

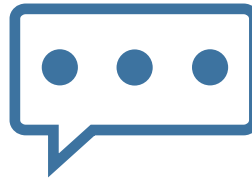
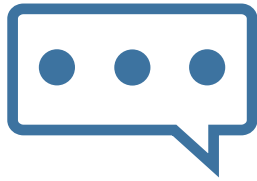


Internship Best Practice Handbook

Tips for a successful internship programme

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If you have any questions as you read this handbook, please don't hesitate to contact Isabella Senior, the Baptists Together Young Leaders' Development Coordinator on: isenior@baptist.org.uk or 07392 090399.

1. Introduction

Are you a church looking to host an intern?

If so, this handbook is for you!

Our aim in producing this handbook is to encourage, promote and facilitate internships right across Baptists Together. This handbook is mainly designed for churches, but it can also be used for associations, mission projects or any other ministry setting.

We pray that you will be greatly encouraged and blessed by this handbook and by the future ministry of your interns. May you have the joy of seeing them grow in faith with your help and support.

How did this handbook come about?

Baptists Together produced a report in 2019 called '[Young Adults – 18-35s and the Church](#)'. It included a recommendation to increase the use of internships in Baptist settings. As a result, Baptists Together commissioned an Internship Project Group. The group in turn suggested we employ a Young Leaders' Development Coordinator and complete a suite of resources for churches – this handbook! We hope that these guidelines for good practice will enable you to create outstanding internship programmes.

The focus on internships aligns with our [current priorities](#), which include both the development of leadership in all its forms, and a focus on emerging adults aged 18-35.

Therefore, we have produced a short statement for our Baptist movement to set out the benefit that internships can offer for interns and churches alike:

Baptists Together aims to encourage, promote and facilitate internships for those called to a wide range of missional settings across our regions in England and Wales, so that:

***Interns** may explore their gifting, grow in their faith as disciples of Jesus; invest their time, skills and energy; and receive training and practical experience.*

***Churches, mission projects and associations** may provide opportunities for those called to explore their gifting; invest in developing new leaders; grow together with their interns as their gifts are identified for use in the local community; and reap the harvest of an experienced crop of young leaders across our Baptist family.*

Providing good quality internships also aligns with our Baptists Together vision of 'Growing healthy churches in relationship for God's mission.' Find out more about our '[Vision and Values](#)' statement on the Baptists Together website.

But what is an internship?

As Baptists Together, we are defining internship as a period of learning and development where people can grow in character and competence as disciples of Jesus in a variety of settings. Internships involve training, mentoring, active participation in church life and opportunities to lead. Sometimes they are known as a gap year, discipleship or leadership year or year out. The length of an internship is usually an academic year, but some churches choose to host an intern for two years to maximise their impact while some others will offer short-term internships that range from weeks to months.

What do we mean by the term 'intern'?

Interns are people who are eager to serve in the Kingdom in a variety of ways and commit to a period of learning and growth. Sometimes they are also known as trainees or students. Interns can be of any age, but in this guide, we are specifically referring to young adults from 18-35 years old. Internships within Baptist churches and contexts are vital for our work with young adults. They enable young adults who feel called into a wide range of ministries to experience ministry, gain new skills, and grow in their discipleship.

In an internship, interns receive:

Formation as leaders who, grow in character and competence, ready to serve the Kingdom of God and the church. This formation takes place through input from ministry leaders, hands-on experience in church or another setting, and structured theological teaching.

Support from the local church who commit to invest in their life. We recommend you provide a line manager who will instruct the intern in their day-to-day activities, a mentor who will help the intern reflect on their experience and others in the church who will pastorally care for the intern. Read more on [Section 4 'Oversight of the intern'](#). Role descriptions are also in [Appendix 5](#) and [6](#).

Interns serve:

In a placement that you provide. This is usually a church. You may choose to run your own internship programme or offer a placement for an intern from an [external internship provider](#).

In activities that interns join in or run. You will need to create a good balance between activities that the interns are naturally gifted at and new areas into which they can grow.

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2. Aims and objectives of an internship

We have written below some key points to help you discern what you want to achieve in hosting an intern, what you can offer and what your expectations are. There are tick boxes next to the points and questions so you can keep track of what you have already read, discussed, and decided on.

Process of discernment

It takes a village to raise a child and the same is true about a church and a leader. A successful internship happens when everyone in the church is a part of it and not only the intern. Everyone is responsible for making sure that intern is welcomed and supported throughout the time of their internship. There may be different roles such as line managers and mentors, but it is important that all levels of leadership, especially the church meeting, are in on the idea. Internships offer a high level of challenge for the intern and therefore you should also seek to offer a high level of support.

We recommend you initially share the idea with your leadership team and decide with them on a core group that will be involved in thinking through the key points in hosting an intern. This group will feedback their thoughts and insights to the wider leadership, and after discussion and approval, to the church meeting.

Why do you want to host an intern?

The focus of an internship is to develop an intern as a disciple of Jesus and a leader while they receive hands-on experience, structured theological teaching, and support. Internships should be win-win opportunities where the intern grows, and you are blessed by their passion, energy, and willingness to learn. Your aim should be firstly to invest in a young leader.

However, if you are looking for a fully equipped, experienced and mature Christian for a specific role in your church, we recommend you create a paid staff role rather than an internship.

What is the end goal of an internship?

The end goal is developing a young leader and equipping them to discern their calling for the future. An internship needs to be tailored for the intern and the experience and teaching provided may be different for each one of them depending on their interests, needs and calling. Knowing where their heart is at helps you to better equip them for their calling. In this way, you provide a bespoke experience for the intern which only increases the chances of a successful internship.

There might also be areas of your church life where you can provide particular experience and teaching. Make a note of these as they may form the distinctive characteristics of your internship programme. For example, it may be that you can provide training and experience in children's ministry, so you will be looking for an intern who wants to develop in this area. Though it is important you also give them exposure to other areas of church life.

Do you already have someone in mind for the internship? If so, we recommend you have a conversation with them and explore what their calling and end goal would be and how you can help them reach that. They might know where they would like to be in the future, but they may not be sure of how to get there.

Is your potential intern still discerning their calling? If so, an internship is ideal for them! They will receive general teaching in leadership and get a taste of different areas of church life. In this case, we recommend you find out more about their interests and skills and create a timetable with a good variety of activities that gives them a chance to recognise their strengths and passions.

Do you intend to host an intern that is starting their faith journey? If so, it is important that the training and experience provided match this need. For example, a foundational level of discipleship teaching would be appropriate, as well as activities that a new believer could do. Remember that they need more support and instruction initially. As they progress in the internship, they may find new areas they would like to learn about and experience.

It is really important to realise that throughout the internship, you are investing in a young leader and sowing into their life. We believe what you sow will grow, but you may or may not reap the fruits during or at the end of the programme. You are investing in them for the sake of the Kingdom of God first and foremost, though we trust you will see some immediate benefits! This is important to note so you can keep your expectations in check.

☐ Types of internships

1. Do it yourself

If you think you can provide the experience, teaching, and support (strong support network, finances, and accommodation)¹ then you should be able to devise an internship programme by yourself. Note that this doesn't mean you won't connect with others, but that when it comes to the structure of the internship you are the one in charge.

PROS	CONS
Intern usually spends all their time in your church's activities and community	You are expected to provide a mentor, a line manager and pastoral support for the intern and help them with their finances & accommodation
You oversee what the intern learns	You are expected to provide or find structured theological teaching
Flexibility to adapt the programme for the intern's interests, needs and calling	You are expected to find a variety of activities for the intern

2. Do it in partnership

Partnering with another local church is a great alternative when your vision aligns. You might share an intern. Or you could create a local team of interns that share resources and training even while each intern is hosted by a different church. If you are unable to offer a good variety of activities and/or would struggle to give appropriate support for the intern, collaboration might be the solution.

PROS	CONS
You can collaborate on helping the intern with their finances & accommodation, providing a mentor, a line manager and pastoral support, and finding the best structured theological teaching	It takes time to work well with another church. It is essential that you agree the vision and the practical details, such as the timetable, mentoring, pastoral support and line management responsibility
The intern has a more complete experience in a mix of contexts and with the right support	Intern spends less time in your own church's activities and community, and you will have less flexibility in adapting the programme

If this type of internship interests you, we recommend you get in touch with your regional minister who may be seeking to coordinate interns across the regional association. They may know other churches near to you that are offering internships. There may well be opportunities to provide a common teaching programme to interns or support a common mission project. A few associations are organising an entire internship programme themselves, allowing your church simply to provide the placement - See type 3.

3. Use an external internship provider

Using an *external internship provider* to support you and the intern can be a great way to benefit from the experience and expertise of others. This is particularly helpful if this is the first time you are considering hosting an intern. Check with the internship provider if there are fees, terms, paperwork, and training days that you need to be aware of. Check also which commitments are made by the intern, the church, and the provider to help the internship be successful.

PROS	CONS
Intern connects with other interns and has more support through the provider	Both the intern and you as the church are normally expected to pay a fee to the provider
The provider offers the structured theological teaching	Less flexibility to adapt what the intern learns
The provider helps with recruitment	You are usually still expected to provide a line manager, a mentor, pastoral support, accommodation, and activities for the intern

This handbook focusses mostly on types 1 and 2 of the internships described above. However, for type 3 we suggest you have a look on the ['Internships' page](#) on the Baptists Together website for the internship providers within the Baptist Union or in partnership with us.

