

## The Board for Church Deployment

### MEMBERSHIP

The Rt. Rev. C. Charles Vache, Chair, Diocese of Southern Virginia (1991)  
The Rt. Rev. Donald M. Hultstrand, Diocese of Springfield  
The Rt. Rev. Don A. Wimberly, Diocese of Lexington  
The Rev. Margaret Babcock, Diocese of Arizona  
The Rev. James A. Hanisian, Diocese of Southern Ohio  
The Rev. Victor Wei, Diocese of California  
Penny George, Diocese of Minnesota  
Dixie Hutchinson, Diocese of Dallas  
David Kalvelage, Diocese of Milwaukee  
Mary Lou Lavalley, Diocese of Western Massachusetts  
Dr. Larry McNeil, Diocese of Tennessee  
Dr. Dalton Oliver, Diocese of Vermont

### SUMMARY OF BOARD'S WORK

The Church Deployment Board (CDB) meets six times during the triennium. Additional meetings of various board committees are held as needed. The objectives established in the 1988 Blue Book report have been accomplished as outlined below:

*Objective #1.* To continue to oversee the Church Deployment Office and to hold it to the same high standard of performance; identify and study issues related to deployment and publish information to strengthen the practices and policies of the dioceses in this vital area of the Church's mission.

The ongoing activities of the Church Deployment Office continue apace. The current registration of clergy and laity will have reached 13,000 by the time of the General Convention, and personal profiles are being updated at the rate of at least 400 per month. A significant redesign of the personal profile was undertaken to make the correction process easier and to display the information more effectively. (In addition, major revisions were made in the Ministry Code Manual in 1989, and some 10,000 copies have been distributed.) The personal profile is now being printed so that each copy is an original: one copy is sent to the individual, the second is sent to the diocesan bishop's office, and the third is retained by the CDO for the master file.

Searches and listings for new positions totaled just under 2,000 for the triennium. The in-house computer system that was acquired from the Executive Council in 1988 has been programmed and is fully operational. As a result, we have been able to respond to search requests from parishes within 24 hours, as opposed to the two-week time frame when we leased time from the Church Pension Fund. In addition, we are able to send out the Parish Profile with the search responses either at the same time or shortly thereafter, thus helping the diocesan deployment officers to convey appropriate responses to their parishes.

Lay registration has been offered for some 10 years, and the office has attempted to encourage lay professionals employed within the Church to take full advantage of

this opportunity. In addition, we have participated in the working structure of the National Lay Professionals Network and continue to attend their meetings.

Training for diocesan deployment officers has been offered twice a year, and more than 60 clergy and laity have attended these sessions during the triennium. Also, a significant number of clergy groups, often spurred by clergy associations, have been offered "More than Fine Gold" workshops led by one of the authors, the Associate Director of the CDO, the Rev. James G. Wilson.

At its November, 1988, meeting, the Church Deployment Board endorsed the concept of an in-depth study of deployment in the broadest sense. A Deployment Review Committee was appointed to oversee the project and to bring back recommendations to the board for possible consideration and implementation.

A proposal was developed and a number of consultants were approached to accomplish the task. Substantial funding was obtained from the Episcopal Church Foundation and the Lilly Endowment, Inc.

The review was undertaken and included random sampling by questionnaires as well as contact in personal focus groups with 13 dioceses. In addition, special focus groups of women and minorities were scheduled. Upwards of 1,500 responses and direct participation of bishops, clergy and lay professionals, as well as parish search committees, were obtained. The final report of the committee is appended hereto and will be available as a separate report at the 1991 General Convention.

*Objective #2.* To learn and utilize the capabilities of the in-house computer and to become more familiar with the ways in which newer technology can assist the Church to be responsive to human resources planning and its impact on recruitment and ordination projections.

The acquisition of the McDonnell Douglas Microdata computer has had a major impact on the operations of the office. As previously mentioned, the turnaround time for searches has gone from two weeks to two days. The occasional requests for rush printing of clergy personal profiles can now be accomplished on a weekly basis instead of only monthly. The parish system was successfully migrated from the Church Pension Fund computer as well, and the dramatic decrease in processing time has made it possible to print parish profiles simultaneously with the searches, thus serving the needs of the dioceses and parishes. We continue to publish the monthly Positions Open Bulletin, with a distribution of approximately 1,400 per month.

There are two high-speed printers that are connected to the computer so that several operations can be handled at the same time. A local area network of eight workstations has also been set up.

Demonstrations of the program and personal profiles will be held at the 1991 General Convention.

The next level of technical expertise is being imparted through training of our personnel. Mr. Peter Green and the Rev. James G. Wilson have been trained by McDonnell Douglas instructors to use the operating system in greater depth. Dependence upon the outside software consultants has been reduced significantly, and we are able to create a number of program changes with our staff.

