

policies and procedures manual





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1 Introduction to Careforce Lifekeys

1.1 What is Careforce Lifekeys?

Careforce Lifekeys comprises a number of courses developed to address the need for discipleship in the church as well as to connect with the felt needs of the unchurched community. This approach has provided a bridge into the church and a leadership development tool for the local church.

Each session has a teaching segment that aims to impact participants with truth, followed by interaction in a small group designed for personal application, accountability and support.

Careforce Lifekeys has developed a blueprint, developed in a church setting, for the successful transference and duplication of this ministry to other churches and organisations. Every course comes as a complete package that includes a Facilitator manual, Participant manual and teaching DVD (with some variations depending on the course).

1.2 History

Careforce Lifekeys emerged from the need to solve the ongoing challenge of how to effectively manage the demands of counselling and pastoral care in a local church. It is a challenge for most churches. Very few people in the life of most churches have the professional qualifications to meet these demands one on one.

For some years Helen's role in the church had primarily been the development of small groups. The possibility of combining the small group process with its elements of accountability and support bringing healing and growth to significant numbers of people was exciting and filled with potential. A vision was born!

At its inception Helen took the lead in establishing a Board of Management, drawing on available skills within the congregation. Together with Allan a vision was born. A unique and wholly Australian training course for facilitators (small group leaders) was formulated and training for the first Careforce courses commenced. Later that year the first Careforce Lifekeys courses were opened to local churches and the community, with over 100 people attending.

Very encouraging stories were shared from the very first weeks of the courses. Many Christians who had struggled with difficulties of various kinds for years testified to an encounter with God. For some the changes were nothing short of miraculous. People from outside the normal sphere of influence of our church came to do a Careforce Lifekeys course, encountered Christ, found a saving relationship with him and became a functional part of the life of the church.

Here are just a few responses:

"I've been a Christian for four years, but feel only now through this course do I actually understand the Good News."

"I finally understand why I act the way I do."

"This course encouraged me to become a Christian. It has started having a positive effect on my whole family."

"I was absolutely astounded that a course could and did provide so much relief, understanding and insight to not only my past, but me, where I am going and how I am going to get there."

6 Introduction

Since we had established the blueprint using Best Practice, news of the impact spread and as a result the local police, local Council and a number of secular service and counselling organisations began referring people to Careforce Lifekeys for help. Hundreds of totally unchurched people from our community began to regularly worship at our church in Mt Evelyn where it all began. Leaders from across the city came to do training with us.

Today Careforce Lifekeys courses are being used in over 23 countries, and some of the courses have been translated into languages such as Russian, German, French, Indonesian, Vietnamese, Swahili with other translations currently being undertaken.

1.3 Careforce Lifekeys as a tool for evangelism

"When I started Search for Life I was an atheist. When I finished I was an agnostic. During Man to Man I wondered how I ever lived without God and now I am a Christian. Nothing could buy what I have now."

"The gospel was presented throughout the course, but not really hammered. It was there but not in an offensive or overbearing way."

Careforce Lifekeys is one of the most authenticating ministries a local church can engage in. When Jesus Christ adopted Isaiah 61 as his job description (Luke 4:18-19), he underlined one of the most basic realities about life — Christ came to heal and restore and make disciples.

Walk down any street near your church. Knock on any ten doors and you will find marriage dysfunction, separation, divorce, family breakdown, the destructive forces of shame and guilt, performance orientation, addictive cycles, co-dependency, insecurity, self rejection, grief, depression, chemical dependency, sexual abuse, sexual addiction, eating disorders and more.

Your church or organisation can make a difference! Careforce Lifekeys is committed to helping rebuild the lives of people- "taste and see that the Lord is good". Many people have done a Careforce Lifekeys course, encountered Christ, found a saving relationship with him and become part of the life of the church. Helping our local communities find Christ through their point of need remains one of the greatest untapped evangelistic tools available to the church today.

1.4 Careforce Lifekeys as a tool for church health

"I suddenly realised one day that inner healing is not complex or spooky, but it is the simplicity of the gospel applied to my life, with its hurts and disappointments."

Careforce Lifekeys is not just an evangelistic tool. It is also a profoundly important tool for church health. In every church there are people who are tired, hurting, feeling defeated, spiritually and emotionally stuck and often they can't explain why. The church rightly proclaims the good news that in Christ we are loved, valued and accepted based on Christ's sacrifice and the gift of forgiveness. However for some the truth never seems to connect with their life issues, even when they sincerely want to find healing. Numbers of people who have become disillusioned and withdrawn from church life can be reached again through Careforce Lifekeys and restored to the community of believers. As people gain an understanding into their life issues they are empowered to make changes that lead to wholeness and freedom.

1.5 Careforce Lifekeys as a leadership training resource

If church leaders were to attempt to use staff to meet all the needs of people one-on-one, then many people would be disappointed and leaders exhausted. The reality is that there are insufficient resources to meet the demand. The establishment of Careforce Lifekeys has proved to be a tool for pastoral care and leadership development, enabling more people to be discipled more effectively using the healing power of community.

Additionally, the training of facilitators produced people capable of delivering pastoral care one-to-one. The same facilitator training is given to small/connect group leaders who afterwards report that they feel better equipped to lead any kind of small group.

See the DVD that explains why this training is effective for running any kind of small group
<http://www.careforcelifeykeys.org/pages.asp?id=55>

2 Theological Foundations of Careforce Lifekeys

2.1 Scriptures

When Jesus adopted Isaiah 61 as his job description (see also Luke 4:16-21), he underlined one of the most basic realities about life — Christ came to heal and restore and commanded us to make disciples. Careforce Lifekeys is committed to helping broken people encounter Christ's healing and transforming grace.

How does healing happen? For the apostle Paul it was a radical life-changing power encounter on the road to Damascus. But the reality is that not everyone experiences a power encounter like that. How, then, do we help such people when we believe that God has transforming grace for every believer?

If transformation doesn't happen through dramatic means, then it needs to happen by a process, and that process is called *discipleship*.

Careforce Lifekeys is a deliberate and focused experience of discipleship for anyone who desires change. It acknowledges that within our churches and community there are people who would more readily identify with Onesimus than with Paul. Onesimus was a runaway slave of Philemon, whose name meant "useful" but in reality he felt useless.

However something changed for Onesimus. He had a discipleship encounter with Paul through the bars of a cell. "Useless" encountered God's love and grace and was transformed into "Useful" (cf Philemon 1:11). Careforce Lifekeys is for any Onesimus who is struggling and who desires change.

Ephesians 1:1-14 outlines the wonderful truths that are promised to every believer. They are blessed "with every spiritual blessing" (v.3); chosen, holy and blameless (v.4); adopted into his family (v.5); accepted (v.6); redeemed and forgiven (v.7); heirs of heaven's best (v.11); and sealed with the Holy Spirit (v.13).

How do these truths become a living and dynamic reality? How do believers become "full of God"? Ephesians 3:14-19 outlines the process: prayer; the work of the Holy Spirit in bringing strength and healing to the hidden and often wounded springs of our heart; faith; and a dynamic experience of Christ's love.

Careforce Lifekeys is committed to helping people apply these truths to their lives and holding out the promise that any who would call themselves "Useless" can indeed become "Useful" as they are transformed by an experience of God's healing grace and goodness.

We were wounded without trying.

We will not be healthy without deliberate action.

3. Careforce Lifekeys Courses

Careforce Lifekeys courses have been written and developed at the coal-face in a local church setting. The courses use an integrated approach that provides leaders with protocols, insight and practice that are applicable to all programs. All courses follow a similar format for easy use.

Participants in a regular Careforce Lifekeys cycle may do the courses in any order. Most people will start with the course that addresses their greatest point of need. However when Careforce Lifekeys is being established in a church or organisation, trainee facilitators must not only successfully complete Small Group Leader and Facilitator Training, but also have been a participant in one of the courses, usually Search for Life. It is recommended that trainee facilitators participate in a program first before completing Small Group Leader and Facilitator Training.