Managing expectations in the beginning

As you consider hosting an intern, we recommend you think about the time in the beginning in three phases:

The very beginning: When everything is getting started, it is all about making sure the intern settles in well. During this time, it is unlikely the intern gives much to the church. Rather, they need a lot of help. You put much more in than they give out at this stage.

After a few months: Everything is a bit more known, and the intern starts to take responsibility for some things. They join in with and contribute to existing structures and programmes, coming alongside other people already in post (volunteers or staff). During this time, they still receive plenty of support but begin to give back.

The end of the beginning: Once the intern is established and familiar with the church and people, they start to exercise leadership and take on new responsibilities. They now give out as much as they receive, as their ministry and mission grow.

All three stages are vital to the success of internships and their duration will vary depending on the intern's personality, speed of adaptation and support received. We imagine you and the interns will want to get to the third phase as soon as possible, but don't underestimate phase one and two!

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3. Core elements of an internship

If you are planning to run your own internship programme or to work with another local church, you may wonder what the core elements should be. The aim of the whole programme should be the 'formation' of the intern. Across Baptists Together, we tend now to talk of formation rather than training. Whilst training suggests the (important) acquisition of skills, formation refers to the holistic development of the intern. Formation seeks to shape not only the intern's skills, but also their character, calling, discipleship, leadership, theology, spirituality, and so on.

Given this, we offer the points below. It lists some elements we recommend you include or arrange for others to provide. These points assume there is room within the internship year for a teaching programme, but this may not be relevant in all cases. The suggestions are in no way intended to be mandatory or exhaustive. Rather, we list them to give you a starting point for your planning.

1. Spirituality and discipleship

Be mindful through the programme to encourage or provide:

- Understanding of the foundations of a spiritual life.
- Experience of and appreciation for different spiritual disciplines.
- Opportunities for worship and prayer.
- Exploration of calling and gifting.
- Formation of a personal vision.
- Development of character.

2. Biblical, theological, and practical learning

Consider teaching in some of these areas:

- Overview of Old and New Testaments.
- Interpreting the Bible today.
- Understanding what theology is.
- How our faith relates to key contemporary issues.

- Ministry and mission in a diverse society.
- Sharing and embodying the gospel.
- The relationship between the gospel and justice.
- Ministry skills as appropriate – pastoral, preaching, worship etc.

3. Leadership development

Plan to build insight into and experience of the following:

- Working in and leading teams.
- Initiating and leading change.
- Developing other people.
- Understanding leadership styles.
- The distinctive nature of Christian leadership.
- Sustaining leadership and avoiding pitfalls.
- Taking responsibility for yourself and others.

4. Mentoring

Provide a mentor that offers the intern a place of:

- **Safety** in which questions and concerns are confidentially shared.
- **Exploration** of the intern's experience, both good and bad.
- **Affirmation** as they learn and grow.
- **Prayer** that upholds the intern through all they do.
- **Learning** from the mentor's greater experience.
- **Challenge** that prompts reflection and discussion.
- **Reflection** on the intern's faith and leadership journey.
- **Problem-solving** that helps the intern identify a path ahead.
- **Goal-setting** that names and reviews objectives and tasks.
- **Transformation** of the intern to be more Christ-like.
- **Discernment** of the intern's calling and future direction.

The mentor should not be the person who provides line management. Ideally, they will stand a little distant from the leadership of the church.

5. Immersive experience

Ensure thorough involvement in at least one ministry or mission area:

- Children's, youth, and families' ministry.
- Digital media and communications.
- Pastoral care.
- Worship and music.
- Teaching and preaching.
- Prayer.
- Pioneering and church planting.
- Administration, operations, or finance.
- Discipleship and mentoring.
- Community work and social action.
- Evangelism and outreach.
- Global mission.
- Chaplaincy.
- Creative arts.

6. Alternative context placement

Arrange for a measure of experience outside of the immediate setting such as a block week placement elsewhere, or a regular activity in a very different environment. For example:

- Experience in a church of a different culture or type.
- Volunteering with a charity.
- Working in a secular setting that is still broadly 'missional'.
- Being part of a mission trip to another country.

A week in the life of an intern

Creating a timetable for your intern allows you to add all these core elements into their routine and helps them to create a healthy rhythm for their week.

It is important to think about the activities and projects your intern would be involved and the reason behind them. Look for good exposure to the different areas of church life and for activities and projects that are bespoke for the intern's particular sense of calling and their growth as leader. Remember that the potential intern may not be sure of what their calling is so providing a good mix of activities can be helpful for them in discerning their calling in or outside of church ministry.

There might be activities in which you can provide training while for others you may expect the intern to develop themselves, but we recommend you focus initially on the activities you can train them in. As they progress in their internship, you can be flexible with their timetable, adapt things and encourage them to have more initiative.

We recommend your interns have a full day off each week and only are part of church activities for 2/3 of their day. This means that if you have a full-time intern, they will usually have one day off, one day (or equivalent) of teaching and study time and up to five days to serve and learn at their placement. This includes Sundays. If you are planning to have a part-time intern the timetable is more flexible, but you could plan one day of teaching and two days serving in the placement. This is particularly helpful for churches that would find it challenging to put a timetable together for the whole week.

Make sure you allow time for them to plan and prepare any activities they take part in or lead. If you have more than one intern, note that they may have different timetables depending on their calling. Below are three examples of timetables to help you imagine your own arrangements (please note Timetable 3 is for part-time interns):

Timetable 1	Morning	Afternoon	Evening
Monday			
Tuesday	Prayer meeting and preparation/planning	Helping at a local foodbank	Free
Wednesday	Time with mentor	Free	Small group
Thursday	Preparation/planning	After school club	Free
Friday	Free	Preparation/planning	Youth Club
Saturday	Teaching and study	Teaching and study	Free
Sunday	Church service (Not on church rota once a month)	Socialising with church members	Free

Timetable 2	Morning	Afternoon	Evening
Monday	Preparation/planning	Preparation/planning	Free
Tuesday	Free	Small group for the elderly	Time with mentor
Wednesday	Prayer meeting and Toddlers' group	Free	Small group
Thursday	Preparation/planning	English classes for the community	Free
Friday	Free	Preparation/planning	Young adults' group
Saturday			
Sunday	Church service (Not on church rota once a month)	Free	Youth club

Timetable 3 (part-time intern)	Morning	Afternoon	Evening
Monday			
Tuesday			
Wednesday			
Thursday	Teaching and study time Time with mentor	After school club	Small group
Friday	Free	Preparation/planning	Youth club
Saturday			
Sunday	Church service (Not on church rota once a month)	Socialising with church members	Free

4. Oversight of the intern

An internship helps the intern discover not just more about themselves, but a possible vocation. Therefore, it is essential that they have a strong support network, clear structure and instructions, and ongoing discipleship in place so they may develop as disciples of Jesus and great servant-hearted leaders.

There are three key elements to good oversight of the intern – line management, mentoring and pastoral support.

Line management

A line manager takes responsibility for the day-to-day content of the internship. They define and review the intern's work each week and ensure that the intern is engaging fully with the programme. A line manager is either one of the church leadership team, or is appointed by and accountable to the church leadership team.

They are expected to:

- Be organised.
- Know the activities the intern will be involved in.
- Create, and adapt timetable as required.
- Oversee the programme and liaise, if necessary, with the mentor.
- Offer their time to guide, review and meet usually once a week with the intern.
- Be clear about how much detail the intern should share about what they are doing and what they should do if they encounter a problem in either their set tasks or their relationships with others.

A role description can be found in [Appendix 5](#).

Mentor

A mentor creates a regular, safe, but intentional space for the intern to talk through their experience of their internship. Mentors offer encouragement to the intern to reflect on their

calling, their work, and their relationships, not least with God. Mentors aim to prompt the spiritual growth and maturity of the intern. They should be a different person to the line manager and could be someone who is altogether outside your church.

They are expected to:

- Be empathetic.
- Relate well to the intern's age group.
- Offer their time to disciple the intern.
- Meet with the intern regularly, typically once a week to begin with.
- Pray for them and with them.
- Coach and counsel them.
- Enable them to understand servant-hearted leadership.

A role description can be found in [Appendix 6](#). If you would like to receive mentoring training, please speak to Isabella.

Pastoral support

Millennials and Gen Z young adults look for true connection and community, so the people around them will make a big impact upon them. You should ensure that the intern is provided with good pastoral support – people who will help the intern settle into the church, remember their birthday, be a shoulder to cry on, and so on. This might happen in various ways. You could appoint a person to be their intern's 'designated friend.' Or, if they are living with a host family, it may be that a family member can provide this. Or a healthy pastoral relationship may emerge naturally. The whole church can also help in this by, for example:

- Giving your intern a wholehearted welcome and make sure they are made to feel like they belong to your church community.
- Including the intern in a homegroup or Bible study group. You can make this a requirement, of course.
- Including and listen to the intern in leadership meetings.
- Inviting the intern to your informal church socials. They are part of the team now and need to experience the fun side of this too!
- Inviting the intern to Sunday lunch regularly.

