

Introduction to Initial Staff Training Outcomes

To: Navigator Field Leaders

From: The Navigators Training Coalition

Date: February 2020

Why do we need a fresh approach to Staff Training?

As we believe God to raise up one million multiplying disciplemakers by 2030, a much more extensive “scaffolding” of gift-income staff will be needed to ignite and support the disciplemaking work of many conventional income Navigators. With an eye to the future, our Navigator leaders have recognized the necessity to unify and coordinate our efforts in **Initial Staff Training (IST)** in order to:

- Increase understanding, trust, and practical partnership across both missional and geographic lines.
- Define core processes, share resources, and expand the number of staff our training systems can effectively support.
- Effectively train all staff in foundational disciplemaking skills.
- Develop new competencies related to our 2030 strategy and train staff in these to ignite and multiply the impact of local disciplemakers.

Why was the Training Coalition Formed?

The reality is that no one part of the Navigators (SDC Training, Mission Leadership or Mission Training functions, City Leaders etc.) has the vested authority or weight of influence to bring about holistic change to our training approaches that will be required to implement our national strategy. Instead, we need to learn from one another, and then bring our voices and organizational influence together toward effective and lasting progress in Staff Training for all Navigators.

The Training Coalition consists of training influencers from many parts of the Navigators. Since October, this group has invested significant time together, both in person and via video call, listening, learning, praying, and working through ideological conflict, which has resulted in agreement together on a new framework for Navigator Initial Staff Training Outcomes. Together we asked, “What should a new trained Navigator know, be, and do? Each has first considered the needs and realities of the whole of the Navigators as well as the implications for their mission and context.

Why begin creating Initial Staff Training through extensive development of Foundational Training Outcomes?

Though tempting to move quickly toward new curriculum development or systems of delivery to meet the urgent needs of the day, if we don't first engage in the work of listening, facilitating healthy ideological conflict, and identifying the core differences in training philosophy that exist among us, we won't achieve lasting consistency, unity, or clarity, and we won't persevere through the barriers that will arise.

The Training Coalition has focused on first developing Foundational Training Outcomes together because:

- It has forced us to reduce from innumerable possibilities to that which is essential and foundational.
- It requires peeling back the layers and addressing our real and perceived philosophical differences that erode trust and undermine progress toward a unified training approach. For each outcome we've asked one another: "What can you affirm? What can you not yet stand behind and why?"
- It is a best practice in training to begin with the desired "final state" or outcomes and then work backwards to build out additional parts of a unified system including:
 - Pre and post assessments of the outcomes
 - Targeted curriculum and experience exercises for each outcome
 - Delivery and tracking systems
 - Training of trainers etc.

How will adopting outcomes begin to shape a new way of Training?

We envision **Navigator Initial Staff Training** to be a unified approach to training new Navigator staff in most parts of our work that includes **both** Foundational Training and Contextualized Training and leads to becoming a well "Trained Navigator."

Foundational Training Outcomes are derived from high level principles that **reflect what every Navigator needs to know, be, and do and are shared** across all parts of The Navigators. Foundational Outcomes are arranged under three categories: 1) Navigator Core and Strategy Introduction 2) Cultural Development 3) The Five Characteristics of a Disciplemaker.

Contextualized Training Outcomes will be determined and required individually by a mission / ministry / city / or department as "complements" to shared Foundational Training outcomes. These will **reflect what new staff in a specific context uniquely need to know, be, and do right away to minister effectively** and should be trained towards concurrently with Foundational Training Outcomes as a part of Initial Staff Training.

Although only a first step toward a holistic training system, **adopting unified Foundational Training Outcomes gives all Navigators involved with training one target to aim toward and the clarity to begin or continue the work of training new staff NOW.** That in itself is HUGE progress that we can celebrate together!

What are the next steps?

