History
1901-2006

Source: ABS Census Data
Unfunded Liabilities As % of GDP

Sources: AVCJ, OECD

These notes have been prepared to support a discussion. They are incomplete without the accompanying verbal commentary.
Effective Ministry

www.effective ministry.org

Armidale Clergy Conference

4 June 2013
1. What kind of a problems are we really up against? 14+7

2. What does that suggest could be done about it? 14

3. What can we do to put these ideas into practice? 8
Evidence Base

Literature Search: 120+

Expert Interviews: 75+

Field Questionnaires: 42

Workshops: 20

Plus access to NCLS data and research 1991 – 2011 & support from ANGLICARE Research Unit
‘Natural’       ‘Constructive’

Accept The Status Quo       Challenge To Improve

Anecdotal       Comprehensive Fact Based

Abstract       Hands on

Sporadic / Reactive       Programmed / Proactive

Limited Dialogue       Broad Based
## Power of Data

<table>
<thead>
<tr>
<th>Percent of Variance Explained</th>
<th>Personal Growth</th>
<th>Size Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Context (Urban / Rural)</td>
<td>2.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>3.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Pop Growth</td>
<td>1.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Youth Mix</td>
<td>3.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Education</td>
<td>(9.0%)</td>
<td>(1.0%)</td>
</tr>
<tr>
<td><strong>Leader</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>(0.6%)</td>
<td>(0.8%)</td>
</tr>
<tr>
<td>Ministry Years</td>
<td>(0.6%)</td>
<td>(1.3%)</td>
</tr>
<tr>
<td>Congregation Years</td>
<td>0.1%</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross Congregational</td>
<td>(1.4%)</td>
<td>(0.6%)</td>
</tr>
<tr>
<td>High Ratio</td>
<td>0.0%</td>
<td>(0.7%)</td>
</tr>
</tbody>
</table>

Source: Shaping the Future
Source: ABS Census Data
Symptoms

Anglicans

Date Of Birth @ 2006:

- 1991-87
- 1986-77
- 1976-67
- 1966-57
- 1956-47
- 1946-37
- 1936-27
- <1927

Source: NCLS06

Note Australian average life expectancy 82, 15-19 normalised
Decline of Family

Marriages

Divorces

Source: ABS
Sources: ABS, Build my church
Note: The data does not demonstrate cause, only correlation
‘Christian’ Beliefs

Australians Believing in:

- **God**: 74%
- **Heaven**: 53%
- **Life After Death**: 45%
- **Resurrection**: 43%
- **Jesus’ Divinity**: 42%
- **Devil**: 33%
- **Hell**: 32%
- **Attend > Monthly**: 20%

Source: ACS98 Why people don’t go to church; Spirit Matters; AuSSA09

Little change over 50 years
‘Real Christians Don’t Need To Go To Church …’

Source: ACS98 Why people don’t go to church
Impact of separation

Recognisable Christian Belief Percent

- Currently Attend: 77%
- 1-4 Years: 55%
- 5-9 Years: 42%
- 10-19 Years: 28%
- 20-29 Years: 21%
- 30+ Years: 15%

Source: ACS98
Church Attendance

Australians Attending In The Last Year

- Special Church Service: 71%
- Cinema: 62%
- Sporting Event: 44%
- Regular Church Service: 40%
- Botanic: 39%
- Library: 38%
- Zoo: 35%
- Museum: 28%
- Art Gallery: 22%
- Opera / Musical: 19%
- Theatre: 17%
- Dance: 10%
- Classical Music: 8%

Source: ACS98 Why people don’t go to church; Build My Church
* Special Church Services on average 2.6X per annum
Visitors

Per 100 Attendees Per Annum

Weekly: 80
>Monthly: 40
Churched Visitors: 100
Non-Churched Visitors: 60
<Monthly: 280
Special Service At Least Once: 610

Total: 1,170

Sources: ABS, NCLS06, ACS98
Diagnostic
Armidale Regional 2011

Outreach
- Most Value Outreach
- Follow Drifters Up
- Always Looking To Share Faith
- Invited others
- 10% of Net Income

Community Service

Leadership
- Inspires to Action
- Clear & Open
- Aware & Committed To Plan
- Small Groups
- Private Devotions Frequent
- 10% of Net Income

Commitment

Personal Growth
- Much Personal Growth In Past Year

Source: NCLS01, NCLS06, DYB08
Growth Drivers

5 Year Percentage Headcount Growth

Age Profile (Percent Over 50)