However, it is recognised that when setting up the courses this is not always possible. For this reason we recommend you choose potential leaders from among those who have some Christian maturity since they will be setting the model for the future.

Careforce Lifekeys is committed to the ongoing production of new and updated programs, as well as overseeing the translation of many of these programs into other languages.

For further information contact the Careforce Lifekeys office.

3.1 Courses available

1. Introduction to Careforce Lifekeys

A 40-minute DVD explains the need for training small group leaders for effective group of all kinds. Valuable as a recruiting tool.

2. Small Group Leader and Facilitator Training

Course comprises seven DVD sessions, Leader's and Trainee's manual and Policies and Procedures manual.

The Small Group Leader and Facilitator Training course sets up the blueprint for any church or organisation planning to run Careforce Lifekeys courses. It is essential for the successful running of the Careforce Lifekeys courses.

It is also a valuable tool for training those who intend to lead any kind of small group. The reason for this is described in the Introduction DVD.

<http://www.careforcelifekeys.org/pages.asp?id=55>

The program uses an umbrella training approach, looking at issues of theology, practical group skills, as well as the core issues involved in discipleship and restoration and leading any kind of group. Core issues include family systems, self-esteem, grief and loss, defence mechanisms, how healing comes, and more.

The group skills aspect of the training is modelled and demonstrates "how to" manage a range of group dynamics, leadership and intervention styles. It shows how to build a cohesive working group, as well as providing experiential group work for trainees. The training is foundational to running Careforce Lifekeys programs and vital for training up competent pastoral carers and other small group leaders. The manual provides an additional section with ideas and strategies for managing other types of small groups.

Successfully completing Small Group Leader and Facilitator Training allows an individual to facilitate in most of the courses, although several courses require further experience as they are more specialised. (see additional requirements for specialised programs such as Door of Hope).

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What have people found helpful in the training? Here are some responses:

"Gaining a greater knowledge of effectively running small groups, especially in bringing healing and wholeness."

"Clear, practical steps on how to do it."

"The on-going modelling of the facilitator/group leader process."

"Time management — how to keep on course within the time period allowed."

"Teaching by example — non-academic."

"The presentation of materials conveys the complexities of the human condition."

"The opening up of participants' feelings and inner problems."

"Practical experience."

3. Search for Life

Course comprises ten DVD sessions, Leader's manual and sample Participant manual.

This course addresses the four major doctrines of the Bible - sanctification, propitiation, justification and reconciliation — using language and life examples that speak to both Christians and the unchurched. It examines the root causes of anxiety, feelings of inadequacy and low self-esteem, destructive beliefs and emotions which affect relationships at work, home and in the church.

The universal human need for security and significance is clearly identified. People need to feel valued, accepted and have a sense of belonging. Everyone needs to understand the cause of our most basic struggles and find a solution to them. Without it they will resort to inadequate and destructive patterns of behaviour to try to meet their needs. People are created for the primary purpose of relationship. They are wired to have their needs met by reflection — both from God as the primary source and others as a secondary source. As participants encounter the Search for Life teaching, they discover the truth of what God thinks about them and learn that in His eyes they are incredibly valuable and significant.

Some of the issues covered include: Life in Conflict, Knowing Yourself by Creation and the Fall, the Performance Trap, Peer Pressure, People Pleasing, addresses other commonly held misbeliefs; all in a context that gives strategies for change. This program can also be a great follow on from the Alpha Program.

What participants have said:

"I've been a Christian for four years but feel only now through this course do I actually understand the Good News."

"I finally understand why I act the way I do!"

"A real eye opener! The re-awakening of the Holy Spirit power in my life."

"Great! And to unchurched people it would come across as "Pastor, you're real and not false, I can stay and listen without feeling Bible-bashed, but not only that I can see how much Jesus cares."

4. Woman to Woman

Course comprises ten DVD sessions, Facilitator's manual and sample Participant manual.

This program encourages women to take a close look at their relationships and their world. Every woman carries the strengths and weaknesses of her background into family, work and relationships. Through a combination of teaching and group participation she will be empowered, encouraged and challenged to become all she was created to be.

Woman to Woman is designed to give insight into family dynamics, personal attitudes, beliefs and values and provides strategies for change. It encourages her to embrace life and invest in a better future.

The course explores the dynamics of relationships and describes the attributes of healthy and unhealthy families. It examines the thinking, behaviour and values that have influenced a woman's choices and increases her understanding of self. It assists her to take responsibility for making positive changes in her life.

The course can also be used as an intervention strategy for those who have been raised in challenging circumstances or who are struggling with current relationship issues.

Additionally, it is a lifestyle tool for the prevention of future family stress. It teaches the elements needed to produce healthy and fulfilling relationships. The small group provides an environment in which healthy relationships and social connections are modelled and rehearsed.

It has also been used for conflicted marriages where the woman is encouraged to attend Woman to Woman and the partner the Man to Man course. This is really helpful in developing further insight into the dynamic of the relationship couple.

Some of the issues explored include family dynamics, coping strategies, handling shame and guilt, sexuality, co-dependency and dependant relationships and forgiveness.

What participants have said:

"This course encouraged me to become a Christian- it has started having a positive effect on my extended family."

"I wasn't sure how it could be a healing experience just to share in a group. I would do that with friends and partner anyway- but it was different! I think the declaration we make joining a group is part of what the difference is and why God can heal us that way. There is such a sense of love and security in a Lifekeys group which you can't get any where else."

"I have found the group ministry extremely helpful, particularly in complementing the work I had done with my counsellor. The course gave me some knowledge about what I was going through. It helped me understand what Jesus did for me on the cross in a new and profound way. It is good to share my issues with others who understand and don't judge me."

"I grew up in a home where violence and alcohol abuse were all too familiar. I left home in my mid teens. I did the W2W course-I laughed and sobbed, I hated it, I loved it. Over the years W2W and other LK courses made (and continue to make) an immeasurable difference to my life. My life isn't perfect but I'm further down the road, I have tools to help me deal with life's challenges. God used W2W to help me make sense of and untangle my life, to bring hope and healing where there was deep darkness."

5. Man to Man

Course comprises ten DVD sessions, Facilitator Manual and Sample Participant manual

This program focuses on men and their relationships. It is common for men to feel isolated and unsupported, especially when our culture has trained guys that they should be able to keep it all together. Men today need help with hassles and hurts and an opportunity to find encouragement and support from other men. This program explores past and present relationships and examines the effects of family background on the way a man thinks, feels and behaves.

The themes covered include family dynamics, handling emotions including anger, dealing with conflict, finding real intimacy, shame and guilt, addictive behaviour. Participants gain personal insight together with strategies and skills for living life more successfully.

What participants have said:

"The course was very challenging personally. The teaching was great and very rewarding. The group sessions were so challenging that I knew I had to walk out or deal with the issues. I dealt with the issues with God's help.

Congratulations on bringing the course to me."

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"When I started Search for Life I was an atheist. When I finished I was an agnostic. During Man to Man I wondered how I ever lived without God and now I'm a Christian. Nothing could buy what I have now!"

M2M helped me deal with my abusive past childhood and helped me see that it was not my fault. I have moved on as a Christian man. I am in a new relationship and I am putting into practice what I learnt on this fantastic course.

6. Door of Hope

Course comprises ten DVD sessions, Facilitator Manual and Sample Participant manual.

All facilitators must firstly have been a participant in Door of Hope, and must either be survivors of sexual abuse or professionally trained in a people-related field such as nursing, counselling or social work.

This course aims to support those women who have suffered the devastation of sexual abuse. It is encouraging and sensitive to the needs of these women. In an environment of love, acceptance and confidentiality participants begin to find healing from the struggles of life. It brings women out of emotional isolation and refocuses who they are and sets them up for a different future. The issues explored include elements of abuse, powerlessness and empowerment, aspects of shame and guilt, contempt of self and others, sexual healing, healthy sexuality, being loved, restoration of trust and building positive relationships.