The ambitious timeline below reflects a sense from many that a greater alignment of Initial Staff Training should begin soon. Thus, the Training Coalition is **requesting that all Navigator Field Missions, Ministries, and Cities agree to affirm, endorse, and adopt these Foundational Training Outcomes by April 2020.**

Proposed Timeline:

- Navigator Leaders of field ministries review outcomes and propose any further adjustments or edits during February and March of 2020.
- Navigator Leaders of field ministries formally **adopt Foundational Training Outcomes by April 2020** and begin drafting contextual outcomes.
- New staff begin to have their training driven by IST Foundational and Contextual Outcomes beginning **September 2020**. Staff already in a training process have freedom to complete their training under a previous system or begin to focus on some or all of the new outcomes as directed by their supervisor/trainer and mission leadership.
- Once adopted, Foundational Training Outcomes would **remain in effect until 2025** at which time they are to be reviewed and updated under the leadership of a national training director or function and **reaffirmed through 2030**, syncing with the timing of our national strategy.

Other parts of the Navigators (EL, GE, HQ etc) may also adopt some or all Foundational Outcomes.

Several “**Frequently Asked Questions**” are addressed at the end of this document. If you have additional questions or clarifying thoughts, please feel free to reach out.

Navigator 2019-2020 Training Coalition

John & Jessica Payton - SDC Training Directors

John.Payton@navigator.org

Jessica.Payton@navigator.org

John Cell: 515-320-3723

Chris Bean	Military
Hannah Kelsey-Town	D4L / I58
Bob Walz	D4L / 20's
Rusty Stephens	D4L / Neighbors
Laurence Koo	World Missions
Elizabeth Christianos	International Student Ministry
Steve Shank	Nations Within
Adam Sperling	Collegiate
Ben Dager	Collegiate
Mike Whitney	SDC
Carol Rugg	SDC

Foundational Training Outcomes have been additionally reviewed by:

SDC Leadership Team

Mark Kimmel

Tina Larson

Sam Johns

Tom Bourke

Chad Selje

Amanda Trautmann



INITIAL STAFF TRAINING Foundational Outcomes

DRAFT 5.0 2/18/20

Introduction:

- Foundational training outcomes reflect what every new Navigator staff needs to “know, be, and do.” Each mission / ministry / city should add Contextual Training Outcomes to emphasize what’s uniquely needed in their environment.
- Shared language derived from the Navigator Core and [U.S. Navigators National Strategy Overview](#) and [Glossary of Terms](#) has been included. We are indebted to our leaders for the work they have done to create common language and definitions.
- Outcomes are written with assessable language such that a supervisor/trainer can definitively determine together with a trainee that “yes” this outcome has been attained or “no”, more training is needed to achieve a minimum standard.
- Disciplemaker Outcomes are “high level,” allowing for some interpretation by a supervisor/trainer and flexibility in the use of training exercises and curriculum.

NI. [Navigator Core and Strategy Introduction](#)

Outcome NI.1: Has completed a course with defined curriculum introducing:

- Our Navigator Calling, Core Values and Vision
- The Navigators Statement of Faith,
- A brief overview of Navigator history
- Our current National Strategy and Faith Initiatives.

Outcome NI.2: Has shared our Navigator Calling and invited others to engage as multiplying disciplemakers.

CD. [Cultural Development](#)

Outcome CD.1: Has developed an awareness of their own personal biases.

Outcome CD.2: Has examined the impact that biases, prejudices and discrimination have had on various ethnic groups.

Outcome CD.3: Has learned to engage in relationships with and celebrate the Kingdom contributions of people from many diverse cultures.

Outcome CD.4: Has initiated discipleship with someone of a different race or ethnicity in a culturally relevant way.