5. Teaching and discipleship for the intern

As outlined in the core elements in [Section 3](#), an internship should not only provide the intern with activity and experience. It should also include the opportunity for the intern to learn as a disciple of Jesus. This might involve gaining skills in studying and understanding the Bible; in leadership; in practical ministry tasks; in theology; and so on.

If you are running your own internship programme you can use the core elements to shape your own programme of teaching and

learning for the intern. This is a big commitment, and some churches share the load by offering training to their interns who come together, in person or online, as a learning community.

However, there is a wide range of resources and courses available that your intern could access or participate in. Which is suitable depends on your intern's interests and stage of life, your geography, and your budget.

What follows is not intended as an exhaustive guide, but as examples and possibilities. If you are aware of other good courses and resources, please let us know.

Courses aimed specifically at interns

Course	Description	Contact
EQUIP	Free online workshops on Saturdays for those aged 18-30. EQUIP is a partnership between CBA, SCBA and Regent's Park College	For course enquiries, contact equip.course@hotmail.com
London Baptists' Younger Leaders' Training	Free online course on Monday evenings for those aged 18-35	Pete Herbert-James, CYF and Young Adults Lead on pete.herbert-james@londonbaptist.org.uk
DEEPER	In-person 9-month course on Mondays and Thursdays (with an option of just Monday daytime and Thursday evenings) at The Well, Sheffield	For information visit www.deeper.training
INVEST	10-month course delivered over six conferences by SWYM and South West Baptist Association (SWBA) for those wanting to grow as missional leaders. Trainees also receive weekly support with other local trainees.	Carl Smethurst, SWBA Mission Regional Minister carl@swbaptists.org.uk
Change Makers, Seedbeds	4-month training focussed on community development for emerging urban leaders. Participants are nominated as a small group from within their local communities and join with others around the country for learning.	For information visit seedbeds.org/change-makers/

Local leader training with a Baptist college

Our five Baptist colleges all provide training for leaders in local churches and some of this may be helpful for interns. The courses are pitched roughly at Level 3 ('A' level standard) and usually take place on a number of weekends each year.

Topics covered include an introduction to the Bible, Christian thinking, preaching, leadership, pastoral work and more. Colleges also normally allow learners to dip in and out of various parts of the programme rather than undertake it all. The table below gives you some details, but please ring and talk to your nearest Baptist college as they will be able to explain the full range of options.

Name of course	Location	Contact
Equipped to Minister offered by Spurgeon's College	London, Cambridge and Birmingham	Seidel Abel Boanerges, Director of Ministerial Formation and Development seidel@spurgeons.ac.uk
Footsteps offered by Regent's Park College	Various locations in Central Baptist Association and Southern Counties Baptist Association	Jane Day, Tutor in Community Learning jane.day@regents.ox.ac.uk
Equipping Missional Disciples offered by Bristol Baptist College	Bristol	Abi Reid, College administrator admissions@bristol-baptist.ac.uk
Prepare – Feed – Sustain offered by Bristol Baptist College	Exeter	Carl Smethurst, SWBA Mission Regional Minister carl@swbaptists.org.uk
Edifi offered by Northern Baptist College	Online	Margaret Gibbs, Edifi Coordinator info@edifi.uk
Pathways offered by Cardiff Baptist College	Cardiff	Helen Ede, College administrator post@cbc.cymru

Our colleges may also be able to accommodate interns alongside their trainee ministers for part of their courses. Interns could either join lectures and seminars just for one or two specialist topics (this is called 'auditing' a module) or join in over a longer period of time. Once again, to better understand your options, please speak to your nearest college.

In particular, if you are near Bristol, Bristol Baptist College offer [*Disciple Makers*](#) where learners join trainee ministers for 26 Wednesdays throughout the year.

For interns who really want to grapple more with theology, our colleges also offer Certificates in theology. This is effectively the first year of a degree course and if completed by an intern, can provide academic credits that can be carried forward if they decide later to do a degree. Please however note that undertaking a certificate would usually take at least two days of study per week in term time. Note also that Bristol Baptist College offer a specific [*Certificate in Children, Youth & Family Ministry*](#).

Other opportunities for general learning

There are a few resources you could consider running yourselves for a range of people in your church, but to which you invite your intern.

- [*Growing Leaders*](#) is an excellent year-long course for developing the discipleship and leadership skills of emerging leaders.
- [*The London Institute for Contemporary Christianity*](#) (LICC) have a number of short courses on 'whole-life discipleship' that might be suitable to run as a church.
- [*Workshop*](#) offer free packages of PDFs that cover a wide range of theological and spiritual topics. These work well as conversation-staters in small groups.

There are also other courses available that act as introductions to theology, discipleship, mission and leadership:

- [*Mullers*](#) in Bristol offer a free Scripture, Theology and Culture course on Tuesdays from September to June.
- [*The Leeds School of Theology*](#) provide an in-person Saturday school and an online weekly night school for those looking for an introduction to theology.
- [*FORMISSION*](#) offer a year-long Level 3 course in Christian leadership that mixes in-person and online learning. They have campuses in Birmingham, London, Manchester, Ledbury, and Horsham.
- [*Nazarene Theological College*](#) in Manchester offer short courses online and in person and the opportunity for people to audit lectures.
- [*The Institute for Children, Youth and Mission*](#) (CYM) in Nottingham occasionally run short courses for those interested in learning in the context of ministry to children, youth and families. They also welcome interns for one or two modules of their degrees.

- [*South West Youth Ministries*](#) (SWYM) offer a year-long course *Be Transformed* to explore God's calling for children or youth work, and *The Academy*, a more general leadership course. Both are taught over 6 conferences at North Devon.
- [*St Hild College*](#) in Sheffield offers an introduction to academic theological study in areas such as Old and New Testament, church history, Christian doctrine, mission and evangelism.
- [*Black Light*](#) is a great two-month online course that explores the presence and contributions of black people in the Bible, in church history and in Britain today.

And lastly, you may have within your church people who have all sorts of life skills that could be passed onto our intern. If your intern has just come out of school, the internship is likely to be their first experience away from their family's home. They may find it really helpful to have a few lessons on life skills. This is a great opportunity to involve others church members in helping the intern.

Areas might include:

- Time management
- Budgeting
- Conflict resolution
- Personal boundaries
- Work-life balance
- Stress management
- Problem solving
- Setting goals
- Communication skills
- Emotional intelligence

Your intern will take these skills into the rest of their lives and their ongoing leadership.

6. Review of the intern

Marks of Developing Leaders

We highly recommend you use our **Marks of Developing Leaders (MODL)** to assess progress made in the intern's life and identify areas to develop further. The Marks of Developing Leaders describe the characteristics, capabilities, and motivations we wish to observe and affirm in all interns in a Baptist church. A review tool based on the MODL can be found on this link. It can be used at the start, middle and end of the internship programme.

The MODL have been adapted from our *Marks of Ministry* for accredited ministers. This is so there is consistency in what we seek to develop in all types of Baptist leadership and ministry. This enables a clear pathway for interns to progress into ministry if they wish to, as the expectations will already be familiar.

A person demonstrating the Marks of Developing Leaders is:

Motivated as a disciple of Christ
Accountable to others
Relational in approach to leadership
Kingdom-focused
Servant-hearted and sacrificial

The five Marks of Developing Leaders can be expanded to include the following areas as examples:

Motivated as a disciple of Christ:

- deepening in their relationship with Jesus
- rooted in the Bible
- learning new spiritual disciplines
- demonstrating integrity across their life
- discovering God's purpose for them
- finding their identity in Christ
- reflective and teachable
- developing resilience in the face of challenge

Accountable to others:

- engaging in peer support
- receptive to the guidance of a mentor
- accepting of pastoral support
- respectful of their church or other ministry context
- aware of the bigger picture of Baptist life
- learning to provide oversight for others

Relational in approach to leadership:

- developing in self-awareness
- collaborative in approach
- able to inspire others
- having good interpersonal skills
- embracing opportunities to bring about change
- a team player
- responding appropriately to diversity and difference.

Kingdom-focused:

- grasping the breadth of the kingdom
- aware of God's presence beyond the church
- able to identify opportunities for mission
- willing to try new things where necessary
- unafraid to stand up for justice
- taking responsibility for representing the kingdom.

Servant-hearted and sacrificial:

- willing to put themselves out for others
- able to listen well
- faithful and reliable
- growing in humility
- showing patience and love in challenging situations

Future ministry

We hope that the experience of an internship at your church will encourage your intern to grow spiritually and discern God's calling on their life. Perhaps during or after the internship, your intern might be feeling the first sense of a call to accredited Baptist ministry. They may be exploring their calling on one or more of the following areas:

- Church leadership
- Chaplaincy
- Evangelism
- Pioneering
- Children's work
- Youth work
- Families work

If this is the case, we highly recommend you support your intern in exploring accredited Baptist ministry. You can do this by encouraging them to:

- Read through [An Introduction to Accredited Baptist Ministry](#). This document explains more fully what ministry is and the process of gaining accreditation and includes a range of diverse stories of those who have made the journey before.

- Speak to the church's minister to talk through what they are thinking. The minister will then connect the intern with the [Regional Minister](#) who can help them to explore their calling and explain the process of testing that call.
- Reflect on the [Marks of Calling](#). These are the criteria (see page 5 of the document) we use to test the initial sense of call in any who hope to train for ministry. Your intern will be used to this type of language and tool if you have been using the Marks of Developing Leaders (MODL) during their internship.
- Explore the [Baptist college](#) website pages. The colleges will ensure they gain the necessary diploma or degree in theology and will expect them to participate in a programme of ministerial formation. Some of this formation might already have started during their internship depending on which track they study and if it took place at a Baptist College.