What participants have said:

"I was absolutely astounded that a course could and did provide so much relief, understanding and insight to not only my past, but where I am going and how I am going to get there!"

"Awful! The most dreadful, hardest experience ever - but worth it in the end."

7. Kids with Courage

Course comprises seven DVD sessions and Leader's manual and sample children's manual.

The Co-ordinator of this program must have professional qualifications in a child-related area. Facilitators must either have similar qualifications, or be experienced in working with children as experienced volunteers. All those involved in this program must have undergone a police check and Working with Children check (or other legal screening process in your setting).

Kids with Courage aims to strengthen primary aged children (7-12) who are struggling with issues at school, at home or with peer relationships. The program is used as both prevention and intervention for children. It is a program that builds on the strengths of the child and develops emotional resilience. It has been developed by a team of child educators, psychologists and welfare workers and includes drama, puppetry, hands-on activities and small group work. The program has a lion mascot who models problem-solving skills in a non-threatening atmosphere. Throughout the program children have an opportunity to explore feelings, set goals, interact with peers and find positive ways of making changes.

What the parents of participants have said:

"I wish there had been something like this for me and my siblings years ago- it could have nipped some grief, fear and rejection in the bud.

"My child has managed anger and has been able to express feelings in a safe environment."

"loved the physical games with a male facilitator."

"was able to share a lot of deep emotional trauma that he wasn't able to share with me. I feel he has been unburdened by the experience."

'We did KWC with 20 children-10 gave their lives to Christ, some from unchurched families. As a result of the children sharing we managed to get parenting and marriage help for some of the parents.'

8. Parents with Courage

Course comprises 7 sessions on DVD, Facilitator Manual, Sample Participant manual

The program aims to provide parents with a greater self-understanding as well as enhanced skills for parenting. It is for families with school age children and especially helpful for those with older primary and high school years. It additionally provides support and strategies for those facing challenges. Practical and encouraging and suitable for intact, blended and single parent families. The approach to parenting allows for flexibility in approach and encourages parents to apply the skills to fit their own setting and the individual needs of the child.

The teaching draws from best practice in psychology, sociology, education and theology.

What participants have said;

'The Parents with Courage Course has given me strategies to deal with family situations in a positive, confident and loving manner. Thank you!'

'The teaching is very practical and hearing others' experiences has been very encouraging.'

'I really enjoyed the course and the group has been easy to share with. It is nice to meet others who are experiencing the same challenges and know it is 'normal.'

9. New Beginnings

Program comprises ten MP3 audio sessions, Participant manual.

N.B. Guidelines for Leaders is available for download on the Careforce Lifekeys website careforcelifekeys/media/downloads

Facilitators need to have had prior experience with drug and alcohol addiction either having successfully worked through such addiction themselves, or having experience in drug and alcohol rehabilitation. We encourage leaders to teach the course using the MP3 as a guide with the facilitator manual.

This is a ten-week course for those struggling with chemical dependencies - both legal and illegal. Potential participants are assessed and those ready for a support group program will find encouragement, personal insight and life skills to begin the journey from dependency to freedom. The course explores key relationship issues, examines the power of shame and guilt, gives strategies for making changes and provides support in a group setting.

What participants have said:

"This group was outstanding and I really looked forward to coming. I am a changed person because of the facilitators."

"This course has been the most effective and helpful group particularly regarding my chemical dependency as well as other painful issues that I needed to deal with. Thank God for the course!"

"Thank you for the opportunity to be part of this group. I did benefit in several ways and I believe I have and will face some more challenges."

10. Search for Intimacy

Course comprises nine DVD sessions and sample manual.

This course addresses a core aspect of life: sex. It is a part of life that can bring joy or pain. People need more than rules about sex. They need a framework and theology for life that empowers them to have fulfilled and successful relationships. Search for Intimacy is a nine-session course that explores healthy relationships, finding a life partner and handling sexuality in a complex world.

This course can be used in a variety of settings. It is useful as a counselling tool, as a resource in a small group setting or as part of a youth group curriculum. It can be used as an educative tool or as a source of healing for those who have damaged their sexuality through misuse. It is suitable for youth, their parents, and those who are not-so-young "single-again".

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What participants have said:

'The group sessions were very helpful as I was able to share problems and talk them through....to know that I am not the only one going through the same issues.'

11. Valiant Man

Course comprises 10 DVD sessions, VM Facilitator Training DVD, Becoming a Valiant Man DVD, Facilitator Manual, Sample Participant manual

Developing and maintaining a healthy sexuality is every man's battle. Valiant Man is about male sexual discipleship. This program is designed to fortify and restore the moral and spiritual integrity of men. Valiant Man challenges every man to fight for their own personal, moral and spiritual vitality. A daily journal is part of the Participant Manual.

The program explores a vision for manhood, the sexual man, the origin power and purpose of sex, the cycle of addiction, retraining your brain and more.

The Becoming a Valiant Man DVD can be used to recruit participants individually or it can also be shown at a men's breakfast and encourage men to sign up.

What participants have said:

'Thank you for helping me as a man understand why the struggles I've always dealt with I couldn't beat alone. To understand the root of these things and to have the tools to now be victorious makes me so much happier and at peace with myself.'

"We did VM with 22 participants. I thought the high school aged group would find it hardest to get down to small group discussion, but they proved me wrong, they were the best group."

12. Understanding Your Valiant Man

Course comprises 10 DVD sessions, UVM Facilitator Manual, Sample Participant Manual

Many women want to understand the men in their lives. This program has been developed as a companion program to the Valiant Man course. The Understanding Your Valiant Man course gives information and insight to the women to enable them to understand the journey the men in VM are taking.

You are encouraged to read carefully the criteria for inclusion of participants in this program in the Facilitator Manual section About the Program.

What participants have said:

'I understand my husband so much better now, and how God made him. But I also understand my role-and how I can help him be the man God wants him to be.'

13. Making Marriage Better

Course comprises 10 DVD sessions, Facilitator Manual, Sample Participant Manual.

This program provides an opportunity to enhance or rebuild a marriage. It takes a couple from whatever point they are at and teaches the keys to a lasting relationship. This includes how to keep love fresh, how to handle boredom, manage conflict and stress, communication skills, sexuality and intimacy, and explores family of origin issues. Also suitable as an evangelistic tool for unchurched couples.

What participants have said:

'Making Marriage Better got us started on improving our relationship, gave us focus, pinpointed areas that need work and gave us direction.'

'Probably saved us from a slow shrivelled up death! We were both too stubborn to end it but didn't have the insight or skills to reboot-Thank You!'

'Given me a picture of what relationships can be if they are done properly.'

Real people were sharing real marriage experience and it gave me hope. It has opened up a 'starting point' in ways to improve our relationship and make it better. It has shown us a way forward.'

14. Mastering Your Money

Course comprises 5 sessions on DVD, Participant manual, XL spread sheets downloadable from Careforce Lifekeys website.

Although effective management of income and expenditure is one of the most basic skills required for life most people have had no education or discipleship on this vital subject from home, school or church. Mastering Your Money is one of the most important elements involved in maintaining viable marriages and homes where parents raise stable families.

Whether married or single learning to budget with intelligence and discipline is the key to turning dreams into reality and living a life of generosity.

It is also one of the most potent discipleship arenas for engaging with God and growing in trust and obedience. This program gives biblical insights and practical how-to application.

What participants have said:

'I have never had a budget. I just buy what I want and hope I can afford to pay for it when my credit card comes.'

'As a newly married couple this program is going to help us to save for a house.'

'Because my income is not regular I had no idea that there was a way to manage my income and get ahead. This has been an eye opener.'

15. Divorce Recovery

Program comprises 7 sessions on DVD, Facilitator Manual, Sample Participant manual.

The experience of Divorce is challenging and often overwhelming for those who find themselves having to negotiate a fractured relationship. Through teaching and caring support this program aims to give participants an understanding of the divorce experience, provides a safe place to process grief and loss and learn skills and courage to rebuild.