Several upgrades of the computer hardware processing capability have been accomplished with the support of the M.I.S. group. Additional programming will also be required as funding becomes available.

Statistical information for the use of the Church Deployment Board has been prepared and additional reports for planning purposes are envisioned.

*Objective #3.* To study and participate with other related groups in recommending organization structural changes which will increase the helpfulness of all these groups to clergy, parishes, and the bishops of the Church in the most efficient way.

The Church Deployment Board and the Deployment Review Committee have been concerned with relationships of the various offices charged with different aspects of deployment and how the board and office interface with other groups in the Church. The Deployment Review Committee was not only aware of this but specifically looked at other denominations as well to see how they were organized.

Concurrently, other studies have been ongoing through the Council for the Development of Ministry and the Board for Theological Education. It is premature to determine how these reviews will impact upon each other, but each is aware of the interfacing of the components on the other. For example, the BTE has prepared a General Convention resolution affecting deployment; several suggestions from our Deployment Review Committee will be forwarded to the BTE, CDM and the CPF for consideration.

### INTERIM MINISTRY

Several resolutions concerning the definition and use of interim pastors were endorsed by the 1988 General Convention. In furtherance thereof, the board appointed a subcommittee of the board led by board member Dixie Hutchinson. The committee has prepared two booklets, Interim Ministries Books I and II, which are now being distributed throughout the Church. In addition, the Church Deployment Office has been publishing a listing of "Interims Available" which has been distributed monthly to bishops and deployment officers for their use whenever an interim is required during the vacancy search process time.

### OBJECTIVES FOR THE TRIENNIUM 1991 - 1994

*Objective #1.* To oversee the Church Deployment Office and assist it in developing a communication strategy to publicize the many services it offers and the role of the board and its place in the life of the Church.

*Objective #2.* To disseminate the learnings from the Deployment Review, to determine ways to accomplish the objectives which the Deployment Board endorses, and to develop a financial plan to accomplish the goals of the Deployment Board.

*Objective #3.* To work with the Presiding Bishop and the Executive Council, and others as appropriate, to establish a national Executive Office, reporting directly to the Presiding Bishop, for the purpose of administering and directing all functions relating to the development of clergy.

### RESOLUTION ON EXECUTIVE OFFICE

#### Resolution #A036

- 1 *Resolved*, the House of \_\_\_\_\_ concurring, That this 70th General Convention,
- 2 pursuant to the report of the Deployment Review Committee, endorse the recommen-
- 3 dation for establishment of an Executive Office for clergy development within the of-
- 4 fice of the Presiding Bishop, and authorize the Board for Church Deployment, the
- 5 Committee for Pastoral Development, and others as necessary, to work with the
- 6 Presiding Bishop and Executive Council to design a structure for the coordination,
- 7 administration, and direction of all functions relating to ordained ministry.

EXPLANATION

Currently the various components of the Episcopal Church responsible for aspects of ordained ministry appear to function to some degree in isolation from one another. All of the components of the Church that are concerned with ordained ministry should work together. The research of the Deployment Review Committee indicates all other major denominations have a national executive office to coordinate professional ordained ministry concerns. The creation of this office implies an executive-level position appointed by and responsible to the Presiding Bishop. [Canon I.2.4(c)].

**RESOLUTION ON COMPOSITION OF THE BOARD  
FOR CHURCH DEPLOYMENT**

The Board offers the following amendment to Canon III.31, regarding the composition of the Board for Church Deployment:

**Resolution #A037**

*Resolved*, the House of \_\_\_\_\_ concurring, **That Canon III.31 be amended as follows, effective upon the rising of the 71st General Convention, (1994):**

Sec. 1 (a). There shall be a Board for Church Deployment of the General Convention consisting of 12 members, ~~three~~ *four* of whom shall be Bishops, ~~three~~ *four* of whom shall be Presbyters or Deacons, and ~~six~~ *four* of whom shall be Lay Persons.

EXPLANATION

The Deployment Review Committee identified three distinct groups of "users" of deployment services: the bishops (and their dioceses), the clergy, and the parishes. The Board for Church Deployment has concluded that it could better discharge its canonical responsibilities if its membership reflected a more balanced representation of these constituencies. The change would not take effect until the next General Convention to avoid the necessity of having alternative slates of nominees for this Convention.