Leadership Inspiration

Bible Teaching
(Importance of Sermons, Preaching or Bible Teaching)

Average 5 Year Growth
Ardiale 13%, Sydney 7%

Sources: Sample #30;
Segment Population Distribution

Share Of Sample Population

Age Profile
(Percent Over 50)

Attendance: 16%
Sample locations: 40%

Attendance: 84%
Sample locations: 60%

Attendance: 41%
Sample Locations: 65%

Attendance: 59%
Sample Locations: 35%

Sources: Sample #30
Segment Growth In Faith

Growth In Faith
(Much Growth / Through Congregation)

Age Profile
(Percent Over 50)

Bible Teaching
(Importance of Sermons, Preaching or Bible Teaching)

Armidale Avg. 29%
Sydney Avg. 31%

Sources: Sample #30
Quality Of Leadership

Inspires Us To Action

Armidale Average = 68       Sydney Average = 72

Sources: Sample # 32
Quality Of Leadership

Always Communicates Clearly & Openly

Armidale Average = 87  Sydney Average = 85

Sources: Sample # 32
How Satisfied Are Attenders With The Youth Ministry?

Source: Armidale Sample #30, NCLS Profile
Importance Of Youth Ministry

Source: NCLS Sample#30
Population Growth / Involvement

<table>
<thead>
<tr>
<th>Region</th>
<th>Population Change</th>
<th>% of Population &lt;15 in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armidale</td>
<td>(1.7)%</td>
<td>19.1%</td>
</tr>
<tr>
<td>Uralla</td>
<td>10.9%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Inverell</td>
<td>3.6%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Tamworth</td>
<td>4.3%</td>
<td>20.2%</td>
</tr>
<tr>
<td>Glen Inness</td>
<td>(1.4)%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Gunnedah Shire</td>
<td>4.7%</td>
<td>21.2%</td>
</tr>
<tr>
<td>Guyra Shire</td>
<td>3.9%</td>
<td>22.0%</td>
</tr>
<tr>
<td>Gwydir Shire</td>
<td>(6.5)%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Liverpool Plains Shire</td>
<td>(0.8)%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Moree Plains Shire</td>
<td>(3.9)%</td>
<td>23.4%</td>
</tr>
<tr>
<td>Narrabri Shire</td>
<td>(1.5)%</td>
<td>22.2%</td>
</tr>
<tr>
<td>Tenterfield Shire</td>
<td>4.2%</td>
<td>19.1%</td>
</tr>
<tr>
<td>Walcha Shire</td>
<td>(5.3)%</td>
<td>18.5%</td>
</tr>
<tr>
<td>Walgett Shire</td>
<td>(7.1)%</td>
<td>21.2%</td>
</tr>
<tr>
<td>Warrumbungle</td>
<td>(2.3)%</td>
<td>20.2%</td>
</tr>
<tr>
<td>Diocesan Average</td>
<td>1.0%</td>
<td>20.4%</td>
</tr>
</tbody>
</table>

Source: ABS; Note: Sydney Average 36%, population growth 1%, population<15 19.2%
1. What kind of a problem are we really up against?

2. What does that suggest could be done about it?

3. What can we do to put these ideas into practice?
“Nearly one out of every four people at Willow Creek were stalled in their spiritual growth or dissatisfied with the church—many were considering leaving. When I first heard these results the pain of knowing was almost unbearable…”

Bill Hybels, 2007

Source: Reveal 2004 (6,000), Follow Me (80,000)
Daily Devotion

10 Year Growth Step %

R² 90%

Pentecostal
Baptist
Churches of Christ
Anglican
Lutheran
Uniting

Daily Bible Devotion %

Source: NCLS91, NCLS96, NCLS06

2011-11-23 EEmuG
The Task

Disciple Making Disciples
Matt 28:19-20

Outreach
Engagement
Proclamation
Prayer
People
Training
Growth
Practical Levers

1. Grow / Train / Appoint

2. Greet / Meet / Integrate
   +1x
   +1x

3. Transition / Relocation / Invitation
   +2.5x
Make disciple making disciples
Matt 28:19-20

Spiritual growth through obedience to the Word, prayerful dependence on God, and living by the Spirit and bearing the fruit of the spirit
Jn 8:13,14:23-24,15:1-8; Eph 6:18, Col 1:10, Col 4:2, 2Tim 3:16-17

Demonstrating love for the brethren and exercising ‘one another’ commands

Showing concern for and witnessing to the lost
Matt 28:19, Col 4:2-6, 1Pet 2:11-12, 3:15-17