The focus of Navigator Initial Staff Training is to equip new staff to live and reproduce the Five Characteristics of a Disciplemaker. Growing as a Disciplemaker requires practice and experiences and spiritual generations take time. It's not intended that staff in their initial training be expected to help one individual or family through an entire generational cycle. Instead, the desire is for each new staff to develop as a personal disciplemaker by gaining the foundational vision, experience and skill to help another grow in each of the 5 characteristics during Initial Staff Training. This can happen as they invest in multiple people, and where necessary or helpful, training experiences can be created outside a staff person's primary ministry context. As much as possible, experiences that accomplish and reinforce training outcomes should be integrated into job descriptions. Ongoing training will be needed for staff to effectively *multiply* the impact of disciplemakers and *ignite* disciplemaking movements.

I. **Walks with Jesus / Abiding**

Outcome 1.1: Has implemented practices, rhythms, and a plan for abiding in God (Father, Son and Holy Spirit) during Initial Staff Training.

Outcome 1.2 Is able to communicate how the Holy Spirit is bringing about personal transformation in character, desire, and will, with Biblical conviction.

Outcome 1.3: Can share how the Gospel has brought joy and freedom to a place of shame, guilt, brokenness, or suffering in their own life.

Outcome 1.4: Has exercised prayerful faith, trust and dependence on God through His promises for personal provision and faith initiatives.

II. **Knows and Lives the Scriptures**

Outcome 2.1: Possesses foundational knowledge and familiarity with the composition of the Bible and its Genesis to Revelation Gospel narrative.

Outcome 2.2: Can describe the Gospel of Jesus Christ using the Scriptures.

Outcome 2.3: Able to utilize a variety of means to intake and obey the Word of God.

Outcome 2.4: Able to share the Scriptures with others in a variety of ways.

III. Participates in Community

Outcome 3.1: Has initiated with new people outside and within the Kingdom, facilitating healthy relationships and community environment.

Outcome 3.2: Has sought to develop Communal, Transformational, Missional, & Generational qualities within a discipling community they are influencing.

Outcome 3.3: Has acquired and practiced Biblical conflict resolution skills.

Outcome 3.4: Has demonstrated unity and interdependence with other parts of the Navigator work and across the broader Body of Christ.

IV. Engages with those who don't know Christ

Outcome 4.1: Has formed and implemented a plan to regularly engage with those who don't know Christ in their natural everyday life (family, friends, neighborhood, work/school, etc.) or in their missional ministry context.

Outcome 4.2: Can initiate spiritual conversations and share the good news of the Kingdom.

Outcome 4.3: Can skillfully utilize contextual resources for sharing the Gospel.

V. Reproduces Spiritual Generations

Outcome 5.1: Has pioneered personal ministry (individually or with a team) in a new context to lay the foundation of generational ministry.

Outcome 5.2: Has personally engaged with or "followed up" a new Christ follower or young believer with the aim of establishing them as a disciple of Jesus.

Outcome 5.3: Has demonstrated growing discipling vision, experience, and skill through personally helping another in each of the [Five Characteristics of a Discipler](#) with spiritual generations in mind. (note: "helping another" can refer to more than one person rather than a single disciple)

Outcome 5.4: Has functioned as a mobile alongside in equipping, empowering, and encouraging a discipler or local leader.

Initial Staff Training Frequently Asked Questions:

1. Who's idea is Initial Staff Training?

With an eye to the future, our Navigator leaders have recognized that our God-sized goal of one million disciplemakers necessitates that as one work, we align and coordinate our efforts in training staff. Leadership has asked for a new unified approach that involves both foundational and contextual Navigator training with wide latitude regarding the questions of 1) Degree of centralization & customization, 2) How a training system and fresh content should be created and implemented.

2. How were Foundational Training Outcomes developed?

After several days of meeting together and listening to one another, each training coalition member submitted 5 - 10 outcomes they believed to be critical for Initial Staff Training. From there, the outcomes have been reduced to those we believe to be critical and essential. Numerous revisions have taken place, and each coalition member has had multiple opportunities to answer, "What outcomes can they affirm?" and "What can they not yet stand behind and why?" Most have humbly yielded their preferences on points they do not consider "make or break."