What participants have said;

'I wish I'd had this information 20 years ago. I wouldn't have made so many mistakes.'

'I have come to terms with being single and living alone and stopped seeing marriage as the answer. My life can count just as much for God-single or married.'

'I do feel that I have benefited from the course. The area on forgiveness was specially good for me and also I had a better understanding on New Relationships. I do feel there is now a HOPE for the future, don't know what it is yet, but I don't feel so overwhelmed anymore for not knowing where I was going.'

16. Healthy Lifestyle

Course comprises 10 sessions of DVD, Facilitator manual, Sample Participant manual, Healthy Lifestyle journal.

This is a program for women of any age who are seeking to unlock their physical and spiritual potential. The program empowers and motivates women to be proactive, have fun and learn about their health and explore a more active lifestyle. It is not centred on weight loss but healthy living. This program has been vetted by health professionals and is developed by qualified health professionals. Participants have formed walking groups and exercise clusters in their neighbourhood with church and unchurched participants.

What participants have said:

'This course is making a difference to me and my family's life. I've noticed some of

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my thinking has changed and I'm really excited about that.'

'I was referred to the course by my doctor as I was struggling with depression. The friendships and gentle exercise have turned this around.'

3.2 Length of the programs

Many of the programs can be run conveniently in an Australian school term. It is most beneficial to participants when the program runs over the specific number of allotted sessions rather than being taught as an intensive. For example over a weekend, this becomes an information download rather than a transformational process. Participants need an opportunity to process the teaching material emotionally, intellectually and spiritually, and to apply the learning experientially. It takes time for participants to integrate what they are learning and make life changes. When a program is rushed the group support is less dynamic and less effective. Rapport, trust and change happen over time and occur when there are opportunities to rehearse and consolidate learning.

3.3 Teaching of Lifekeys Programs

The teaching videos must be used for each program (except for New Beginnings). Personal teaching of the programs is not permitted without the prior approval of Careforce Lifekeys. This ensures quality is consistent, the imbedded testimonies are used and enables those who are not teachers to run a course effectively.

3.4 Duration of a session

The DVD teaching segments run for 30-40 minutes. The support group session runs for approximately 1 hour 15 minutes

3.5 Target groups

The courses can be used in a variety of settings and to address a variety of needs, for example:

- As a preventative pastoral care tool for churches and schools;
- As a prevention and educational tool for those planning to marry;
- As a source of foundational Christian teaching and practical application;
- For identifying the elements of healthy relationships and healthy responses to life challenges;
- For those overcoming addictions, providing insight and a holistic approach for addressing life issues and relationship dynamics;
- For people who simply want to do life and relationships better;
- For developing a biblically based self esteem;
- As a teaching tool to help people understand the origins of the human struggle and to address distorted images of God;
- For seekers wanting to know more about the Christian faith;
- For connection with and addressing felt needs of people in the unchurched community;
- In prison, refuges and other institutional settings;
- As a character and leadership development tool.

3.6 Educational methods

- Deductive and inductive teaching;
- Powerpoint diagrams and illustrations;
- Large group teaching;
- Small group interaction and support for processing the teaching material;
- Closed group model;
- Group exercises for building trust;
- Concrete/hands on activities for facilitating discussion;
- Facilitation skills that allow for adapting to changing group needs;
- Two facilitators per small group;
- Supervision of facilitators.

4 How to establish Lifekeys in your church or organisation

4.1 Summary

1. It is vital that senior leaders/elders and pastors see Careforce Lifekeys as not “just another program”, but as an integral part of the church’s/organisation’s goals for transformation, discipleship, pastoral care and community outreach.
2. Senior leadership should appoint a Board of Management/Steering Committee and a Co-ordinator to oversee the establishment and ongoing implementation of the Careforce Lifekeys courses to ensure longevity and best practice.
3. Recruit trainee small group leaders/facilitators, either by personal invitation or self selection. A minimum of 4 trainee small group leaders/facilitators is recommended when running the training for the first time. This enables the group dynamics to be experienced and practiced.
4. Training is essential and three-fold. Trainee facilitators must successfully complete Small Group Leader & Facilitator Training as well as be a participant in one of the Lifekeys courses, usually Search for Life. It is recommended that trainees participate in a course before completing Small Group Leader & Facilitator Training. However in a start up situation this may not be possible immediately.
5. If a trainee facilitator is already qualified and experienced in areas of small group leadership and counselling/psychology, then the requirement to participate in a course may be waived at the discretion of the Co-ordinator in recognition of such prior learning and experience. Such a person must, however, successfully complete Small Group Leader & Facilitator Training in order to understand and embrace the theology, methodology and vision of Careforce Lifekeys.
6. Training of facilitators can be conducted either internally — which would require the purchase of Small Group Leader & Facilitator Training and a Lifekeys program, or externally at an accredited local church, details of which can be provided upon request. However the benefit of purchasing the course means that it can be used for training all small group leaders.
7. It is not always possible for the Co-ordinator and other appropriately experienced leaders to have completed Small Group Leader & Facilitator Training and/or a Lifekeys program (Eg, Search for Life) prior to training prospective facilitators. In such a situation they should firstly take themselves through the programs, commencing with Small Group Leader & Facilitator Training.
8. Establish who is the intended target group — eg, church, local community house, schools, health centres and prisons. Remember, Careforce Lifekeys programs have proven to be amazing tools for reaching people for Christ. Start with the church people first.
9. Carefully plan the launch of Careforce Lifekeys once initial training has been done. In a church setting, the most effective is preaching transformational themes with testimonies from those who have been helped by the Lifekeys courses.

Each course has a DVD promo available. People are directed to sign up for a course at the end of the message. It is also vital that the Service Prayer Team understand the content of the courses so they can direct the people they pray with and who have life situations that need more support to consider a course. This means a greater effectiveness of Pastoral Care occurs.

4.2 Board of Management / Steering Committee

- The Board of Management/Steering Committee (“the Board”) should be appointed by, and remain accountable to, senior leadership, including annual reviews.
- The Board should comprise the Co-ordinator plus three or four members who are active Christian church members and have appropriate professional qualifications, such as nurse, teacher, social worker, psychologist, minister or counsellor.
- All Board members are required to have participated in one of the Careforce Lifekeys programs and completed Small Group Leader & Facilitator Training.
- The function of the Board should include assistance in the establishment of the ministry including assessment of trainee facilitators and facilitation of groups; vision casting; support for the Co-ordinator; oversight of policy making and application, and budgetary matters.
- The Board is bound by all duty of care requirements (see Duty of Care).
- The Board should meet regularly — say once per quarter.

4.3 Co-ordinator

1. The Co-ordinator should be appointed by, and remain accountable to, senior leadership, including annual reviews.
2. The Co-ordinator must be an active Christian church member and qualified in at least one of the following professional fields — teaching, nursing, welfare, counselling, psychology, theology, social work or pastoral care. This ensures that the person has a basic understanding of human development and behaviour and is aware of the duty of care responsibilities required in the supervision and management of groups (see Duty of Care).
3. The Co-ordinator is required to have participated in one of the Careforce Lifekeys courses and completed Small Group Leader and Facilitator Training. It is not always possible for the Co-ordinator and other appropriately experienced leaders to have completed Small Group Leader and Facilitator Training and/or a Lifekeys course (eg, Search for Life) prior to training prospective facilitators. In such a situation they should firstly take themselves through the course, commencing with Small Group Leader and Facilitator Training in order to understand and embrace the theology, methodology and theoretical approach of Careforce Lifekeys.
4. The Co-ordinator is accountable to the Board of Management and will be an active member of that Board.
5. The Co-ordinator is responsible, either directly or by delegation, for the training, supervision and pastoral care of facilitators and co-facilitators, including debriefing at the conclusion of each Careforce Lifekeys session (see A Typical Careforce Lifekeys evening).
6. The Co-ordinator is responsible, either directly or by delegation, for offering ongoing training (internally or externally) for facilitators and co-facilitator in order to maintain quality delivery of service and to encourage development of leadership and other areas of giftedness.
7. *The Co-ordinator is responsible for the day-to-day implementation, facilitation and administrative oversight of Careforce Lifekeys programs.*
8. The Co-ordinator should work with the Board to have a network of medical and other professionals in place for the referral of participants who require specialised or ongoing assistance (see Duty of Care).
9. The Co-ordinator is bound by all Duty of Care requirements (see Duty of Care).