**REQUEST FOR APPROPRIATIONS**

**Resolution #A038**

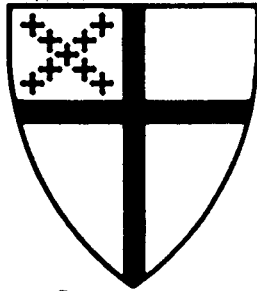
*Resolved*, the House of \_\_\_\_\_ concurring, **That there be appropriated from the Assessment Budget of the General Convention the sum of \$60,000 during the triennium of 1991-1994 for the expenses of the Church Deployment Board.**



# **Deployment**

**The First 20 Years  
And  
Challenges For The Future**

**episcopal**



**church**

**The Report of the Deployment Review Committee  
to the Board for Church Deployment  
November 12, 1990**

## Background and Development of the Review

The Church Deployment Board of the Episcopal Church has sponsored a study of the manner in which the gifts and talents of its clergy and those lay persons with a vocation in church work are called forth. There are a variety of processes by which individuals within the church are “deployed” for use of their gifts, graces and talents, to accomplish the broad goals and the everyday tasks that bring the church closer to accomplishing its mission: “To restore all people to unity with God and each other in Christ.” (Book of Common Prayer, Catechism, page 855).

In 1988 representatives of the Board of the National Network of Episcopal Clergy Associations approached the Church Deployment Board about concerns relating to present deployment practices in the Episcopal Church. As a result of these and other conversations, the Church Deployment Board appointed a Deployment Review Committee to oversee an evaluation of the total “deployment process” within the Episcopal Church.

Those appointed were: Matthew K. Chew (Arizona), chair, the Right Reverend Edward C. Chalfant (Maine), the Right Reverend Donald M. Hultstrand (Springfield), the Reverend Canon Joel A. Gibson (New York), the Reverend Victor T. Wei (California), the Reverend Doctor Georgia H. Cohen (Michigan), Dixie S. Hutchinson (Dallas), and Doctor Dalton S. Oliver (Vermont). Appreciation is due each of these people for their time and dedication to this project as well as to William A. Thompson and the Reverend James G. Wilson of the Church Deployment Office who served as resources to the Committee.

Historically, the Church’s present deployment processes evolved from a study initiated by the 1967 General Convention. The Joint Commission on Deployment of the Clergy was created by action of the 1967 General Convention to “investigate and study (with a view to making recommendations thereon) such matters as current manpower (sic) needs, methods for the more efficient deploying of the Church’s ordained ministry, means for facilitating the process of clergy placement, types of auxiliary ministries, tenure and continuing education.” (Journal of the 1967 General Convention, page 365.)

The Joint Commission proposed a “Model Deployment Plan” which called for:

- . . . A procedure that encourages the preparation of written position descriptions for each professional position in the Church.
- . . . A policy calling for annual performance reviews supervised by the bishops.
- . . . The establishment of a national Clergy Deployment Office, to serve as a consultative resource for bishops . . . to house a national personnel inventory of each clergyman (sic) and seminarian in the Church.
- . . . Canonical changes which give the bishop a responsibility to nominate clergymen (sic) for vacancies.
- . . . A procedure for reviewing the tenure of the clergy at appropriate intervals.

... The creation of an adequate appellate procedure to protect clergymen (sic) against a capricious or unjust use of the procedures proposed for performance review.

These proposals resulted in the following:

- \* In 1970 the Clergy Deployment Office was opened and that same year a national Personnel Inventory was developed. *The remaining recommendations of the Joint Commission have not been officially adopted on a national basis.*
- \* The Board for Clergy Deployment was also established by General Convention resolution in 1970.
- \* The board was charged with oversight of the Clergy Deployment Office and instructed to report directly to the General Convention.
- \* In 1973 the board was asked to develop a model for clergy evaluation and to give particular attention to the unemployed.
- \* In 1976, the General Convention requested the Clergy Deployment Board to investigate equal opportunity procedures for clergy deployment.
- \* Seed money was provided in order to begin a "Positions Open Bulletin".
- \* In 1979, the General Convention changed the name to "Church Deployment Office" in order to include lay professionals.
- \* In 1982, the Board for Church Deployment was formally established by canon. (See Appendix A).

The Review Committee wishes to thank the Most Reverend Edmond L. Browning, Presiding Bishop, for his support for this project and for the financial assistance which he obtained from the Bishop's Fund of Southern Ohio. Thanks are also extended to the Church Deployment Board and Office for the allocation of funds for initial start-up.

The Episcopal Church Foundation not only provided funding but the time and expertise of Mr. Norman Clement, a Vice President of Korn/Ferry International and a member of the foundation. Matching funds, which made the project possible, were obtained from the Lilly Endowment, Inc., Doctor Craig Dykstra, Vice President for Religion, through the efforts of the Reverend Doctor Georgia Cohen. The support of each of these groups and individuals is greatly appreciated.

After considering several consulting groups the committee retained Michael J. Smith of Resource Development Designs, Cincinnati, Ohio, to design and carry out the review. The project was completed in September of 1990.

The process used by Mr. Smith for this review was designed to survey the "users" of deployment systems throughout the Church to determine their perceptions of its effectiveness. The design was also intended to determine how other components of the Church impact deployment, and how all components work toward accomplishing the mission of the Church. Representatives of other denominations were also consulted about their deployment processes. (See Appendix C).