It is possible under certain circumstances for interns with a strong sense of call to ministry to progress straight from their internship year into training for accredited ministry. Please speak to your regional minister if you want to look into this, or contact Isabella Senior.

7. Practicalities of hosting an intern

Finances

When hosting an intern, you are investing time, experience and, not least, finances in a young leader. Therefore, it is important that this is done in a fair, sustainable and generous manner.

Interns are classified as voluntary workers/volunteers and in this category, there cannot legally be any remuneration for their involvement in church activities. However, you can fund their training and offer an allowance to cover expenses such as travel and food. The amount for this allowance will depend on the costs of food and travel in your location. You can work out a reasonable estimate and offer it weekly or monthly to your intern. But remember that receipts must still be provided as a record of expenses and that an allowance should not be paid whilst the intern is on holiday or on sick leave.

We recommend you call the money given to cover expenses a reimbursement, bursary, contribution, grant, or allowance. As a charitable organisation, please avoid the words payment, reward, gift, donation, or any other that may be associated to a benefit-in-kind.

There are two different approaches when it comes to finances for interns:

a) Internships with fees

If you are offering your own internship programme, you may charge fees to cover the costs of training and the people responsible for running the programme. If you do decide to charge a fee, please consider offering bursaries for those who money would be an obstacle in joining the programme, so no one is excluded from your programme because of a different socio-economic background.

If you are partnering with an external internship provider, they usually charge interns to enter the

programme and charge churches for hosting interns. Internship providers already have an expectation of what type of financial support you are expected to offer the intern. It is likely to be paying for intern's travel and food expenses and offering accommodation in a host family but do check the details of this with them. Interns usually need to fund for their own pocket money.

b) Internships without fees

However, we recommend you offer internships without fees if possible. In which case, you are typically responsible for:

- Providing or paying for the intern's training (partly or in full)
- Covering travel and food expenses
- Providing accommodation where needed

Below are some top tips if you host an internship without fees:

If you require full-time commitment from volunteer interns, it is essential that you think of bursaries for covering living expenses and training costs. You can provide or fund the training and offer them a weekly allowance for travel and food expenses. Alternatively, plan a reliable fundraising strategy to cover these costs so that your programme is open and fair to all potential interns and not only those who are able to afford it.

If you are unable to give any financial support, consider having an intern part-time only so they can work outside of their internship programme and fund themselves. You could help them find a part-time job that connects with the community so this could count as their missional placement and part of their internship. For example, a part-time job in a café, school, or community centre where the intern will be interacting with non-believers.

You can provide or fund accommodation.
Please see more on this in the section below.

You can offer fundraising training and support. Perhaps a better phrase is support-raising rather than fundraising as this is also about receiving prayer and encouragement. You can encourage church members to sponsor interns with monthly or one-off donations, supermarkets gift cards, invites for dinner, etc. Interns can register with [Stewardship](#) as volunteer Christian workers and receive gift aid on donations. We recommend that they keep a flow of communication with sponsors, such as sending regular updates and prayer requests. This engenders the good practice of accountability for the intern.

Once you have worked these points out as a leadership team, we suggest you share your suggestions and thoughts with the church meeting. It is important that the church supports the plan and that everyone is prepared to come on board with the time and cost involved in hosting an intern.

Accommodation

Below are a few examples of where interns can live:

- In their own homes if they live close by
- With a church host family
- In a spare room of a suitable church member's house
- In shared accommodation
- In the church's building if it includes suitable accommodation
- In a manse or other house owned by the church
- In accommodation rented by the church

It is important you consider what will be the most suitable accommodation for your intern. We recommend you have a conversation with them about what type of accommodation would be helpful for them and try to find the closest option to it. An intern just leaving home may well appreciate being hosted by a church family. An intern who has already been living independently may prefer their own space. What is important is to ensure there is an appropriate level of support for the intern and that they are not isolated. If in doubt, we recommend you try to house the intern with others, and not alone.

Whoever they live with will massively influence their experience of the internship so think carefully of trusted people and families you know who have the capacity and desire to share life with the intern. Before appointing a host, we recommend you become aware of their family structure, home setting and background by consulting the pastoral team leader and running DBS checks. Remember that a host is morally and spiritually responsible for hosting an intern.

The intern will be learning and doing lots of new things, so it is very important that they have their own space to rest. We recommend interns have their own room and, if they must share with another, they should only share with one other person.

We recommend that instructions and rules are clearly communicated to avoid potential issues. For example, make sure host and intern are clear if there is a curfew time, noise tolerance and cleaning rules. [Appendix 7](#) contains a Host Checklist & Agreement template.

Recruitment and Advertising

We recommend you create a core team to oversee these steps:

Write an Internship Role Profile and include all the important information about your church, person specification, financial arrangements, accommodation, training, support and instructions on how to apply. An example of an Internship Role Profile is available on [Appendix 1](#).

If it is a requirement that your intern professes a faith in the Lord Jesus Christ and a commitment to live a life of discipleship in following Him, then you should include this as an occupational requirement in your Internship Role Profile description and any advertising you do for your intern position. As a part of the written agreement between the intern and placement church, there might well be a line that says the placement is open to the intern as long as their life “is consistent with a good Christian witness”.

[Appendix 3](#) contains an example of an Internship Volunteer Agreement.

Advertise the position using the Internship Role Profile among the church, your newsletters, website, and social media. Ask your association to forward it to churches in your region. Please also share it with Isabella Senior and she will advertise it on the Baptists Together social channels and as she connects with young adults.

Discuss with your leadership whether you ask candidates to complete an application form that you provide (see an example on [Appendix 2](#)) or whether you ask them to send a CV that includes their church experience and a covering letter.

In your interview process, allow space to discuss with candidates the church’s theological views. [Appendix 2](#) contains a list of interview questions that you may find helpful.

Consider the necessary safeguarding considerations prior to appointment and allow time for return of two suitable references (see a reference form example on [Appendix 2](#)) and a DBS check in your timeframe.

If you already have someone from your church in mind for the internship, we still recommend you write an Internship Role Profile, share it within your church and follow the recruitment procedure. Assumptions made about people are not always right and it is also important this is a fair process to all.

Young adults are at a stage in their lives where plans constantly change, and it is not unusual for a candidate to join or leave the recruitment process last minute so hold plans lightly. If you are planning to host an intern in September, you may well be spending August in recruitment. On the other hand, it is disappointing when you think you have someone in place and the person changes their mind at the end of the process. However, we encourage you to remember that you are still sowing in this young leader’s life and therefore have contributed to their development even if they may not join as an intern in your church.

Safeguarding

As a church, you will already have safeguarding policy and procedures in place that cover your minister, staff and volunteers and all those who attend church or church activities. It is vital that your intern understands how these policies affect them and who to go to if they have a concern, either for themselves or for a child, young person, or adult at risk.

Safer recruitment

As you look to appoint an intern, don't forget these important steps:

- Ask questions about safeguarding at interview stage – does the potential intern already have a good understanding of how to keep people safe in church life?
- If the intern will be working with children, young people, or adults at risk, you will need to do a DBS check for them. Don't let them start their internship until you have a clear DBS check in place.
- It is not advisable to place a volunteer intern to work with a group who are within a year or two of their age – it creates too many potential difficulties. If you are appointing an intern who is still a teenager themselves, consider placing them to work with younger age groups.
- Always take up references who know the individual personally and who can comment on how they behave with others.

Training and understanding your way of doing things

Any volunteer who works with children, young people and/or adults at risk needs basic safeguarding training. An introductory leaflet called '[Gateway to Safeguarding](#)' is available free of charge on the Baptists Together website. Book your intern to attend the Level 2 Excellence in Safeguarding training as soon as possible, ideally before they start their internship. You can make this booking through your regional association and costs are usually very low. The course lasts for 3 hours, and most associations run them

regularly during the year. Make sure your intern is introduced to the Designated Person for Safeguarding for your church, so they know who to speak to if they have a concern.

Dealing with problems

Many potential problems can be avoided by being clear at the start about expectations on both sides. Please read [section G](#) entitled 'Starting Well' and an example for an Internship Volunteer Agreement on [Appendix 3](#) for more on this.

Problems that arise for your intern

Problems that may arise for the intern include:

- Lack of support from church leaders.
- Accommodation arrangements.
- Being pushed to take on tasks that they are not equipped for, or not being given room to grow.
- Being measured as a mature leader or expected to have a firm theological standpoint when as an intern they are still learning.
- Communication issues which usually arise from issues not being addressed as they occur, or lack of safe space to discuss insecurities, misunderstandings, ask questions and seek advice.
- Personality clashes. Interns may need help in recognising these, and how to develop different communication styles.

If your intern has a concern about any aspect of their internship, they should raise this with their line manager in the first instance. Concerns should be taken seriously, and every attempt made to resolve the concern at an early stage. If it will take some time to resolve the problem, the church should offer to involve a pastoral supporter to help the intern during the process.