4.4 Duty of care

1. Adherence to the methodology and theoretical approach of Careforce Lifekeys

- Co-ordinators and facilitators must comply with the methodology and theoretical approach of Careforce Lifekeys, as outlined and modelled in Small Group Leader and Facilitator Training. That is why it is mandatory for everyone involved in the ministry to have successfully completed this training.
- The Careforce Lifekeys approach has been developed, monitored and reviewed since 1991 and, it is believed, is best suited to achieving the desired healing and transformational outcomes of each course. From experience the mixing with, and application of, other models in conjunction with the Careforce Lifekeys model is not appropriate or successful. In the interests of participants' wellbeing, failure to comply with the Careforce Lifekeys model is a breach of the Licensing Agreement.
- The role of the facilitator is to provide a safe and loving environment where participants are free to explore all areas of healing — cognitive, emotional, behavioural and spiritual; where truth is held up as the way to that healing; and where participants feel empowered to make choices which will lead to wholeness and freedom should they so desire.

2. Group agreement

- The Group Agreement (Appendix H) contains guidelines that everyone agrees to follow in order to make the group a safe place. The participant must be given a copy at the interview (or posted if unable to attend) in order to ensure that he/she is familiar with those guidelines prior to the program commencing. The Group Agreement is explained in the first small group session, at which time each participant must sign a copy and hand to the facilitator for keeping in a secured place.
- It is important that facilitators and co-facilitators are familiar with the Group Agreement as group members may need to be reminded of its contents from time to time in order to ensure the safe and effective running of the group.

3. Disclosure of confidential information

- Co-ordinators, facilitators and co-facilitators must be aware of the boundaries and limits of confidentiality, and be clear on legal requirements for the reporting of abuse or at risk individuals to the relevant authorities in their jurisdiction.

Disclosure is required when:

- A participant expresses suicidal ideation with intent or threat of harm to self or another, and is deemed to be "at risk";
- A participant reveals current sexual abuse of a minor;
- Other issues of illegal behaviour are revealed and are causing harm to a person or person's property, and the participant appears unwilling or unable to address the issue/s directly.

Procedure:

- The facilitators must discuss the issue in private with the group member and then take the matter to the Co-ordinator for further action, having advised the group member of this procedure;
- Where the group member refuses to discuss the issue further or to accept responsibility, the facilitator must immediately refer the matter to the Co-ordinator, having advised the group member of this procedure;
- The Co-ordinator is responsible for the further handling of the matter in consultation with senior leadership. The Co-ordinator is obligated to report to the authorities revelation

of current sexual abuse of a minor. In other cases of continuing sexual abuse, the Co-ordinator reserves the right to report the matter to authorities.

Note:

- Organisations should be aware of any privacy legislation in the jurisdiction in which they are operating.
- All organisations should have policies and procedures documented and sighted by co-ordinators, facilitators and co-facilitators.

4. Confidentiality

- All group members, including the facilitator and co-facilitator are bound by confidentiality. No information can be revealed outside the group, even between partners. This includes the non-disclosure of who is in the group.
- The requirements of confidentiality apply not only during the running of Careforce Lifekeys programs, but also after their completion.
- All documentation relating to Careforce Lifekeys which identifies any participant (eg, Application form, Interview Sheet, Medical Release form, signed Group Agreement) must be kept in a secured place with access only by the Co-ordinator, or other person(s) nominated by the Co-ordinator. Such documentation should be retained for five years before being shredded.
- Facilitators and participants are to be known on a first name basis only for the purpose and duration of all Careforce Lifekeys courses (this might seem unusual when you are working with church members but the idea is to model privacy so that confidence grows and is already established when unchurched participants begin to attend).

The following exceptions apply:

- Group member's personal information may be revealed at their own discretion (eg, telephone number), although no other member's information or issues pertaining to group process may be disclosed;
- Issues of legal or physical consequence (see Disclosure of confidential information above);
- During debriefing the facilitator and co-facilitator can share group issues but must not disclose any information that would identify the group participant to others. This will only be set aside when the Co-ordinator deems it necessary in order to take further action, eg, referral. Even then, the issues will only be discussed in private with the relevant group facilitators.
- Any meeting or annual review between the Co-ordinator and/or Board and senior leadership can address group issues, but not information that would identify group participants. This can only be set aside if senior leadership deems it necessary in order to take further action for legal reasons.

5. Breach of confidentiality

- Any breach of confidentiality must be addressed by the facilitator and the group member/s concerned.
- Discretion remains with the facilitator as to whether or not the matter should be taken to the group for group resolution.
- If resolution cannot be obtained, the matter should be referred to the Co-ordinator.

22 How to establish Lifekeys in your church or organisation

6. Referral Network

- Co-ordinators should have a network of medical and other appropriate professionals in place for the purpose of referral of participants who may require assessment and specialised care.
- Not everyone who applies for a Careforce Lifekeys course will make a suitable participant. That is why the interview process is so important particularly in Door of Hope and New Beginnings, as it gives opportunity at that initial stage to exclude applicants by reason of a medical condition or recent life-affecting event which may require specialised care before they are ready to participate in a group (see Group Participants — Grounds for Exclusion).

7. Bringing closure to small group sessions and Careforce Lifekeys courses

- At the conclusion of each session facilitators should ask appropriate questions to ensure that participants are in a satisfactory state to leave the premises.
- Participants need to be given time to complete a Feedback Sheet (Appendix I) during their final group session. The feedback is a wonderful source of encouragement. It also provides an avenue for follow-up if this is requested, as well as providing a tool for reviewing the effectiveness of Careforce Lifekeys within the life of the church or organisation and seeing where the conduct of the ministry can be improved. Feedback Sheets are confidential.
- Participants should be made aware of resources available to them following the completion of a course eg, another Careforce Lifekeys course; counselling; Alpha; prayer ministry; small group; reading material.

8. Police checks

- Any facilitators working with children or families must have undergone a police check. Further requirements may be necessary depending on the policy of the church and the jurisdiction in which you are placed.

9. Accountability structure

- Participants agree to comply with the guidelines set out in the Group Agreement.
In guidelines participants agree to take responsibility for their wellbeing at the conclusion of each session and to inform their facilitators if they need further assistance during or after the completion of the course. At the conclusion of each session, however, facilitators should ask appropriate questions to ensure that participants are in a satisfactory state to leave the premises.
- Facilitators and co-facilitators are accountable to the Co-ordinator or other appropriately designated person for issues of group dynamics, disclosure and pastoral care of group members.
- The Co-ordinator is responsible, either directly or by delegation, for the training and supervision of facilitators and co-facilitators.

5. Facilitators

5.1 Who can facilitate?

The key to the success of Careforce Lifekeys depends primarily on the quality of the small group leaders known as facilitators and co-facilitators. Sometimes people who make good home group leaders are not always the best facilitators as they will tend to “lead” as opposed to facilitate. Obviously this is not always the case, but it is possible to overlook suitable people if we have a fixed idea drawn from other models.

It can help if the person has a nursing, teaching, welfare, counselling, social work pastoral care background, but that is not a guarantee that a person will be a good facilitator.

Formal training is not necessary to be a good facilitator, whereas love, grace and a desire to help others are high qualifications. You may be surprised at who turns out to be a good facilitator!

5.2 Co-facilitators

Co-facilitators are those who have completed Small Group Leader and Facilitator Training and leading a group with a more able facilitator as a further training process (see Training requirements including assessment of suitability).

The contents of the Policies and Procedures manual applies equally to both facilitator and co-facilitator, unless a distinction is expressly made.