The review was designed to reach a broad base of people in a variety of settings and included three phases:



## THE BLUE BOOK

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*PHASE ONE* involved the development and the administration of a *Preliminary Inventory* of information to assess some of the issues and questions to be addressed in Phase Two.

Three separate inventories were designed, one for bishops, one for clergy and one for lay members of search committees. Participants were selected through a random sample of names drawn from those clergy on file with the Church Deployment Office and from parishes which had recently requested computer searches. All diocesan bishops were sent a copy of an inventory designed specifically for them.

The responses were representative of the clergy population in the Episcopal Church, predominantly white, middle-aged males. The response of women and minorities was in proportion to their numbers within the clergy population. In Phase Two, a special effort was made to include women, minorities and representatives of minority parishes.

Appendix B contains details of the numbers of people involved in each phase of the process. In summary, 57% of the bishops responded to the *Preliminary Inventory*. A total of 947 clergy were sent inventories and 59% or 563 responded. 400 lay persons were sent inventories and 40% or 161 responded.

*PHASE TWO*, a series of Focus Groups (see Appendix D), was a crucial part of the review. These groups provided occasions to explore the perceptions, experiences and feelings of bishops, clergy, laity, deployment officers, seminary deans and others. A total of fifteen dioceses were invited to participate as test sites for the project. These dioceses were chosen by the Deployment Review Committee to be as representative of the total Church as possible.

The dioceses invited to participate included Atlanta, California, Chicago, Eastern Oregon, Fort Worth, Iowa, Louisiana, Massachusetts, Nevada, New York, Ohio, Pittsburgh, Southwestern Virginia and West Texas. The Diocese of Fort Worth declined to participate. The Diocese of San Joaquin was then invited, but also declined.

At least three Focus Groups were conducted in each of the dioceses: one for the clergy, one for lay people who had been involved in a search committee and one for the bishop and the bishop's staff involved in deployment. A total of 305 clergy and 202 lay people participated in Focus Groups. (See Appendix B).

A number of women participated in the Focus Groups scheduled specifically for them. Women tended not to attend the general clergy Focus Groups. In some dioceses, other focus groups were held for various minority clergy.

Special Focus Groups for Black and Hispanic clergy were scheduled in Atlanta, California, New York, Chicago and Ohio. A total of 22 Black clergy and 2 Hispanic clergy participated. A special Focus Group scheduled during a conference for Hispanic clergy did not take place because the conference was canceled. A total of 7 Asian clergy participated in Focus Groups held in California and Ohio. No Focus Groups were arranged for Native American clergy because there was no response to the committee request.

A total of 1,370 people participated in the review. The committee believes this is a representative sample of the Episcopal Church.

*PHASE THREE* of the process involved the consultant's assessment of the data. The goal was to analyze the implications, impact and relationship of all the data gathered, and to generate appropriate recommendations.

These recommendations were then presented to the Deployment Review Committee for study, discussion, decision-making and reporting to the Church Deployment Board.

# An Assessment of Deployment Processes in the Church Today

First, it is important to note early in this review that the research revealed that most priests are “content” or “fulfilled” in their ministries. They feel appreciated and rewarded, well-connected to the larger Church, and are happy in their present positions.

Secondly, the study shows that both clergy and lay persons appreciate our denomination’s participative approach to filling vacancies. Both clergy and laity spoke very highly of opportunities to involve the total parish in the search process at various points along the way. Found to be especially beneficial to the life of the parish is the parish self-study done as a part of the total search process. Clergy generally appreciate the opportunity to be called to any diocese within the Church.

The consultant also found that those coming to participate in the Focus Group phase of the review were sincerely interested in helping to improve the process, were excited about the Committee’s work and felt affirmed by the Church’s commitment to do this study.

However, the study also points to a very high sense of dissatisfaction and frustration with the total deployment process. When asked to identify where they would find themselves on this continuum:

Few changes if any need to be made to our existing methods for deploying clergy	+3	+2	+1	0	-1	-2	-3	The deployment methods of our Church need significant reworking
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93% of the clergy were on the negative side of the continuum with 43% being at the -3 level. 92% of the search committee representatives were on the negative side of the continuum with 23% at the -3 level and 32% at the -2 level.

The study attempted to identify the factors contributing to this high level of frustration. In assessing the data, the consultant suggested that attention be directed toward the following concerns:

## Church Mission

The mission of the Church follows from the Church’s relationship with God. An understanding of this mission must be primarily a theological understanding. This understanding must then be related to and expressed through the Episcopal Church’s polity and structures.

For example, if we understand the Church to be a community of people who proclaim the Resurrection of Christ in lives of service, then the mission will have something to

do with proclamation and servanthood. Deployment processes, therefore, should be tied to these goals in specific and intentional ways.