Living a life of costly self sacrifice and servanthood
Deut 10:12, Matt 16:24-25, Lk 14:25-27, Eph 4:12, 1Pet 2:11-12, 3:15-17
Personal Growth

- Invite Non Churched In Last Year
- Give 10% of Income Or More
- At Ease Looking For Opportunities To Talk About Faith

Source: NCLS06, Anglicans only
# A Coordinated Response

## Stages / Steps

<table>
<thead>
<tr>
<th>Stages / Steps</th>
<th>None</th>
<th>Acknowledge</th>
<th>Engage</th>
<th>Triage</th>
<th>Own</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before the service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 10 minutes</td>
<td>Labels</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Greeters</td>
<td></td>
<td></td>
<td></td>
<td>©</td>
</tr>
<tr>
<td></td>
<td>Ushers</td>
<td></td>
<td></td>
<td></td>
<td>©</td>
</tr>
<tr>
<td>In the pew</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Last 10 minutes</td>
<td>Visitor Card</td>
<td></td>
<td></td>
<td></td>
<td>©</td>
</tr>
<tr>
<td></td>
<td>Pathway</td>
<td></td>
<td></td>
<td>@</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pew Missionaries</td>
<td></td>
<td></td>
<td>@ @ @</td>
<td></td>
</tr>
<tr>
<td>After church</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Next 36 hours</td>
<td>Staff Call</td>
<td></td>
<td></td>
<td></td>
<td>©</td>
</tr>
<tr>
<td></td>
<td>Attendee Invitation</td>
<td></td>
<td></td>
<td>@</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discipling Relationship / Group</td>
<td></td>
<td></td>
<td>@</td>
<td></td>
</tr>
</tbody>
</table>

---

**Sources:** Literature search, Field interviews, Work shops

© Norm

© Best Practice
Practical Levers

1. Grow / Train / Appoint
   - +1x
   - +1x

2. Greet / Meet / Integrate
   - +1x

3. Transition / Relocation / Invitation
   - +2.5x
How were you successfully made to feel welcome?

- **Attender Spoke To Me**: 48%
- **Minister Spoke To Me**: 28%
- **Minister Followed Up**: 19%
- **Member Followed Up**: 13%
- **No Particular Ways**: 12%
- **Invited To Small Group**: 11%
- **Invited To A Meal**: 9%
- **Information Card**: 1%

Note: since attenders could select two responses, percentages may not add up to 100%

Source: Mission Under The Microscope
## Making disciple making disciples

<table>
<thead>
<tr>
<th>Settings</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Not Negotiable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear model articulated / shared</td>
<td>@</td>
<td>@</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selected / recruited</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trained and mentored</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not mandatory but purposeful</td>
<td>@</td>
<td>@</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinated teaching</td>
<td></td>
<td>@</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Word / prayer / one another</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mission / service orientation</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunset understanding</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular evaluation</td>
<td>@</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**A. Leaders**

**B. Core Elements**

**C. Quality**

Source: NCLS, Field Interviews, Literature Search
Practical Levers

1. Grow / Train / Appoint

2. Greet / Meet / Integrate

3. Transition / Relocation / Invitation

+1x

+1x

+2.5x
Reason Left Previous Congregation ...

- Switchers: 70
- Transfers: 53
- Retirees: 38

- Moved: 8
- Married: 3
- Unhappy with Theology: 6
- Needs Changed: 10
- Other: 9
- Conflicts/Unhappy with Leader: 7
- Unhappy with Style: 7

46.9% migration

Source: NCLS91, Winds of change, NCLS96, Build my church. Anglicans and Protestant only
Willingness To Accept An Invitation

- Yes: 16%
- Unsure: 32%
- No: 44%
- No Family / Friends Go: 8%

Source: ACS98

Likelihood Of Becoming Frequent

- Very Likely: 3%
- Somewhat Likely: 9%
- Unsure: 14%
- Somewhat Unlikely: 22%
- Very Unlikely: 52%
## Transition