5.3 Training requirements including assessment of suitability

The key to having quality facilitators is quality training. The process is three-fold:

Step 1 - Participate in a Lifekeys course

- (a) Trainee facilitators must complete one of the Lifekeys courses as a participant, usually Search for Life. Participation in a program is a vital part of the training. This ensures that prospective facilitators have done some processing of their own life issues. Remember, the best participants make the best facilitators.
- (b) Trainees should participate in a course first before completing Small Group Leader and Facilitator training as they are then able to connect more readily with the training and teaching (this may not apply when training Connect group leaders)

If a trainee facilitator is already qualified and experienced in areas of small group leadership and counselling/psychology then the requirement to participate in a course may be waived at the discretion of the Co-ordinator in recognition of such prior learning and experience. Such a person must, however, successfully complete Small Group Leader and Facilitator Training in order to understand and embrace the theology, methodology and theoretical approach of Careforce Lifekeys.

- (c) The Co-ordinator may choose to use such suitably qualified people to assist in the training process, such as assisting in the initial interview, facilitating, co-facilitating or participating in the final assessment.

Step 2 - Complete Facilitator Training

- (a) It is mandatory for all prospective facilitators to complete Small Group Leader and Facilitator Training. This is crucial to the successful running of Careforce Lifekeys. The training:
- Addresses core recovery issues that every facilitator needs to be familiar with, even though they may have a different emphasis in a particular course;
 - Outlines the methodology and theological and theoretical approach of Careforce Lifekeys which must be understood and embraced by all facilitators;
 - Equips the facilitator with skills for leading and managing a small group;
 - Ensures ongoing personal healing and processing of life issues.
- (b) Trainee facilitators are placed in groups of five-seven plus a trained facilitator and co-facilitator, and remain in these groups for the entire course. When starting up the ministry, trained facilitators and co-facilitators are chosen from Board of Management members as well as applicants who have group experience, such as teacher, nurse, social worker.
- A Small Group Leader and Facilitator Training Certificate may be issued to all trainee facilitators who complete the required hours of training. Such certificate is an acknowledgement only of completion of training, not suitability to facilitate (see Assessment). The Careforce Lifekeys logo can be requested.

Step 3 - Complete assessment procedure

- Completion of Small Group Leader and Facilitator Training and participation in a Careforce Lifekeys course does not automatically qualify trainees for a facilitation role. Assessment is an essential part of the training requirement, allowing call, giftedness and participation in both training and a Lifekeys course to be reviewed by trainee, facilitator and Co-ordinator.
 - Trainee completes Self Rating for Trainee Facilitators (Appendix B).
 - Facilitator completes Trainee Evaluation Sheet (Appendix C) and discusses with Co-ordinator. Remember, trainees who have been unwilling to share openly in the group or have displayed a "super spiritual" or "fix it" attitude will make poor facilitators.
- (d) Co-ordinator meets with trainee and directs them to the next appropriate step, namely:
- Facilitate in a course where their own passion or healing is focused and skill level is appropriate;
 - Co-facilitate as a further training process with a more able facilitator;
 - Experience another Lifekeys group as a participant in order to continue processing their issues prior to serving in the ministry;
 - Be directed to another ministry if trainee found to have gifts better suited elsewhere.
 - Board members could assist in the assessment process, at the discretion of the Co-ordinator.

5.4 Additional training requirements for specialised programs

- **Door of Hope**
All facilitators must previously have been a participant in Door of Hope, and must either be survivors of sexual abuse or professionally trained in a people-related field such as teaching, nursing, counselling or social work.
- **Kids with Courage**
The Co-ordinator of this program must have professional qualifications in a child-related area. Facilitators must have similar qualifications, or else have proven experience in working with children. All those involved in this program must have undergone a police check and any other requirements deemed necessary.
- **New Beginnings**
Facilitators need to have had prior experience with drug and alcohol addiction either having successfully worked through such addiction themselves, or having experience in drug and alcohol rehabilitation.

5.5 Application and interview for Facilitator Training

- Distribute Small Group Leader and Facilitator Training application form (available on the Careforce Lifekeys Website under Media/downloads), as well as personally invite suitable candidates to apply. Once Careforce Lifekeys is established in the life of the church or organisation, trained facilitators and co-facilitators will be able to recommend for training those participants in their group who displayed good facilitator potential.
- It is recommended that trainees participate in a program first before completing the Facilitator Training.
- Inform trainee participants that completing Facilitator Training does not necessarily mean they will automatically become facilitators. Their readiness will be assessed at the end of the training program.

5.6 Facilitator Training

Do not short circuit the training process. It is important that the training not be compacted into a condensed time frame for the sake of convenience or to meet pressing pastoral demands.

- Wounded people are worth preparing for thoroughly.
- Trainees need time to process the material for it to be effective. To encounter the training material without an opportunity to process it can be quite overwhelming.
- Compressing the training robs trainees of an opportunity for growth.
- The more thorough the training, the better the foundations and long-term effectiveness of the ministry. Start as you plan to continue!
- Trainees need an opportunity to practice the skills required and this happens best using a sequential approach.

Training is conducted using the same model as a typical Careforce Lifekeys recovery evening (see Section 8). This allows the blueprint and protocols to be firmly established.

5.7 Responsibilities of facilitators and co-facilitators

Facilitators and co-facilitators:

- Are accountable to the Co-ordinator or other trained professional for all matters pertaining to Careforce Lifekeys. This includes issues of group dynamics, pastoral care of group members, issues of disclosure by group members, personal development and personal crises that impinge on group ministries.
- Are responsible for their own spiritual, physical, psychological and emotional wellbeing for the benefit of group members and the ministry.
- Will commit to being available for all sessions in a Careforce Lifekeys course, excluding any emergencies, as continuity is essential to building trust.
- Must be non-judgemental in their approach and response.
- Need to understand the process of growth and the goals of support groups in Careforce Lifekeys. This means compliance with the methodology and theological and theoretical approach of Careforce Lifekeys, as outlined and modelled in Small Group Leader and Facilitator Training.
- Will provide opportunity for group members to contact them directly on issues of crisis.
- Must understand, and at all times maintain, confidentiality unless under moral and/or legal obligation to divulge information, and then such issues will only be discussed with the Co-ordinator.
- Will commit to facilitate at least once per year, or at the discretion of the Co-ordinator.
- Will participate in ongoing advanced facilitator training as and when it is offered.
- The Co-ordinator has the discretion to withhold facilitation roles where facilitators or co-facilitators are considered to require more training, fail to attend ongoing training when offered, or have not facilitated for more than two years.

Appendix A: Self rating for trainee facilitators

	YES	NO
• I prepared/delegated preparation of all needed facilities	<input type="checkbox"/>	<input type="checkbox"/>
• I started the meeting promptly and ended on time	<input type="checkbox"/>	<input type="checkbox"/>
• I established an atmosphere of warmth and informality	<input type="checkbox"/>	<input type="checkbox"/>
• I was open and responsive to all group members	<input type="checkbox"/>	<input type="checkbox"/>
• I encouraged all members to participate and maintained equal opportunity for all to speak (although not all may have spoken at length)	<input type="checkbox"/>	<input type="checkbox"/>
• The co-facilitator and I worked well together listened actively and encouraged all members to do so	<input type="checkbox"/>	<input type="checkbox"/>
• This week I have spent time in prayer for the life of this group and saw to it that issues were discussed thoroughly	<input type="checkbox"/>	<input type="checkbox"/>
• I integrated and summarised the issues at the end of the session	<input type="checkbox"/>	<input type="checkbox"/>
• My questions were clear and brief	<input type="checkbox"/>	<input type="checkbox"/>
• I saw to it that unclear statements were paraphrased or otherwise clarified	<input type="checkbox"/>	<input type="checkbox"/>
• I prompted open discussion of valid conflicts	<input type="checkbox"/>	<input type="checkbox"/>
• I kept the group working, promptly refocusing diversions, making transitions, and keeping track of the passage of time	<input type="checkbox"/>	<input type="checkbox"/>