In responding to a variety of questions, participants repeatedly indicated that the deployment processes of the Episcopal Church are not in keeping with the mission of the Church. Participants identified such things as the amount of time, money and energy spent in searches, the lack of a spiritual focus in the process, and the frequency with which parishes fail to give attention to the mission of the Church beyond the parish. In addition, participants, both lay and ordained, seriously questioned whether the Church has a clear understanding of ordained and non-ordained ministry.

### **Role Clarity**

The data shows that there is a very low level of clarity about the roles and relationships of different individuals and groups within the deployment process. There is a high level of confusion over the roles of the Church Deployment Office, the Diocesan Bishop, Diocesan Deployment Officer, and the interaction between the search committee and the parish vestry. The existence and responsibility of the Church Deployment Board is virtually unknown among all of the groups that participated in the study. Likewise, the lack of understanding of the function of the Church Deployment Office has given rise to a wide variety of expectations among clergy about what the office "should" be doing, and what the office fails to do.

### **Leadership and Accountability**

The study reflects a lack of clear leadership in the area of deployment. The data also suggests there is a significant level of concern over responsibility and accountability in the process. The data suggests that while various groups have responsibility for some part of the Church's management of gifts for ministry, those parts do not always work in concert with one another. This perceived lack of leadership affects our ability to strategize and plan for both present and future ministry needs.

### **Effectiveness**

Respondents to the study indicate that searches for rectors frequently take 15-18 months. Search committees and clergy feel this is too long and does not contribute positively to the life of the congregation. Search committees feel the process often takes so long simply because of inadequate training for the task.

### **Energy**

The data suggests that much within our process serves to de-energize people. While some depletion of energy is to be expected given the seriousness of the task, it is questionable whether good decisions can be made by people who are worn out.

### **Consistency**

A significant amount of the frustration with the deployment processes stems from the fact that people perceive them to be out of step with the nature and mission of the Church. Our review suggests that clergy generally felt the deployment process does not focus on the mission of the Church and parish, but on maintaining the status quo. Participants also cited a lack of understanding about lay ministry vis-a-vis ordained ministry,

and how all members of the Church contribute to the mission of the Church. Bishops shared their perception that it is difficult to get parishes to focus on their mission, not only as a parish, but within the diocese.

Frequently cited was the perception that “deployment” itself is a poor word, since it suggests that someone has the authority to move someone somewhere, when in fact no one has that authority in the Episcopal Church. Of greater concern is the perception that the search practices used throughout the Episcopal Church inadvertently permit discrimination, especially based on age, gender, race, marital status and sexual orientation.

### **Initiative**

The deployment practices we employ may encourage passivity on the part of both clergy and laity. Respondents report that many clergy “wait” to be called, and many parishes “wait” to have names of candidates generated for them, or “wait” to evaluate the life of the congregation until a rector has resigned.

### **Delegation of Tasks**

Mentioned throughout the review by both clergy and search committees is the tension often created between search committees and vestries because the search task delegated at the beginning of the process was ill-defined. Search committees are often unclear about such things as the number of candidates to be presented to the vestry, the way in which the vestry will be involved in the interviewing of candidates, and the unspoken expectations of the vestry as to who is and who is not suitable.

The following specific areas of deployment deserve some notice:

- Search Committee participants repeatedly reported in Focus Groups that a significant amount of their frustration grew out of their lack of training in the areas of group process, decision-making and interviewing skills.
- There is a very high level of dissatisfaction with the Church Deployment Office Personal Profile for Clergy. The general sense of both clergy and laity is that the profile needs to be significantly redesigned if it is to have a greater impact upon the search process.
- There is a high level of concern about the role of bishops in the process. The general sense among clergy is that bishops have backed away from this area of responsibility. Search committee representatives generally shared this feeling.
- There is also a very high level of dissatisfaction with the role and performance of deployment officers. This dissatisfaction was voiced by both clergy and search committee representatives.

Our consultant observed that the causes of the frustrations with the deployment processes have less to do with “search technology” than with the issues of authority, role clarity, accountability and congruence with the life and mission of the Church.

## Committee Recommendations

### Section I      **Recommendations for Consideration and Action by the Board for Church Deployment**

1. *We recommend that* the Church Deployment Board and the Church Deployment Office enter into a period of intensive strategic planning specifically to:
  - clarify the distinction between the Church Deployment Board and Church Deployment Office and their separate responsibilities to the Church
  - develop appropriate long-term goals
  - work to improve their ability to serve women and minority clergy
  - develop a public relations plan that can improve and clarify their image

***Rationale:***

We feel there is need for all groups within the Church which have responsibility for vocational discernment, training, continuing education and deployment to explore ways to evaluate, plan and work together. Some of the confusion about the relationship of the board and office could be overcome with better public relations and communication of the distinctive responsibilities of each.