3. How long should it take a Staff Person to complete Initial Staff Training?

Perhaps two years - sometimes less, sometimes more. Training is primarily driven by assessed progress toward outcomes rather than completion of curriculum or experiences. The time needed to meet an outcome may vary widely based on an individual trainee's life stage and previous exposure and experience and will be determined by their mission and local supervisor/trainer. Individuals who join staff later in life or with a higher level of experience should move through Initial Staff Training more quickly while still ensuring that gaps in outcomes are met and they receive the training they need to be fruitful. Younger staff will often need more time and experiences to develop the convictions, competencies, and character needed to meet the outcomes.

4. Will a person automatically be appointed as a Nav Rep when they have completed the Foundational training outcomes?

The simplest answer is NO. The goal of Initial Staff Training is to produce someone who is considered a "trained Navigator" in a unified way across our work. A Nav Rep appointment involves becoming an "order member" of the The Navigators, and has implications related to ministers housing allowance, salary grade, etc. Addressing any potential adjustments to our current Nav Rep Profile or the commissioning process that qualifies a person for an appointment to Nav Rep is currently beyond the scope of the Training Coalition though we would recommend a thorough examination of staff designations and the process to move between them in the future. At this time, each mission would continue to determine how and when staff are designated Nav Reps but it seems wise to integrate completion of the Initial Staff Training outcomes as a part of the pathway.

5. Who defines the curriculum for Initial Staff Training?

At this time, each mission and or individual supervisor / trainer is responsible to create, provide access to, and/or require curriculum and training exercises that move a new staff toward meeting the Foundational Training Outcomes.

Exceptions:

- 1) The Navigator Core and Strategy Introduction category will have a defined learning path with curriculum and exercises accessed through the LearnUpon online platform.
- 2) The Cultural Development category which involves completion of the Cultural Development Online Modules (CDOM) accessed through LearnUpon.

6. What about contextualized training?

Each mission / ministry / city / department should define additional minimum contextualized training outcomes they believe are essential for staff to be effectively multiplying disciplemakers in their context. *The freedom to add **Contextualized Outcomes can ensure that needed specialization to mobilize diverse disciplemakers continues.** We would encourage each mission / ministry / city / department to review and update their Contextualized Training Outcomes in 2025 as part of a national review of Foundational Training Outcomes. Leaders may determine that their additional contextualized outcomes nest well under existing Foundational Training categories or may choose to create new contextualized categories with multiple outcomes.* Trained staff who move from one mission to another should receive additional training focused on the new context they will be ministering in without needing to demonstrate meeting foundational outcomes again.

7. Who is responsible to make sure outcomes are met by new staff and that Initial Staff Training is completed and tracked?

Mission & regional leadership, local supervisors, focused trainers, and a national training function/director may all be involved in these processes. At this time, each mission will continue to be empowered to ensure that their new staff meet all required foundational and contextual outcomes and that progress is documented and tracked. Training Outcomes met through LearnUpon online learning pathways (Navigator Core and Strategy Introduction & Cultural Development) will be automatically recorded in a staff member's Workday training record and progress viewable by supervisors through the NavOffice Training Report tool.

8. Does requiring Foundational Training Outcomes without immediately providing curriculum and exercises put undue burden on some missions?

Yes, it probably does. Although this is not ideal, we need to begin somewhere, and Foundational Outcomes - a shared target for all Navigators to aim at- is a logical place to begin. It is ambitious, yet achievable!

There are at least two primary reasons that we are today providing outcomes without corresponding exercises:

- 1) There are training teams operating within some missions who have felt "on hold" in the development and revision of their staff training plans. The roll out of a complete Initial Staff training system would take time, if we approached it with wisdom and longevity in mind. **Adopting unified Foundational Training Outcomes now gives all Navigators involved with training the clarity to begin or continue the work of training new staff**, with the assurance that they are building their training toward alignment with the whole work.
- 2) As a coalition we have come a long way in pursuing relational trust and in answering the "Why" and "What" of a unified initial staff training approach. There is more work to be done to reach alignment on the "How." The "Hows" could include:
 - Pre-assessments and Post-assessments with measurable, "yes"/ "no" answers.
 - Curriculum and Exercises that help a staff move toward meeting the outcomes. This could be as simple as a portfolio of options that are available, with the flexibility to substitute an equivalent training exercise
 - A centralized system to track progress in training.