<table>
<thead>
<tr>
<th>Dropout Rate</th>
<th>Secondary / Post School</th>
<th>Left Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglican</td>
<td>33%</td>
<td>43%</td>
</tr>
<tr>
<td>Lutheran</td>
<td>13%</td>
<td>19%</td>
</tr>
<tr>
<td>Reformed</td>
<td>5%</td>
<td>13%</td>
</tr>
<tr>
<td>Adventist</td>
<td>9%</td>
<td>29%</td>
</tr>
<tr>
<td>Baptist</td>
<td>20%</td>
<td>32%</td>
</tr>
<tr>
<td>Presbyterian</td>
<td>29%</td>
<td>33%</td>
</tr>
<tr>
<td>Uniting</td>
<td>37%</td>
<td>45%</td>
</tr>
<tr>
<td>Methodist</td>
<td>8%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Source: NCLS91 Mission under the Microscope
1. Grow / Train / Appoint

2. Greet / Meet / Integrate

3. Transition / Relocation / Invitation

+1x

+2.5x
Agenda

1. What kind of a problems are we really up against?

2. What does that suggest could be done about it?

3. What can we can we do to put these ideas into practice?
Reactive Ministry
Trellis

We are trained to preach & to teach ... so we prepare and teach as best we can

We see need all around us ... and so we engage in counseling, spiritual guidance and pastoral care

We feel the need to be more organised ... and so we recruit, train, and organise volunteers

We see the need to connect the community ... and so we build up small groups and wrestle with leadership issues

We see the needs of the wider community ... and so we organise initiatives to address these issues

Source: MOVE, Hawkins
Lay Engagement

**Attenders Who Feel Encouraged By Their Leaders To Use Their Gifts And Skills To A Great Extent**

Change Over Time

- 30%
- 20%
- 10%
- 0%

- 2001
- 2006
- 2011

Source: NCLS
How Well Did Theological Training Equip You For Work In The Following Areas?

Source: NCLS, Taking Stock
Average Hours Per Week

Source: Field Research
Stress & Burnout
Parish Leaders

- Burnout Is An Issue: 19%
- Extreme Burnout: 4%
- Not An Issue: 21%
- Borderline To Burnout: 56%

Source: Burn Out In Church Leaders
Devotional Time

Source: Field Research; NCLS
## Alternative Approach

### Case Example

<table>
<thead>
<tr>
<th>Magnification</th>
<th>Membership</th>
<th>Maturity</th>
<th>Ministry Recruit / Train</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Early Morning</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Mid Morning</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Evening</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Youth</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Plant 1</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Plant 2</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>
Sovereignty Of God

And He is the head of the body ... (Col 1:18)

Unless the Lord builds the house ... (Psalm 127:1)

But you will receive power when the Holy Spirit comes on you ... (Acts 1:8)

For He has rescued us from the dominion of darkness ... (Col 1:13)

Jesus answered, “I am the way and the truth and the life. No one comes to the Father except through me” (John 14:6)

Gifts of the Holy Spirit distributed according to his will ... (Hebrews 2:4)

Unless I go away, the Counsellor will not come to you ... (John 16:7)

When he comes, he will convict the world of guilt in regards to sin and righteousness and judgement ... (John 16:8)

No one can come to me unless the Father who sent me draws him ... (John 6:44)

He will baptise you with the Holy Spirit and with fire ... (Matt 3:11)

Therefore, he who rejects this instruction does not reject man but God ... (Thess 4:8)

He saved us through the washing of rebirth and renewal by the Holy Spirit ... (Titus 3:5)
In the whole of world history there is always one really significant hour - the present...if you want to find eternity you must serve the times’

Dietrich Bonhoeffer
Follow up:

• Slides to be posted on the website at www.effectiveMinistry.org

• Team questions to Tim Sims, Guy O’Hanna and Sarie King
Back up
**Effectiveness – Revenue Management**

<table>
<thead>
<tr>
<th>Collections</th>
<th>Cash</th>
<th>DD</th>
<th>%</th>
<th>Blended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature</td>
<td>$20</td>
<td>$50</td>
<td>10%</td>
<td>$23</td>
</tr>
<tr>
<td>Family</td>
<td>$20</td>
<td>$70</td>
<td>60%</td>
<td>$50</td>
</tr>
<tr>
<td>Young Adults</td>
<td>$10</td>
<td>$25</td>
<td>50%</td>
<td>$21</td>
</tr>
<tr>
<td>Youth</td>
<td>$5</td>
<td>$15</td>
<td>30%</td>
<td>$9</td>
</tr>
</tbody>
</table>

Additional Upsides

- Deductible funds
- Patrons
- Special projects
- Assigned interest
- Life insurance
- Bequests
- Dedication investments

‘Tyranny of the dollar bill’

Some congregational demographics are therefore quite limited in their ability to support scale and drive surplus. It may be possible to go further than indicated on dollars / head but this has not yet been achieved.