2. *We recommend that* the Personal Profile for clergy be significantly revised as soon as possible.

***Rationale:***

Both clergy and search committee representatives with an extremely high level of agreement felt that the current Personal Profile could be more effective. Specifically, it was felt that the profile is not user-friendly, it is too complicated and too subjective, and fails to give a concise picture of the person's actual skills or gifts for ministry, especially in the areas of leadership and spirituality.

3. *We recommend that* all bishops strongly encourage their clergy to complete the Personal Profile and to keep their information current (i.e., to update their profiles at least every two years).

***Rationale:***

While about 90% of the priests of the Church are registered with the Church Deployment Office, roughly one-half of the active priests do not keep the information in their files current. Current Personal Profiles help the Church manage its gifts for ministry.

4. *We recommend that* every effort be made to establish nine months or less as the normal time for a search process.

***Rationale:***

It is not healthy for any organization to be without consistent, permanent leadership for an extended period of time. Delays may contribute to unrealistic expectations of the person ultimately called. Good training and a well-defined search model should make it possible to reduce significantly the length of parish searches.

5. *We recommend that* the board develop and publicize a quality program of training for search committees. Such a program should include training in group process, decision-making and interviewing skills. Current training technology, such as video training programs and adult education principles should be considered for resources. The training program should include an overall plan of action and a timetable for the search process.

***Rationale:***

Search committees felt their processes were often hampered because they were poorly trained, or not trained at all. While most agreed that they were well-informed about diocesan policies and procedures, they felt inadequately prepared for the task.

6. *We recommend that* parishes using the services of the Church Deployment Office be expected to report to the Church Deployment Board an evaluation of the process, services, publications, etc. provided through the office. The board should develop a form to facilitate this evaluation.

***Rationale:***

Evaluation of the services of the office should assure that services are meeting the needs of the user. Search committee representatives often voiced their concern that no evaluation of the deployment process or services of the Church Deployment Office were expected.

7. Diocesan Deployment Officers and consultants are an integral and essential factor in the deployment process:

- a. *We recommend that* a process for evaluating the work of deployment officers and consultants be developed, and that every parish complete such an evaluation at the end of its search period. This evaluation should be submitted to the bishop. We recommend that bishops be encouraged to share the general content of these evaluations with the Church Deployment Board.

***Rationale:***

Search Committees and clergy voiced significant concern about the performance of deployment officers and con-

sultants. Search committee participants were concerned that they were not asked to evaluate the performances of the deployment officer or consultants for the diocese.

- b. *We recommend that* a standard program of study be designed and required of all deployment officers and consultants. This program should include ethical standards of the position, decision-making, organizational development, systems theories, the study of addictive behaviors, personality theory, career counseling and legal aspects of personnel administration.

*Rationale:*

Deployment officers frequently mentioned that they felt ill-prepared for some of their tasks. Both parish representatives and clergy felt that deployment officers needed to be better prepared.

- c. *We recommend that* a uniform code of ethical conduct be established for deployment officers. Paramount in this code must be the matter of confidentiality.

*Rationale:*

Deployment officers have access to very sensitive information about candidates, and have the responsibility and opportunity to share that information during search processes. Both clergy and laity expressed concerns about the misuse of some of this information. Except for the current code of conduct concerning the use of the Church Deployment Office Profile, deployment officers voiced their concern that there is no clear, consistent, universal set of ethical standards by which they can monitor their work. While some vacancy sharing groups do have their own set of ethical standards, no uniform code of conduct exists at this time.

8. *We recommend that* a compatible personal profile be designed for use by lay professionals within the Church.

*Rationale:*

Lay persons involved in the review expressed a desire to be registered with the Church Deployment Office so their gifts and skills might be called upon throughout the Church. There was significant dissatisfaction with the current profile as it applies to lay positions within the Church.



**Section II Recommendations for the Consideration and Action of the House of Bishops, the House of Deputies and the Executive Council**

1. *We recommend that* at the national level of the Episcopal Church all committees, commissions, boards and other groups responsible for any area of ordained ministry be brought together under an executive office for the purpose of administering and directing efforts relating to the professional development of clergy.

*Rationale:*

Currently the various components of the Church responsible for aspects of ordained ministry such as the Church Deployment Office, the Board for Theological Education, the Office of Pastoral Development, as well as the Council for Development of Ministry, appear to function to a large degree in isolation from one another. All of the components of the Church that are concerned with ordained ministry should work together. Our research indicates all other major denominations have a national executive office to coordinate professional ordained ministry concerns.

2. *We recommend that* the Church hasten to articulate a theology of ministry that can serve as a basis for a coherent theology of deployment.