If the informal process does not resolve the problem, or if the problem is more serious in

nature, then the church should appoint one of the trustees to investigate the matter. The trustee should include a meeting with the intern as part of this process, and should aim to come to a clear outcome in terms of next steps, which might include:

- intervening with staff, volunteer, church members or those who participate in church activities to remind them of acceptable behaviour
- providing more support to the intern for a set period
- clarifying priorities and expectations

If an intern reports that they feel that they are being bullied or harassed, immediate steps should be taken to protect the intern and to investigate promptly. In such instances, it might be helpful to speak to your association safeguarding lead for support.

Problems that arise with your intern

Problems that may arise for the church include:

- An intern who does not cope well with being under the authority of others.
- An intern who is in their first working role and struggles to adapt to the demands of working life.
- An intern who finds it hard to maintain appropriate boundaries with the groups they are working with.

If people in the church or even the mentor have concerns about your intern's performance, conduct or competency, they should speak to the line manager in the first instance. If the line manager is the one raising concerns, then they should speak to a trustee. Wherever possible, support should be provided to help your intern understand where they need to change or improve, with timescales for change.

If your intern continues to perform or behave at levels well below the church's expectations, then you should carefully consider whether to bring the internship to an early end.

Code of Conduct

It is helpful if you write or adopt a code of conduct so that your intern can best understand your expectations of their behaviour and day to day working style. Remember to include a line on your stance on romantic relationships during the internship.

An example code of conduct is shown in [Appendix 4](#). You can tailor this to reflect the stance that your church would take on matters of behaviour of Christian volunteers. You might want to think about whether this applies to all church staff – certainly this is a recommendation made by BUGB in their [guidance leaflet on Employment \(LO8\)](#).

If you do put a code of conduct in place, it is important that you have a conversation with your intern about it, rather than simply providing them with a paper copy. This is especially important if the internship position will be the first time your intern has held a working role in church life.

Starting well

As the whole church will have been involved in the decision to host an intern, it is everyone's responsibility to ensure this works! Getting off to a good start will encourage both your intern and those responsible for them.

Internship volunteer agreement

An internship volunteer agreement can be helpful. This includes a lot of practical information for your intern, but it can also explain your church culture and theological position, how your leadership structure works, how decisions are made, and more about your local community. Please read the example available in [Appendix 3](#).

Talking about expectations

Sometimes problems can arise when the intern and the church have different expectations and understandings of what the intern is there to do. You can prevent this happening by good induction arrangements and a supportive start to the internship programme. We recommend you take some time to consider these practical points below for the first few weeks.

Line manager's role

- Think through the indicators of success after 1 or 2 months, after several months and at the end of the internship.
- Write a risk assessment to make sure that your intern can work safely in all the areas of church life they will get involved in.
- Plan the timetable and especially what their first two or three weeks will look like. It can be really helpful to have a printed timetable and calendar available for the intern so they can see what they will be doing each day.
- Go through the Internship Volunteer Agreement, Code of Conduct, Safeguarding and Health & Safety policies with your intern.
- Ensure your intern understands your IT systems and the use of the church building.

See a Checklist for the first week in [Appendix 7](#).

Mentor's role

- Keep contact with intern in the time between their appointment and start day and offer to answer questions and pray for them as they prepare.
- Be aware that your intern's previous church and community may be very different to yours. This may result in a culture shock for your intern, so it is important that you support them during this time and help them adjust to their new circumstances.
- Be clear about your role with interns and what you are there to do and what you are not.
- Discuss how you will communicate and how often you will meet together.
- Make sure to celebrate their milestones.

Church's role

Think about what helps people feel like they belong in your church community and perhaps ask a few different people to take practical steps to help the intern settle in, for example:

- Write a welcome card.
- Get them a box of chocolates.
- Invite them for a social or dinner.
- Do a first food shop for them.

Continuing well

As your intern gets settled in, we hope they are growing as disciples and leaders and enjoying their internship. But they might find some aspects of the internship and their new life challenging. There is usually a point in the internship year when interns tend to feel a bit discouraged and overwhelmed with the amount of new information that they are receiving. They might be missing their old lifestyle, friends, or family. They may be struggling to build new relationships and processing lots of new things. It could also be that they are not happy with a particular aspect of their internship. The roles of a line manager, mentor and pastoral support are crucial in this time. They can work together to adjust the intern's timetable and provide extra support in making new friends and learning tasks. After the initial three months, we

recommend you meet with your intern to check on how they are getting on, so you can catch any potential issues early.

Below are a few things for the line manager to remember as well:

- Consider if there is an opportunity for your intern to explore a different context outside of your church. This may be a couple of days each week in a charity nearby, community centre, school, hospital, or any other point of contact with the community.
- Undertake the MODL review with your intern after six months.
- Remind your intern to connect with Isabella Senior and join the Baptist-wide interns' events, especially the Baptist Assembly in May.

We recommend you start to think in April if you would like to host another intern so you can start the recruitment process from May, to be ready for a September start.

However, if things are not going quite as you hoped with your intern, don't forget that you can speak to your regional association team for help, or Isabella Senior. This is also a new venture for you and extra support might be helpful.

Ending well

As the end of the internship approaches, we recommend you put aside time to reflect on the whole period and to look at the overall development of your intern with them. You can ensure a clear and organised conclusion to the programme by:

- Going back to the original goals and the Marks of Developing Leaders and reviewing progress against those goals and marks.
- Marking any significant developments in character, skill, and experience.
- Reflecting on areas of strength and areas where more focused development has been needed.
- Looking together at tangible achievements in terms of projects and tasks accomplished.
- Supporting them in their next steps such as church ministry, work, study, etc.

- Debriefing the intern and taking their feedback to the church leaders.
- Publicly affirming and celebrating the contribution made by the intern.
- Planning for the continuation, if appropriate, of what they began.
- Making sure those they supported are still cared for.
- Clarifying their ongoing role if they are remaining in the church.

Remember to reflect on the intern's feedback, learn from it and discern whether the internship programme needs changing or adapting. It is important that if you host another intern that no-one compares them with any previous intern as this can be unhelpful for someone new.

Marks of Developing Leaders (MODL) written review

It is so important for both the church and the intern that at the end of the internship things come to a good conclusion. Therefore, we encourage you to use the MODL review tool as mentioned on [section 6 'Review of the intern'](#) and share it with the intern afterwards. You can access the [MODL review tool](#) on this link. The written MODL review may be of great value in helping them move into new work or study. At this stage, you should also consider what your relationship will be like with the intern afterwards.

As the church, line manager and mentor,

- Provide your intern with constructive feedback. Encourage your intern by praising them for what they have done well; graciously and lovingly draw their attention to those areas they need to work on in their future service to God.
- Provide opportunities for your intern to speak with the whole fellowship about some of the great things that have been accomplished during their time with you.

Don't forget to mark the end of the internship with a celebration together!

This version 20 September 2022



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BUGB operates as a charitable incorporated organisation (CIO) with registered Charity
Number: 1181392

Appendices

Appendix 1

Internship Role Profile Example

This example is intended to serve only as a guide to a possible internship role profile. Please use it to help you think what you might include in your own role profile. An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#). If you have questions, please contact our Young Leaders Development Coordinator Isabella Senior on isenior@baptist.org.uk.

Internship Role Profile

Volunteer position: Full-time internship at [Name] Baptist Church

An opportunity to grow as a disciple of Jesus, develop your leadership skills and serve God in our community.

Background

[Name] Baptist Church are creating 'win-win' opportunities for young adults aged 18-35 who want to develop as leaders in an urban, diverse and missional setting. 'Win-win' in the sense that the opportunity will benefit both the development and experience of the young leaders whilst also assisting the church greatly in its mission and life. We have an approach to leadership, discipleship, community, and mission at the church that appreciates the hands-on involvement of young leaders as part of the team. Young leaders serve in a wide variety of roles and projects aimed at connecting with the local community and introducing others to faith. They also support the church family in worship and shared life together.

Location

[Name] Baptist Church is a lively, informal, family church, that is part of the Baptist Union and that has around 60 adults, 10 teens and 20 kids.

Programme

We are offering an opportunity for two motivated young adults to grow as disciples of Jesus and leaders. As interns you will help the church to continue to develop the children, youth and families' work and mission. You will assist with the hosting of community and church activities for children, young people, families, and local interested residents. Moreover, you will be equipped to assist in the discipleship of church members through one to ones, home groups and Sunday services. You will be given a mentor to help you reflect on your experience, growth, and challenges. You will be able to participate in four modules of a discipleship and theological training course, to better equip you for ministry and mission in the local church. We will discuss with you the learning structure and rhythm of each week to match your needs, interests and calling. You will undergo evaluation of your progress using a review tool from the Baptist Union.

Time Commitment

The duration of the programme is ten months starting from September. You will normally be expected to be available to volunteer at [Name] Baptist Church 32 hours a week over five days: four weekdays at flexible hours and on Sundays from 9.30am-1.30pm for our worship service + socialising thereafter. You will have one day off and one study day each week. You will have 20 days off over the duration of the programme. This may include a total of up to 4 Sundays. Unless otherwise agreed with the line manager, you should expect to spend the key times of Christmas, Holy Week, Easter, and Pentecost at the church, though you will not be expected to work on public holidays, unless otherwise agreed with the line manager.

Mission and Activity

We have listed below the activities that typically take place at church and that you will be encouraged to get involved in during your internship. The activities *in italics* are optional and we will make sure your timetable is tailored for your particular interests.