Appendix B: Trainee evaluation sheet

Use this sheet at the completion of the Careforce Lifekeys Small Group Leader and Facilitator Training to evaluate and make recommendation of trainee's readiness to facilitate

✓ Handles well ✖ = Needs more work ○ = Did not observe

Name: _____

- Questions asked are concise and clear
- Facilitates without taking over or dominating
- Is willing to try new facilitating skills
- Remains silent when appropriate but actively listens
- Is able to clarify and/or summarize participants' sharing without altering its meaning
- Keeps the group focused and does not allow rambling or irrelevant talk
- Encourages the group members to participate by skillful questions
- Intervenes in the group, eg, when participant's behaviour or subject matter is inappropriate.
- Models the Group Agreement
- Is sensitive to the needs of group members
- Is sensitive to starting and finishing the group on time
- Manages time within the group:
 - Opener
 - Sharing / interaction
 - Closing
- Is empathetic with participants but not caught up in their issues
- Handles hostility or negative feedback from group participants
- Shares own feelings or beliefs appropriately

Recommendation:

- Facilitator
- Co-facilitate as a further training process with a more able facilitator
- Participate in another Careforce Lifekeys program for further growth
- Be redirected to another ministry better suited to trainee's giftedness

Comments: _____

Assessed by: _____ **Date:** _____

6 Group participants

6.1 Application and interview for a Careforce Lifekeys course

- All applicants for Careforce Lifekeys courses are required to submit an application on the appropriate form (available on Careforce Lifekeys Website media/downloads).
- All applicants need to be interviewed using an Interview Sheet (Appendix C).
- The interviews can be conducted by the Co-ordinator and/or Board members and facilitators. As the Careforce Lifekeys ministry grows, there is advantage in applicants being interviewed by a facilitator of the course for which they have applied.
- Ideally, the interviews should be conducted on a one-on-one basis rather than over the phone, as this greatly assists in the exchange and clarifying of information as well as the uncovering of concerns over what to expect during the course. An interview night greatly expedites the process. Individual appointments would then need to be made for those applicants unable to attend.
- An interview is essential in order to ascertain whether an applicant:
 - Is ready for involvement in a group;
 - Has chosen the course most appropriate to his/her needs;
 - Can attend all sessions, excluding emergencies. The first two sessions are mandatory;
 - Understands the meaning of confidentiality in a Careforce Lifekeys context (see Duty of Care),
 - Is on medication and/or under medical or counselling care, such as psychiatrist, psychologist or counsellor. This does not automatically exclude an applicant from a Careforce Lifekeys course, but the practitioner's permission should be obtained in order to ensure that the course does not conflict with the treatment being received. The applicant would need to sign a Medical Release Form for this purpose (Appendix D). In some instances it may be more appropriate for the applicant to wait until such treatment has been completed. (See generally under Duty of Care.)
- A Group Agreement (see Appendix E sample) must be given to each applicant at the interview, or certainly prior to the course commencing. (Photocopy the Group Agreement from the relevant course.) Applicants need to be aware that they will be required to sign this agreement on the first night for their facilitator to file.

6.2 Grounds for exclusion

Not everyone who applies will be suitable to participate in a Lifekeys course. Careforce Lifekeys advises exclusion if the applicant is:

- On medication which makes it impossible for them to concentrate;
- Experiencing a distorted sense of reality;
- Currently under medical treatment and their practitioner does not agree with their involvement;
- Suffering from a psychiatric condition that is not stabilized, eg, schizophrenia;
- Dealing with a level of grief that renders them unable to cope with group work and thereby needs one-on-one counselling prior to attending a course;
- Unable to be physically self-controlled in a group setting;
- Unable to attend all sessions (excluding emergencies).

6.3 Exclusion during program

The Co-ordinator has the discretion to exclude a participant during a COURSE should that person:

- Engage in behaviour which is inappropriate for the wellbeing of other group participants or disruptive to the group process;
- Reveal information which, if previously known, would have excluded the participant from commencing in the COURSE;
- Be absent for more than two sessions, in particular the first two sessions which are critical to establishing the ground rules, bonding process and levels of trust within the small group.
- Experience a life-affecting event (eg, emerging major ill health or sudden acute grief that requires specialist care);
- Fail to maintain confidentiality, after appropriate explanation and warning.

6.4 Program costs

The cost for participants to attend a course should be determined by the individual church or organisation.

Appendix C: Interview sheet

NAME _____ PHONE _____ DATE _____

COURSE _____

Introduce yourself, your role in Careforce Lifekeys, how long you have been involved, etc. Mention the fact that you have also been a participant.

1. How did you come to hear about this course?

This helps establish a person's understanding of the course and determines how much explanation is needed. It also helps ascertain the kind of support network the person may or may not have.

2. What are your expectations in doing the course?

This will help establish whether the person has chosen the course that meets their immediate needs. At this point you may discuss in broad outline some of the issues covered. This will further assist in establishing the appropriateness of the course selected.

Is there a main issue they are bringing to the course to deal with'? (There may not be.)

3. What are your apprehensions?

This is the place to alleviate fears, begin the discussion of confidentiality, assure the person that no-one will do anything to them or cause them to do anything they do not choose to do. In other words privacy and choice is respected. However, they do need to realise that sharing and feedback are part of the healing process, so the level of growth will in part depend on their participation.

4. Tell me briefly about your family background and current situation.

Keep it brief, this is not a counselling session, just enough to let you know something about their needs. This also further establishes which course is most appropriate and which facilitators will be a good fit.

**5. Medical History - any psychological or psychiatric care?
Are you currently on medication?**

This is an essential issue. If the person is currently under medical supervision you may need to contact the doctor or therapist to ascertain suitability and support for the application, or the applicant may bring a letter of release from their doctor. Taking this additional step is at your discretion, but if you do go ahead the applicant will firstly need to sign a Medical Release form. (See Appendix D.)

6. Discuss the issue of confidentiality.

This must be well established in the applicant's mind as it may in fact be a new thought. Point out this is for their privacy and that of others, and includes not discussing who is in the group even with their partner, and not revealing what is said in the group even after the course finishes. They may discuss themselves or the material / teaching with others.

7. Attendance - are you able as far as you know, to attend all sessions?

This is important! If the person is going on holidays in the middle of the course, then it is inappropriate for them to commence. This also applies if they cannot attend the two opening sessions. We have found these initial sessions, which include the Arena of Healing and vital small group introductory processes, are essential to a fruitful outcome for the group and the participants. Bonding and trust are otherwise delayed and the absent person may never feel part of the group.

8. Explain how the program runs.

Reflections (10 mins) in large group for "wind-down" and encouragement; teaching (30-40 mins approx) for each course; small group (1 hour approx) for sharing and interaction with teaching.

Stress the importance of not missing a session. Check that they are aware of the dates for the course.

At the end of the interview ask them if they have any other questions

Note:

During the interview the applicant must receive a copy of the Group Agreement. Explain that this Agreement needs to be read before the program commences. On the first night, each participant will be asked to sign a further copy of the Agreement and hand it to the facilitator.

All applicants must receive a copy of the Group Agreement prior to the course commencing. (This can be emailed if more convenient).

Appendix D: Medical Release Form

(This form can be found on the Careforce Lifekeys website: www.careforcelifeykeys.org, under Media/General Program Forms)

medical release

I (print name in full) _____

authorise Careforce Lifekeys of (address of church or organisation)

to contact (name and contact details of doctor or therapist)

in order to determine my suitability to participate in a Careforce Lifekeys program.

Signature _____

Address _____

Date _____

Appendix E: Group Agreement

group agreement

N.B. that there are some variations of this Agreement in the different courses. Use the one relevant to your course.

The Group Agreement contains guidelines that everyone agrees to follow in order to make the group a safe place.

I agree to keep confidentiality. This includes not revealing who is in the group. What is said in the group stays in the group during and after the program.