*Rationale:*

Throughout the review clergy and laity spoke about the confusion in the Church over ministry, both lay and ordained. Clergy have expressed concern about their confusion of role and purpose within the Church, while lay participants questioned the meaning and function of lay ministry. This has resulted in a variety of misconceptions and unrealistic expectations on the part of both clergy and laity.

3. *We recommend that* the Church reaffirm its policy of non-discrimination in all areas of placement.

*Rationale:*

“The mission of the Church is to restore all people to unity with God and each other in Christ.” (B.C.P., Catechism, page 855). Discrimination based on age, gender, race, etc. does not support the mission of the Church. Throughout the review serious concerns were raised about the level of discrimination in the deployment processes of the Church. Cited with great frequency was discrimination based on one’s age, gender, race, marital status or sexual orientation.

4. *We recommend that* it be a policy of the Episcopal Church to have a representative number of vestry members on the parish search committee.

**Rationale:**

The most common concern and frustration reported by search committee participants was that the vestry and search committee were frequently at odds with one another. Often, this was because the charge to the committee was poorly done, or the task was not adequately explained. Search committees reported with a high level of frequency that vestries often “changed the rules” toward the end of the process. There was a significant level of concern and confusion over the role of the vestry toward the end of the process, specifically how they would interact with candidates, and how many names they expected the search committee to submit. With an adequate number of vestry members on the search committee some of these problems could be avoided.

5. *We recommend that* all bishops be actively and effectively involved in the search process. This includes the responsibility to nominate clergy for positions in addition to those names received from other sources.

**Rationale:**

Clergy overwhelmingly feel that bishops have relinquished their authority and responsibility in the management of the Church’s gifts for ministry. A significant number of search committee participants also feel that bishops need to be more involved in the process, especially with the responsible nomination of candidates.

6. *We recommend that* a uniform policy be established whereby all names for consideration be channeled through the bishop. We also recommend that these names and those generated by a Church Deployment Office search be reviewed by the bishop, and that the bishop submit to the parish the names of candidates deemed appropriate in accordance with the mission of the parish and the diocese.

**Rationale:**

Again, there is concern about the level of the bishop’s involvement in the process. Likewise, parishes expressed their concern about the large number of names given to them for consideration, and that some of the people suggested are not really suitable. Time is spent “screening people out.” Their time could be better spent if candidates obviously unsuitable for the position, or truly not interested, were removed from the list. Bishops generally felt that this idea is a good one, but many do not feel they have the authority or the trust to do this.

7. *We recommend that* bishops be encouraged to intervene earlier in those situations where a priest needs to leave a position for the good of the parish or for the good of the priest in question.

*Rationale:*

While Canon III.19 of the national canons (1988) has established a process to deal with serious conflicts between rector and parish, and while this process is still being tested throughout the Church, there are those cases where quick action is needed, and where prolonged processes will only cause more harm. Bishops with a very high degree of frequency mentioned this as one of the most difficult issues they encounter, and that they often feel "powerless" in the face of such circumstances.

8. *We recommend that* the Church develop a process by which clergy not truly suited for ordained ministry may be able to leave the ordained ministry with dignity.

*Rationale:*

Bishops and clergy alike reported throughout the review that perhaps as many as 20% of the clergy in the Episcopal Church are not truly suited for the ordained ministry. It was likewise felt that these people need to be able to exit from the ministry with a sense of dignity.

9. *We recommend that* a series of processes and instruments be developed for the evaluation and review of the mutual ministry of clergy and of vestries on behalf of their parishes, and that they be strongly encouraged to enter into such evaluations on a regular basis.

*Rationale:*

Clergy reported that evaluation of their ministries are often poorly carried out. Parish search committee participants reported that parishes often fall into difficult periods because good evaluation processes have been lacking. Clergy and laity who have participated in mutual ministry reviews generally felt they could have been more helpful if there had been better processes available to them.

We are also concerned that the lack of uniform evaluation processes in the Church can result in unfair, biased, and inaccurate reporting about clergy by deployment officers, bishops and others. The 1969 report of the Joint Commission on Deployment of the Clergy recommended the development of such processes, as well as appropriate appellate procedures.

**Section III Some Recommendations, Suggestions, and Concerns That Need to be Referred to Other Groups Within the Church for Consideration and Action**

1. For the Board of Theological Education

We found a very significant degree of concern among clergy about continuing theological education. The changing demands of ministry in a fast-changing world emphasize the need for ongoing training. The Church has the opportunity and an obligation to plan strategically for the continuing education, including sabbaticals, of its ministers, both ordained and lay.

2. For the Church Pension Fund

Clergy are concerned about the relationship of the Church Pension Fund to deployment in the Church. They often voiced their concern that the policies of the Pension Fund may be contributing to some of the problems experienced by older clergy who fear that a move will jeopardize their pension benefits. We suggest that the Pension Fund review its policies to determine what modifications would positively address some of the deployment concerns of the Church.