* Indicative values, Christchurch St Ives, note ‘the dollar bill impact’
## Evaluation Of Training
### By Anglican and Protestant Leaders

### Percent who agree or strongly agree that this is an issue for them

| Denomination       | Work in congregation | Pastoral work | Teach / preach | Mission / outreach | Cross-cultural ministry | Rural ministry | Church finance / admin | Equipping faith | Biblical / theological study | Pastoral care / counseling | Teaching / Presentation skills | Ethical / Social issues | Conflict / Team management | Evangelism / Church growth | Finance / Time management | Planning and direction setting | Study of society |
|--------------------|-----------------------|---------------|----------------|-------------------|-------------------------|---------------|------------------------|-----------------|---------------------------|--------------------------|----------------------------|------------------------|-----------------------------|--------------------------|----------------------------|-----------------------------|
| Anglican           | 24%                   | 34%           | 20%            | 53%               | 85%                     | 71%           | 83%                    | 56%             | 33%                       | 33%                      | 16%                        | 9%                     | 34%                         | 36%                      | 6%                         | 22%                        | 8%                         |
| Baptist            | 20%                   | 26%           | 13%            | 36%               | 67%                     | 63%           | 67%                    | 41%             | 30%                       | 39%                      | 13%                        | 5%                     | 37%                         | 31%                      | 2%                         | 27%                        | 13%                        |
| C of Christ        | 17%                   | 22%           | 7%             | 36%               | 63%                     | 62%           | 67%                    | 35%             | 35%                       | 40%                      | 16%                        | 5%                     | 31%                         | 30%                      | 4%                         | 23%                        | 13%                        |
| Lutheran           | 12%                   | 23%           | 4%             | 60%               | 78%                     | 40%           | 47%                    | 50%             | 39%                       | 46%                      | 26%                        | 5%                     | 22%                         | 31%                      | -                          | 18%                        | 8%                         |
| Pentecostal        | 20%                   | 26%           | 11%            | 32%               | 60%                     | 61%           | 52%                    | 30%             | 36%                       | 35%                      | 13%                        | 5%                     | 39%                         | 37%                      | 6%                         | 21%                        | 7%                         |
| Presbyterian       | 17%                   | 38%           | 4%             | 46%               | 81%                     | 65%           | 74%                    | 63%             | 39%                       | 56%                      | 8%                         | 5%                     | 28%                         | 37%                      | 5%                         | 17%                        | 3%                         |
| Salvation Army     | 16%                   | 22%           | 10%            | 28%               | 82%                     | 70%           | 29%                    | 34%             | 43%                       | 51%                      | 16%                        | 2%                     | 31%                         | 29%                      | 4%                         | 14%                        | 8%                         |
| Seventh-Day        | 15%                   | 36%           | 4%             | 20%               | 71%                     | 55%           | 47%                    | 41%             | 26%                       | 51%                      | 21%                        | 5%                     | 27%                         | 37%                      | 3%                         | 23%                        | 5%                         |
| Uniting            | 20%                   | 20%           | 13%            | 60%               | 76%                     | 59%           | 76%                    | 48%             | 34%                       | 35%                      | 13%                        | 9%                     | 31%                         | 33%                      | 4%                         | 24%                        | 10%                        |
| Total Anglican And Protestant | 20% | 28% | 12% | 45% | 74% | 63% | 67% | 46% | 35% | 39% | 15% | 7% | 32% | 35% | 4% | 21% | 6% |

### Most important areas for further training (two options selected)

Source: Taking stock p122 NCLSL96
## Pressures of the job

<table>
<thead>
<tr>
<th>Percent who agree or strongly agree that this is an issue for them</th>
<th>Stress levels</th>
<th>Leaving the ministry</th>
<th>Burnout</th>
<th>An issue</th>
<th>Extreme</th>
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<tbody>
<tr>
<td>Hard to separate work and home</td>
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<tr>
<td>Disagree on role with congregation</td>
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<td>Disagree on role with congregation</td>
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<td>Difficult to find suitable people for roles</td>
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<td>Not right person for congregation</td>
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<td>Time wasted on tasks not related to role</td>
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<td>Lack of time for recreation</td>
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<td>Family negatively affected by role as minister</td>
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<td>Hard coping with difficult attendees</td>
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<td>Difficulty dealing with high/very high stress levels</td>
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<td>Sometimes / often think of leaving ministry</td>
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Sources: Taking stock NCLSLS96, CCLSPS