planning” and “Security Policies and Crisis Response Plan” by calling (800) 638-3522, ext. 2652 or by emailing [tanya.rosland@elca.org](mailto:tanya.rosland@elca.org). See “Personnel Policies” (**Appendix O**) for other service policies.

**Plan for re-entry**

See “Re-entry Resources” (**Appendix P**) for ideas to welcome personnel home and help them through the re-acclimation process.

**Evaluate the experience**

Provide an evaluation form for personnel to fill out about their mission service. This can improve the experience of future personnel placements; see “End-of-Service Report” (**Appendix Q**).