9. Why are most of the Foundational Training Outcomes organized around the Five Characteristics of a Disciplemaker?

Glad you asked!

- 1) As we filtered through the outcomes that Training Coalition participants believed were essential, the vast majority of them fit under one of the five characteristics. This approach has been unanimously affirmed by the Coalition.
- 2) We consider it extremely important to utilize as much of the shared language that has been created and affirmed by our Navigator leadership as possible. The Five Characteristics communicate for us an agreed upon, robust profile of a Navigator Disciplemaker.

10. Spiritual Generations take time. Aren't the V.x "Reproduces Spiritual Generations" outcomes too lofty or ambitious for most new staff to meet during Initial Staff Training?

We recognize and affirm that spiritual generations take time, and this outcome received the most attention and vigorous debate! In the end we asked this philosophical question:

"If we set aside our current understanding and preconceptions of missional context and time frame required, do we desire for a "trained Navigator staff" engaging in the work of igniting and multiplying disciplemaking movements, to be still aspiring to become a disciplemaker, or, through the training process have gained the vision, experience, and skill to BE a five characteristic disciplemaker?"

We're believing God for one million disciplemakers. Staff cannot pass on to others what they don't themselves yet possess. It seems important that trained Navigator staff be equipped to be disciplemakers and pass on vision and skill to others.

11. Why do we have training outcomes related to Pioneering and Mobile Alongsiding skills in Initial Staff Training? What if a staff person is not gifted in these areas?

Although the focus of Initial Staff Training is on helping new staff become equipped disciplemakers, it seems prudent to begin introducing **basic** pioneering and mobile alongside skills right from the beginning. Emphasis on basic! A basic pioneering skill could be as simple as initiating personal ministry in a place or among people where it doesn't currently exist. An early mobile alongside skill could be to encourage or invest in someone who isn't currently near them (Ex. a student away for the summer, ect.) Or this might look like encouraging and coaching another disciplemaker in their personal ministry. Rudimentary practice in these skills is the focus.

12. Can all Foundational Outcomes be completed in every context?

Possibly not. For staff who work in cross cultural contexts or where spiritual generations may develop more slowly, we must creatively consider how to work across missional lines and in partnership with the broader Body of Christ to give each new staff the opportunity to be trained in broad-based disciplemaking ministry.

13. Did you intentionally omit important topics from the first iteration of Foundational Outcomes?

Yes! There are a number of topics that could have been included and might be added down the road. Some examples are:

- General professional skills such as time and priority management, public speaking, effective writing, etc.
- Sexual Health and Wholeness Topics as well as Gender in the Workplace
- MPD Skills

These and others are VERY important training topics, which may be included in a future version of foundational IST Outcomes. In the meantime, those creating Contextual Training Outcomes should consider the above topics as possible outcomes to include.

14. After the Foundational Training Outcomes are affirmed and adopted, what's next?

Training will be a key priority for national leadership in the coming months/years. Expect increasing resources devoted to bringing support, direction, and momentum to Initial Staff Training as well as other training initiatives.

The training coalition has identified the construction of The Navigator Core and Strategy Introduction topic with assessments, defined curriculum, and tracking as recommended next steps. Realistically, further development of Initial Staff Training will need shared leadership, resources, and focus and agreement across the organization.

There is much yet to be done to ensure that every new Navigator staff has the opportunity to be equipped through an excellent Initial Staff Training process. We are trusting the Lord for the will, the energy, and the resources to make it so!