- I agree to process issues from my past that are still affecting my behaviour and relationships today.
- I agree to take responsibility for my wellbeing at the conclusion of each session. I will inform my facilitators if I need further assistance during or after the completion of the session.
- I agree to use "I" statements, eg, "I feel", "I will", and not "you should", "you must."
- I agree that each person has a right to their feelings and will not be condemned for those feelings.
- I agree to give and receive feedback. Participation in the group process is an important part of my growth.
- I agree to set aside time between sessions to read my notes, reflect and pray over my issues.
- I recognize that I can only change myself. I agree to replace "I can't" with "I choose not to", recognizing that I am responsible for making changes in my life.
- I agree to make a 10-week commitment to participating in the program. If I am absent, I understand my place in the program will be reviewed.
- I agree that I will not touch another person, however kindly intended, without asking and/or receiving permission.
- I agree not to use chemicals on the premises. I agree I will not come to the group under the influence of drugs or alcohol.

I understand that should I act in any manner that would significantly prejudice the well-being or progress of any other course participants, I may be required to cease attending the program.

I have read and agree with these conditions

Signed _____

Name _____
(PLEASE PRINT)

Date _____

7 Formation of small groups

7.1 Model used

- Careforce Lifekeys operates using a closed group model. This means the groups are formed and facilitators appointed prior to the course commencing. The groups are closed from session one and no new participant may join after this.
- Should a participant who has previously enrolled miss the first two sessions for any reason, they will not be permitted to join the group. This is because the group will have begun the process of bonding and a new member would adversely affect the development of trust and rapport. This would be a significant setback in a short-term program. The absent person would be encouraged to join a later course and, where possible, offered some interim support. This is for the benefit of the individual as well as the group. It has not been unusual for a late starting participant to feel like an outsider for the whole course, simply because they missed the vital first connections.

7.2 Groupings

1. Allocation of participants

- The Co-ordinator is responsible, either directly or by delegation, for the allocation of participants into small groups, in consultation with the relevant interviewers.
- The initial interview process will have determined the needs of the participant and group suitability (see Application and Interview for a Careforce Lifekeys program).

2. Male/female allocation

- It is possible to have mixed gender groups, although single sex groups are recommended if numbers allow.
- Mixed gender groups may be necessary, however, when an organisation is establishing the course and the numbers are small. In such a situation it is preferable to have both a male and female facilitator, but not partners. It is also preferable to place a participant's partner in a different group if possible.
- Single gender groups are preferred since they allow trust to develop more quickly without the added complexity of gender issues. This is particularly helpful in a short-term course.

3. Close friends and family members

- (a) It is preferable to place close friends and family members in separate small groups. Two people with a very close relationship will alter the dynamics of a group from the start because they have so much shared history and the risk of sub-grouping is high. Participants who are close may not feel free to experiment with new behaviours and may be reluctant to express an opinion that is different from that of a partner, relative or friend.
- (b) Sometimes participants may want to bring a more reluctant friend to a course — "They will only come if I am there." This is acceptable, but it is still not helpful to put the two in the same small group. It has been our experience that given reassurance and space, the less confident person will grow more quickly in a separate group.
- (c) It is possible for dependency issues to arise in a group where someone is constantly looking to a support person for their reactions and approval when placed in the same group.
- (d) All of these issues can be explained and reassurance given during the personal interview with prospective participants prior to the course commencement.

7.3 Size

An ideal group size is between six and eight participants plus two facilitators.

7.4 Age limits

- All courses have age appropriate recommendations in the About the Program section found in the Facilitator Manual designed for a course and includes further guidelines for a successful outcome for participants.
- Kids with Courage is designed for primary school children aged between six and ten years.

8 A typical Careforce Lifekeys evening

All groups meet on the same evening (when multiple groups are running). This allows for encouragement and supervision. When non-professionals are working with hurting people it is vital that there be both structure and a supervised environment.

8.1 Reflections, teaching and small group sessions

7:30pm Arrival and Reflection (10 mins)

- The evening commences with a 10 minute reflection for participants from all courses. This comprises a brief reflection or testimony from a facilitator or previous participant based on one of the Arena of Healing attitudes, followed by an appropriate musical item. A use of recorded music is suitable.

7.45 pm Large group teaching (30-55 mins)

- Participants move to the room allocated for the teaching of their particular course. Each course has its own distinctive teaching package.

Tea and Coffee break

Optional. It is our recommendation to have the refreshments available when people arrive as valuable group time is lost when it is in the middle of the evening.

8:30 Small groups (60-75 mins)

- Small groups comprise six to eight participants plus two trained facilitators whose role is to keep the group working and each participant safe. This is the time for participants to process the teaching and gain support.
- In the first small group session the Group Agreement (see section 4, Duty of Care) is explained and each participant asked to sign a copy and hand to the facilitator. The participants should already have received a copy of the Group Agreement during the interview. A further copy appears in the participant's manual. It is important that facilitators are familiar with the Group Agreement as group members may need to be reminded of its contents from time to time in order to ensure the safe and effective running of the group.
- Each small group usually commences with a group opener or "icebreaker" to help people begin to share.
- The facilitator's/leader's manuals for most programs contain session outlines and suggested small group questions.
- Allow between one and one and a quarter hours for the small group.

9:30pm Small groups conclude

- Facilitators need to start preparing the group for closure 10-15 minutes beforehand.
- Facilitators should ensure that all participants are in a satisfactory state to leave the premises.

10:00pm Debriefing for facilitators (20-30 mins)

- As soon as possible after the closure of the groups, facilitators need to attend a debriefing session (see Debriefing).

8.2 Debriefing

- It cannot be overstated that facilitators and co-facilitators must debrief after each session. This is when the supervisory role of the Co-ordinator and other professionally trained people is most needed. Facilitators need to share how their group is interacting, get ideas for problem solving and ask for feedback from others.
- It is during this process that facilitators are further skilled. They will hear intervention strategies and approaches to running a healthy group from their colleagues, together with support and encouragement.
- Supervision means that facilitators do not try to manage matters that are beyond their area of expertise and necessary referrals are made at the earliest opportunity.
- The facilitator will share group issues during debriefing and will not disclose any material that would identify the group participant to others. This will only be set aside when the Co-ordinator deems it necessary in order to take further action, for example for referral. Even then the issues will be discussed in private with only the relevant group facilitators.

8.3 Feedback from participants

- Participants need to be given time to complete a Feedback Sheet (Appendix I) during their final group session. The feedback is a wonderful source of encouragement. It also provides an avenue for follow-up if this is requested, as well as providing a tool for reviewing the effectiveness of Careforce Lifekeys within the life of the church or organisation and seeing where the conduct of the ministry can be improved.
- Feedback Sheets are confidential and must be kept in a secured place.

Appendix F: Feedback Sheet

feedback sheet

Would you kindly take a few moments to answer these questions.
Your opinion and experience is valued.

Name of Facilitators: _____

Title of program: _____ Your name: _____
(OPTIONAL)

Quality of the teaching: Circle the appropriate number on the scale below.


 1 2 3 4 5 
 6 7 8 9 
 10

Comments

Experience In the group: Quality of the group experience.


 1 2 3 4 5 
 6 7 8 9 
 10

Comments:

Personal Growth: I experienced the following: *Growth in understanding life issues*


 1 2 3 4 5 
 6 7 8 9 
 10

Comments:

Personal Growth: *Increase in capacity to face challenges*


 1 2 3 4 5 
 6 7 8 9 
 10

Personal Growth: *Improvement in family / close relationship*


 1 2 3 4 5 
 6 7 8 9 
 10

40 A typical Careforce Lifekeys evening

Personal Growth: *A positive change in my relationship with God*



1 2 3 4 5 6 7 8 9 10

Comments:

WE APPRECIATE YOU TAKING THE TIME TO FILL THIS OUT.

If you would like further information sent:

Name: _____

Phone: _____

Address: _____

9 License Agreement and Copyright

9.1 License Agreement

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