- Gatherings - 11am Sunday worship services (inc. Kids Church, crèche and teens) + 4 mid-week home groups
- Prayer - monthly Sunday evening prayer + staff and volunteers team prayers 9-10am Tues-Fri + prayer text group
- Training - for service leaders, preachers, worship team, home group leaders. This will, of course, depend on which area of church life you choose to get involved.
- Alpha Course and other pre-evangelistic courses
- *Baptism prep and life stage support (e.g., marriage prep, parenting...)*
- Kids - Kids Church; Weekly after school club for c. 20 kids aged 6-12; weeklong kids holiday club (end of July)
- Youth - around 10 teens involved in church + connections through e.g., after school activities and football
- *Toddlers group for parents and pre-school children, 10-11.30am Tuesdays*
- *Football club, 4.30-6pm Sundays*
- Seasonal community events at church (e.g., Pancake Party, International Party, film events, fundraisers, Christmas, Easter, world...) - aimed at helping to deepen connections for church and those from projects
- *Support and connections with overseas work in Japan, Brazil, and the Near East*

As an intern you will have the opportunity to:

- Discern God's call on your life for the future
- Discern your gifting and purpose
- Build your confidence
- Grow spiritually
- Learn more about the Bible, ministry, and mission
- Develop leadership skills
- Develop your communication and relational skills
- Apply your knowledge in a local church setting

Key Attitudes & Skills

You must be a committed and practising Christian. We are looking for:

- Willingness to grow as a disciple of Jesus and leader
- Teachability - good learner, willing to respond well to constructive feedback
- A love for people and willingness to build relationships
- 'Can-do' attitude, energy, and enthusiasm
- Desire to serve effectively in a church setting
- Interest in children's and/or youth work in a church setting
- An appreciation of the need for planning, organising, and prioritising
- Any familiarity with web design/Illustrator/social media could be really helpful

Accommodation, Expenses & Cost of Internship

You will be provided with accommodation free of charge at a church member's house. The full-time hours associated with the internship are undertaken on a voluntary basis and without remuneration. You will be given training and assistance in fundraising activities, so you are able to support-raise for your own pocket money. You will be reimbursed for expenses associated with undertaking this voluntary role.

For further details and to apply

If you have any questions or would like further details, please contact us on [contact email address]. More information about our church can be also found on our website: [church website].

If you would like to apply for the programme then please send your CV and a letter outlining your interest (by email), to [contact email address]. Alongside your CV, please provide the names of two references. We ask that one of these is a church leader where you currently attend or a member. In your letter, please tell us a little more about your journey of faith, your hobbies, interests and perceived areas of strength and giftedness, any leadership experience to date and why you are interested in the internship.

After we have received your CV and covering letter, we will be in touch to arrange a time to meet with you and talk further about your participation in the programme.

A DBS check is required for this position.

We look forward to hearing from you!

Appendix 2

Recruitment documents

This example is intended to serve only as a guide to a possible internship role profile. Please use it to help you think what you might include in your own role profile. An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#). If you have questions, please contact our Young Leaders Development Coordinator Isabella Senior on isenior@baptist.org.uk.

Internship Application Form Example

Please ensure all fields (including the name on the top of each page) are filled in correctly with as much information as possible. Should you have any questions regarding the internship, or to submit your application, please email us at [contact email address].

PERSONAL DETAILS

Title _____ Name _____

Sex _____ D.O.B (DD/MM/YYYY) _____

Nationality _____

Address _____

Town/City _____ Country _____

Postcode _____

Telephone number – mobile _____

Email _____

OTHER INFO

Is there anything else you wish to tell us as you apply for this internship that you feel is important for us to know?

Work and education:

What's your highest level of education? (e.g. GCSE, BTEC, A Levels, Degree)

Church Life:

Briefly describe how and when you became a Christian

How long have you been involved in church life?

Which church do you belong to and how long have you been there?

Gifts and Abilities:

Which area would you be most interested in volunteering with at [Name] Baptist Church?
(Children, youth, worship, prayer, community outreach, etc.)

What experience or involvement do you have in this area?

Gifting and Abilities:

Please describe any previous experience in Christian or secular work, leadership, or initiatives (e.g., Youth groups, Christian Union, summer camp, paid employment, church service - include anything that has been significant to you)

How would you describe your character or temperament?

Passions:

What are you passionate about? What motivates you?

What attracts you specifically to [Name] Baptist Church?

What are the main things that you would like to get from the internship?

PERSONAL REFERENCE

This can be a family or church friend who knows you well and who is 18 years old or over.

Reference name _____

Reference position _____

Reference address _____

Reference telephone number _____

Reference e-mail address _____

CHURCH LEADER REFERENCE

This could be your minister or small group leader or youth worker, for example.

Reference name _____

Reference position _____

Reference address _____

Reference telephone number _____

Reference e-mail address _____

The details that you give us will be held securely and will be used to process your application for the internship. Your contact details will be used by the team to contact you regularly about the course and maybe shared internally with other Intern participants.

Internship Reference Form Example

Dear _____

You have been nominated as a referee for _____ who has recently applied to [Name] Baptist Church Internship – a year of discipleship, leadership and mission training. If you would like to know more, please take a look at the Internship Role Profile attached.

We would be grateful if you could supply us with the following information.

How long have you known the applicant?

In what capacity?

Please mark on the line your view of the applicant's personal skills:

	<u>Excellent</u>	<u>Good</u>	<u>Satisfactory</u>	<u>Poor</u>	<u>Appalling!</u>	<u>Not Known</u>
Reliability	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Maturity	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Honesty	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Ability to relate to peers	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
...to relate to older people	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
... to relate to children	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Punctuality	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Commitment	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Attitude to Work	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				
Attitude to Authority	----- ----- ----- ----- ----- ----- ----- ----- -----	<input type="checkbox"/>				

To your knowledge has the applicant got any previous or pending convictions?

Yes No

If 'Yes' please give details:

Please outline your view on the applicant's...

Strengths & Weaknesses:	Faith:	Abilities:

Would you say the applicant is suitable for this internship?

Yes No Unsure

Do you think the applicant would benefit from the internship. How? If not, why not?

In your view what are the areas in the applicant's life that particularly need addressing during the year?

What three adjectives would you use to describe the applicant?

In this role, the intern may be required to work with children, vulnerable adults and young people. Do you think the Intern is suitable for this type of role?

Yes No

Please add any relevant information in relation to the individual's suitability.

If you are a past employer: does the applicant have any current disciplinary warnings or investigations in relation to working/volunteering with children, young people and vulnerable adults? If Yes, please give details.

Yes No

If you are giving a personal reference: do you have any knowledge of the individual being investigated over safeguarding issues? If yes, please give details.

Yes No

Would you be happy to be contacted if there were any issues we would like to clarify?

Yes No

Signed:

Date:

Tel No:

Thank you for completing this form. Please return it via email to [contact email address] below as soon as possible.

Yours sincerely,

Signature

Church Leader

Interview Questions List Example

Interviewers' names: _____

Applicant's name: _____

1. What has led up to your decision to do this internship?

2. Describe your journey with Jesus so far...

3. Please tell us about:
 - your church and mission involvement
 - any previous leadership experiences
 - any beliefs or theological views you hold that you think it's important for us to know

4. What are your strengths and weaknesses?

5. Describe your character and passions.

6. What are the key relationships in your life?
[Are you dating anyone/married? What is your relational support like, e.g.: house mates/ cluster/ accountability/ mentor/ supportive parents/ partner?]

7. What are your expectations and hopes for this internship? Do you have any concerns or fears regarding the internship year?

8. How would you like to grow as a disciple of Jesus and leader? Where would you like to serve and gain experience?

9. Do you have any questions for us?

Appendix 3

Internship Volunteer Agreement Example

This example is intended to serve only as a guide to a possible internship role profile. Please use it to help you think what you might include in your own role profile. An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#). If you have questions, please contact our Young Leaders Development Coordinator Isabella Senior on isenior@baptist.org.uk.

Internship Volunteer Agreement

[Name] Baptist Church encourages and welcomes volunteers of many types. Interns, also known as Intern Volunteers, join *[Name] Baptist Church* as volunteers rather than employees and the relationship between the church and the Intern is one of mutual trust rather than contract.

As an Intern Volunteer the agreement below sets out the relationship between the church (*[Name] Baptist Church*) and you (the Intern) in relation to your voluntary work as an intern. The intention of this agreement is to indicate our appreciation for you and commitment to do the best we can to make your intern experience with us positive and rewarding. This agreement does not form a contract between *[Name] Baptist Church* and you, the volunteer. The agreement is binding in honour only. It is not intended by the parties to be a legally binding agreement, nor is it intended to create an employment relationship with us.

The internship programme at *[Name] Baptist Church* will run from September to the following July. Whilst there is no legal obligation to volunteer for the full year, we anticipate that interns would be available for the majority of this period. If this is not possible, please discuss this with us and we can look at making substitute arrangements where possible.

You will normally be expected to be available to volunteer at *[Name] Baptist Church* 32 hours a week over five days: four weekdays at flexible hours and on Sundays from 9.30am-1.30pm for our worship service + socialising thereafter. The church work will involve varied daytime, evening and weekend hours including festivals and special events.

We believe that having regular time off and a healthy work-life balance is important. We encourage all interns and allow space in the timetable for one day off and one Sunday a month where you will not be part of the Sunday church rota. You will also have one study day each week. You will have 20 days off over the duration of the programme. This may include a total of up to 4 Sundays. Unless otherwise agreed with the line manager, you should expect to spend the key times of Christmas, Holy Week, Easter, and Pentecost at the church, though you will not be expected to work on public holidays, unless otherwise agreed with the line manager. Time off should be agreed in advance (with ideally no less than two weeks' notice), with the line manager. It is encouraged, for the benefit of the internship, that time off will not conflict with the key events at the church during the term-time of the training programme.

Either you or the church can terminate this agreement with or without notice at any time. If you are living in accommodation provided by *[Name] Baptist Church* and your volunteer agreement is terminated *[Name] Baptist Church* will give you 4 weeks to vacate the property. You must comply with any house rules applicable to the accommodation, which will be drawn to their attention by those responsible for the accommodation.

Part 1 – [Name] Baptist Church

We commit to the following:

1. A full induction to the church and your volunteering role within it.
2. Paying for you to attend a theological training course and providing any other practical, discipleship, or leadership training necessary to assist you in meeting the responsibilities of your volunteering role.
3. Providing a line manager who will meet with you regularly to discuss your volunteering including any achievements and problems.
Your line manager will be _____.
4. Providing a mentor who will support you with discipleship and encouragement.
Your mentor will be _____.
5. Providing guidance on fundraising so you are able to support-raise for your own pocket money, if needed.
6. A conversation with you about how you are finding the internship after three months.
7. A formal review to encourage you in your progress and growth to be held after six months and again at the end of the year.
8. To treat you with respect and in line with the church's policies on equal opportunities, health and safety. These will be made available to you on your first day.
9. To provide adequate insurance cover for you whilst undertaking voluntary work approved and authorised by us (personal injury cover).
10. To reimburse for food, travel and sundry expenses incurred by you in doing your voluntary work.
11. To provide accommodation in a church house or with a church family for the duration of the internship. Alternatively, you may opt to make your own arrangements at your own cost.

Part 2 – The Intern volunteer

I, _____ (full name in capitals), agree to be an Intern volunteer with [Name] Baptist Church and commit:

1. To help [Name] Baptist Church fulfil its vision to see God transform lives and communities in [town/area] and beyond.
2. To perform my role as Intern Volunteer to the best of my ability.
3. To follow the Church's procedures and standards, including health and safety procedures, safeguarding and its equal opportunities policy in relation to its staff, volunteers, and anybody they work with.
4. To maintain the confidential information of the Church and of all who become involved with it.
5. To follow the timetable I am given, other than in exceptional circumstances, and provide reasonable notice so that alternative arrangements can be made.
6. To discuss any complaints or problems with my line manager in the first instance.
7. To uphold the values of the church in my personal and professional conduct.
8. To provide two referees, as agreed, who may be contacted.
9. To agree to a DBS check being carried out where necessary and to follow all of the church's safeguarding policies and procedures.

I confirm that I have read the above information regarding my participation in the [Name] Baptist Church internship volunteer programme. I acknowledge that its terms are binding in honour only and it is not intended to be a legally binding contract and can be cancelled at any time at the discretion of either party.

Signed: _____ (Intern)

Date:

Signed: _____ (Line Manager)

Appendix 4

Example code of conduct for interns

This example is intended to serve only as a guide to a possible internship role profile. Please use it to help you think what you might include in your own role profile. An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#). If you have questions, please contact our Young Leaders Development Coordinator Isabella Senior on isenior@baptist.org.uk.

Code of Conduct

Background

This Code of Conduct sets out standards of behaviour expected by the Church of all interns. Your conduct both in and out of work should be consistent with our objectives and the principles set out in the Internship Role Profile, Internship Volunteer Agreement, and this document.

If you have any doubts about the interpretation of this code, please speak to your line manager. The behaviours listed below should not be considered exhaustive, but illustrative of your approach.

Behavioural Standards

You are expected to act at all times with due consideration for others. Discrimination on the grounds of sex, marital status, gender reassignment, race, or ethnic origin, religious or philosophical belief, sexual orientation or age will not be tolerated.

Interns assume a position of trust with different individuals during the internship programme. You must respect this position and never use this trust in a way that advantages you at the expense of others. This relates especially, but not exclusively, to financial arrangements, romantic or intimate relationships, and confidentiality of others' personal information.

Should you feel you are developing a romantic attachment with any individual linked to your placement, or with another intern, you should discuss this with your line manager. It would be usual for them to expect you to refrain from developing a relationship with this individual for the duration of your internship.

You may not use illegal substances or misuse prescribed drugs or solvents whilst you are an intern.

You should take a responsible attitude towards alcohol and should not be drunk in any church setting or in the local community.

You are expected to avoid obscenities, coarse jokes, gossip, slander, and any form of dishonesty including stealing and lying.

You are expected to avoid any activity related to the occult or witchcraft.

You are expected to set an example in sexual morality and should not practise sex outside of marriage or adultery, nor should you view pornography.

You should avoid contacting or responding to those you work with at inappropriate hours, except in cases of emergency or safeguarding.

You should treat all property belonging to the church or any accommodation host with respect and care.

You must work within the guidelines of any relevant church policy, most especially that for safeguarding.

Dealing with concerns about your conduct

Any concerns about your behaviour will usually be dealt with by your line manager. They will consider:

- The severity of the perceived misconduct.
- Whether the incident is a 'one-off' or part of repeated behaviour or lifestyle.
- Whether the behaviour breaches our safeguarding policies and procedures
- Any mitigating circumstances e.g., personal issues.
- The position of trust of the intern.
- The particular duties of the intern.
- Christian maturity and understanding.
- The treatment of similar instances of misconduct by other staff.
- The intern's length of service.
- The extent of any 'live' disciplinary warnings.
- Evidence of repentance.

Appendix 5

Role Description for Line Manager

An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#)

In your role as line manager for _____ at _____ Church, we will expect you to carry out the following responsibilities in relation to our church intern:

1. To make sure that an appropriate induction process takes place that gives the intern the best possible start to their internship period, including coordinating introductions to key church staff and volunteers, and making sure that the intern has all the basic information needed in relation to their role
2. To carry out any risk assessment needed before the intern starts work, including health and safety arrangements
3. To agree a clear work plan with the intern and to discuss the working style and methods that best suit the intern and the church
4. To ensure that the intern understands the standards of behaviour and conduct required by the church
5. To meet with the intern on a frequent and regular basis to look at work in hand, upcoming new tasks or projects, and to give and receive feedback on their progress and performance
6. To make sure that a suitable mentor is in place and that meetings with this person are taking place regularly
7. To act as a link between the intern and any third-party provider of education, training or personal development
8. To act as a link between the intern and their host family/church member
9. To encourage the intern to participate in any networks or peer groups where they might be supported in their spiritual development and growth
10. To provide feedback to church leaders on the progress the intern is making and to actively seek out opportunities for them to grow and develop further
11. To keep suitable notes and records in relation to the intern and their work
12. To carry out the Marks of Developing Leaders reviews

Appendix 6

Role Description for Mentor

An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#)

In your role as a Mentor for _____ at _____ Church, we will expect you to carry out the following responsibilities in relation to our church intern:

1. To meet with the intern on a frequent and regular basis to encourage them, pray with them and help them reflect on their experience and God's call on their life
2. To encourage them in the personal spiritual disciplines of Bible study, prayer, reflection and to help them develop personal patterns that strengthen and deepen their spiritual life
3. To be a 'listening ear' as they work and grow during their internship period
4. To provide guidance to help them resolve any concerns or issues that arise in relation to their own personal welfare and wellbeing
5. To check that they are able to live and work in a healthy way
6. To link them to others where they need additional support
7. To provide counsel where they find difficulty in creating or maintaining church-based relationships

Appendix 7

Check list

An editable version of this appendix may be found at the [BAPTISTS TOGETHER WEBSITE](#)

Checklist to be Intern Ready

<p>Job description Think through areas of ministry that the intern will be involved in and what you will expect them to do.</p>	
<p>Welcome Think through what helps people feel like they belong in this church or context. Ask what practical steps you can take to help the intern settle in, e.g., invitations for meals, being part of small groups, etc. Think about how you would describe yourself as the intern's experience of church may be different.</p>	
<p>Induction When the intern arrives, ensure you run through the following:</p> <ul style="list-style-type: none"> • Induction to the building, staff, and volunteers - who does what, how things work, policies and procedures. • Explanation of code of conduct, values, culture, relationships, confidentiality, and work wear. • Practicalities such as where they will work and store the things they need and whether they are given a computer or other equipment for their role. • The schedule for the week, such as the regular church activities and rhythms the intern in which the intern will participate. • Sick policy, holidays, and any grievance procedure. 	
<p>Line management Identify a line manager who should plan regular time in their diary for line management.</p>	
<p>Review process & progression Identify indicators of success after one or two months, as the intern settles in, and then again for when the intern is more established. Outline what should be achieved by the end of the internship.</p>	
<p>Budget for intern projects Set a budget for hosting an intern that includes an amount for their outreach activities.</p>	

<p>Inclusion in staff team activities Spell out your expectations around meetings, training, planning, etc.</p>	
<p>Projects to be involved in Identify areas of ministry the intern can be involved. Ensure there is space for them to shape/dream and develop in.</p>	
<p>Mentor and pastoral support Identify a mentor and, if necessary, those who can offer additional pastoral support.</p>	
<p>Policies and procedures Check safeguarding, data protection and other relevant policies are up to date. Identify who will train the intern in your policies and procedures.</p>	
<p>Housing and finances Confirm accommodation and financial arrangements and think whether the intern will need further support.</p>	
<p>Internship volunteer agreement Confirm all details in the internship volunteer agreement including volunteering hours, expectations, holidays, code of conduct, what to do with a grievance, etc.</p>	
<p>Risk assessment Complete a risk assessment before the intern starts and carry out the relevant level of DBS check.</p>	
<p>Different experience Think about opportunities for your intern outside your church to give them wider experience in, say, the local community, other charities, a retreat, mission trip, etc.</p>	

Host Checklist

(with special thanks to South West Youth Ministries for letting us use and adapt their host checklist)

This checklist is to help hosts to share information about expectations, details of family members, etc. There are a few questions for the hosts to answer before the intern arrives, plus a few ideas of what information needs to be shared once the intern has moved in.

Hosts are expected to read through this checklist, answer questions and email it the intern's line manager. Within the first week, hosts should talk through the checklist with the intern to see if any changes need to be made, then sign and return the agreement to the intern's line manager.

Questions to Answer	Things to Consider	On Arrival
<p>Cleaning & Washing</p> <p>How often is the intern expected to clean the room?</p> <p>What other cleaning/clearing up is the intern expected to do?</p> <p>Is the intern responsible for their own clothes washing?</p>	<p>It is reasonable to expect the intern to keep the room clean and tidy but make expectations clear as the intern may or may not have been involved in cleaning in their own home.</p> <p>Establish what cleaning duties the intern has, e.g., cleaning the bathroom once a week.</p>	<p>Explain how the washing machine/ dishwasher work and where cleaning products are stored.</p> <p>Explain routine for emptying bins, recycling.</p>
<p>Cooking & Meals</p> <p>What meals will be prepared for the intern?</p> <p>How much notice does the intern need to give if a meal won't be needed?</p> <p>How often is the intern expected to cook or help prepare meals?</p> <p>Are there any dietary requirements within the family?</p> <p>Can the intern help themselves to any food in the kitchen?</p>	<p>There will be occasions when interns are working over mealtimes, so consider how and when interns may prepare meals for themselves, make packed lunch etc.</p> <p>It is reasonable for the intern to help with meal preparation, and it is usual to ask the intern to cook for the family once a week.</p> <p>The intern may not have much experience cooking, they may need some guidance. Be encouraging, even when it's cheese on toast again!</p> <p>Have a system where the intern can add food to a shopping list.</p>	<p>Explain expectations for family meals: Do you all sit together? Are mealtimes set each day?</p> <p>Explain any rules set in place for children in the family that the interns should role model, e.g., not having phones at a meal table.</p> <p>Are there particular foods/dishes the intern would like to introduce the family to?</p> <p>Have a system where the intern can add food to a shopping list.</p>

Questions to Answer	Things to Consider	On Arrival
<p>Guests & Staying Away Can the intern have a guest to visit?</p> <p>Can a guest stay overnight?</p> <p>How much notice would be needed if a guest is staying or if the intern intends to be away?</p>	<p>Interns are expected to follow good practice in appropriate behaviour.</p>	
<p>Keys, Curfew & Noise When is the latest you would like the intern to arrive home?</p> <p>Are there times when music/noise needs to be kept to a minimum?</p>	<p>You may want to explain when the house needs to be quieter, e.g., if young children are asleep.</p> <p>Some work commitments may go on into the evening so discuss what is a reasonable curfew.</p>	<p>Explain how any locks and security features in the house work.</p> <p>Is there a spare key with a neighbour?</p> <p>How does a burglar alarm work?</p>
<p>TV, Internet & Phone What are the restrictions for using the internet?</p> <p>What are the restrictions for using the TV?</p> <p>Is there a landline the intern can use?</p>	<p>Most interns will have their own mobile phone, but they may need to use a landline in an emergency. You may wish to explain restrictions on what can be watched on the TV – for example ensuring the age rating is appropriate if children are in the house.</p>	<p>Explain how the intern connects to the internet, access the TV etc.</p>
<p>Studying Are there particular times and places for interns to study?</p>	<p>Everyone studies differently and in different places! Do consider that there will be times when the intern may appear to be hiding in their room for hours – that probably means they are studying hard because an assignment is due!</p>	<p>Talk through whether the intern can use other areas of the house to study when not in use, e.g., at a kitchen table. Chat about the intern's study habits – do they cram last minute, study early!</p>

Questions to Answer	Things to Consider	On Arrival
<p>Children What are the names and ages of children in the house or who regularly stay?</p> <p>How do you expect the intern to interact with the children?</p> <p>Would you ask the intern to babysit?</p> <p>What should the intern do if a child needs correcting?</p>	<p>Whilst you are not expected to disclose personal information about your children, it might be useful to give the intern a heads up on some information, e.g., this child is terrified of the dark so the landing light is kept on, spare asthma inhaler for this child is kept in the bathroom etc.</p> <p>If you have children who are close in age to the intern, you may wish to talk to them about appropriate behaviour.</p>	<p>Explain to children in the house that the intern's bedroom is their private space. Discuss with the intern how to deal with any misbehaviour, e.g., initially they may just inform you.</p>
<p>Pets Are there any pets in the house?</p> <p>Is the intern expected to help with caring for the pets? E.g., walking the dog, feeding rabbits when you are away.</p>		<p>Introduce the intern to any pets and explain any particular rules, e.g., the cat doesn't go upstairs.</p>
<p>Transportation Would you ever be able to provide transport for the intern?</p> <p>If so, how much notice would you need?</p> <p>Is there space for the intern to park a car/ store a bike if needed?</p>	<p>Interns may need some guidance on local public transport or routes around the area. This may be very different to what the intern is used to, especially if they have moved from a very urban area or another country.</p>	
<p>Breakages/Damages/Emergencies What should the intern do if something gets damaged or broken?</p> <p>Is there a neighbour who can be contacted in an emergency?</p>	<p>You may wish to give the intern a contact name and number (for example your work) in case of an emergency.</p> <p>The intern may need to register with a doctor, dentist, or optician when they arrive. Can you provide them with the details of local practitioners?</p>	<p>Show the intern any potential hazards in the house.</p> <p>Show the intern the location of any fire extinguishers, first aid box etc.</p>

Questions to Answer	Things to Consider	On Arrival
<p>Other Information</p> <p>Is there any other information you would like to share?</p> <p>Is there information you need from the intern?</p>		

Host Home Agreement

The intern is welcome to stay in the hosts home for the duration of this agreement and have shared use of communal areas and sole use of the following areas.

.....

Length of agreement

From:/...../..... Until:/...../.....

If either party desires to cancel or change the terms of this agreement, they should notify the intern’s line manager with at least thirty days written notice.

Signed:

Intern volunteer:

Date:

Host:

















Date:






Seen by:

Line Manager:

Date:

First day and week checklist for the intern

	Activity	Who leads	Date completed
1. Getting started - Your First Day			
	<input type="checkbox"/> Welcome and introduction from line manager	Line Manager	
	<input type="checkbox"/> Basic facilities – toilets, kitchen facilities/ arrangements for breaks and eating and drinking in work area	Line Manager or Colleague	
	<input type="checkbox"/> Fire exits/fire extinguishers/ procedure for evacuation in event of fire	Line Manager	
	<input type="checkbox"/> ID badge/fob	Line Manager	
	<input type="checkbox"/> IT access/Email address organised	Line Manager	
	<input type="checkbox"/> Go through timetable	Line Manager	
	<input type="checkbox"/> Timekeeping expectations	Line Manager	
	<input type="checkbox"/> Use of mobile phones and policy on personal telephone calls	Line Manager	
2. Getting to know us			
	<input type="checkbox"/> Organisational structure + identifying posts and individuals names	Line Manager	
	<input type="checkbox"/> Nominated colleague(s) to act as guide/supporter for first few weeks	Line Manager	
	<input type="checkbox"/> Ensure you are familiar with: <input type="checkbox"/> All volunteers and staff <input type="checkbox"/> Senior manager availability	Line Manager	
	<input type="checkbox"/> Ensure you have a clear understanding of the history of the church and the importance of the values	Line Manager	
	<input type="checkbox"/> Useful contacts within and outside church	Line Manager	
3. Getting practical			
	<input type="checkbox"/> Recording hours, booking time off, arrangements for reporting absence	Line Manager or Colleague	
	<input type="checkbox"/> Answering phones	Line Manager or Colleague	
	<input type="checkbox"/> How to complete forms (time sheets, expenses)	Line Manager or Colleague	

	Activity	Who leads	Date completed
4. Getting serious			
	<input type="checkbox"/> Awareness of health and well-being support	Line Manager	
	<input type="checkbox"/> Health & Safety and Safeguarding policies (including Child Protection Policy and Safeguarding training, if applicable)	Line Manager	
	<input type="checkbox"/> Internship Volunteer Agreement	Line Manager	
	<input type="checkbox"/> Code of Conduct	Line Manager	
	<input type="checkbox"/> Arrangements for Marks of Developing Leaders Reviews	Line Manager	

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