3. For Commissions on Ministry

Responsibility, authority and accountability are given to Commissions on Ministry under Title III of the national canons for the discernment and utilization of gifts and skills for ministry. Commissions on Ministry need to be intentional about responding to *all* aspects of Title III Canon 2.

Commissions on Ministry need to work closely with their Diocesan Deployment Officers and any other diocesan components whose responsibilities embrace the church's ordained and lay ministers. Commissions on Ministry should bring all such groups together for purposes of evaluation and strategic planning for the ministry needs of the Church.

Concerns were also expressed about the advanced age of persons entering seminary today. This raises questions about the need for the Church to identify and recruit talented young people.

4. To Dioceses

The Church has experienced a decline in the number of full-time, paid clergy positions. This decline is due in part to the inability of certain congregations in special cir-

cumstances to afford to attract seasoned and competent clergy. We encourage dioceses to explore ways to compensate clergy who are able and willing to serve in mission-type parishes, parishes in conflict, non-traditional ministries, etc. We also encourage dioceses to explore alternative models for providing clergy to such congregations.

**Section IV Some Additional and Related Observations**

1. Concerning the words “deployment”, “deployment officer”, “Deployment Office”, etc.:

In the Episcopal Church we use the term “deployment” to describe the methods by which parishes search for ministers, lay and ordained, and by which ministers search for new positions. It is intended to imply a systematic use of our resources, *not* responsibility or authority to send someone somewhere.

2. It became apparent during the review that many of the concerns encountered resulted from the different components of our Church not clearly understanding how their various purposes and functions relate to each other in furthering the mission of the Church. The Church, like any large organization, will function best when all of its components are able to work effectively together toward a common goal.

Overcoming this situation should not require significant changes in the Church’s structure. A new executive or administrative officer could coordinate the groups involved so that their inter-related functions would complement one another.

## Conclusion

Presently, the Episcopal Church has nearly as many deployment processes as it has dioceses. One standard process may not be practical, but more consistency throughout the Church would help improve the use of our human resources and reduce the frustrations encountered. While the Church Deployment Board and the Church Deployment Office can do much to work towards more consistency, the individual jurisdictions must be willing to cooperate.

Many of the committee's recommendations are consistent with those set forth in the "model deployment plan" presented to the Episcopal Church by the Joint Commission on Deployment of the Clergy more than 20 years ago. While much has changed in the world and in the Church in the intervening years, the similarity of our conclusions with those of the Joint Commission underlines the need for the Church to act.

The establishment of the Church Deployment Board and the Church Deployment Office has been a strong first step in instituting the recommendations from the earlier plan. Much of the frustration encountered concerning the board and the office appears to arise more from a lack of understanding of their distinctive functions than from actual deficiencies in their operations. Their efforts to break new ground for the Church could have been more effective had the other recommendations of the "model deployment plan" also been acted upon. It should be remembered this is the first time that their practices have received any kind of formal critique.

We believe the comments and criticisms encountered by our consultants were meant to be in the spirit of helpfulness. Accepting them as such should allow the board and the office to improve their usefulness to all parties concerned with deployment within the Church.

Some of our recommendations can be instituted by actions of the Church Deployment Board and the Church Deployment Office. Others will require additional consideration by appropriate committees or commissions within the Church followed by appropriate canonical changes. Some require funding beyond what is available from the Church's general program budget. Such funding should be available from interested foundations and endowments if the proper case is made for them.

The committee recognizes that the need for additional consideration and additional funding noted above can become an excuse for procrastination. However, doing the best possible job of stewardship with the gifts, graces and talents of the clergy and lay professionals within the Church can be a very effective way to evangelize and "to restore all people to unity with God and each other in Christ." The efforts and expenditures necessary to bring this about should be pursued with vigor. It is imperative that the Church address the concerns that have been raised and become more responsive to managing the many gifts and graces of its leadership.

# Appendix A

## TITLE III CANON 31.

(1988)

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### CANON 31.

#### Of a Board for Church Deployment

Sec. 1 (a). There shall be a board for Church Deployment of the General Convention consisting of twelve members, three of whom shall be Bishops, three of whom shall be Presbyters or Deacons, and six of whom shall be Lay Persons. Membership.

(b). The Bishops shall be appointed by the Presiding Bishop. The Presbyters or Deacons and Lay Members shall be appointed by the President of the House of Deputies. All appointments to the Board shall be subject to the confirmation of the General Convention. Appointment.

(c). The Members shall serve terms beginning with the adjournment of the General Convention at which their appointments are confirmed, and ending with the adjournment of the second regular General Convention thereafter. Terms.

(d). At the General Convention in which these provisions are adopted, two Bishops, one Presbyter or Deacon, and three Lay Persons shall be appointed to serve for one-half of a regular term, and one Bishop, two Presbyters or Deacons, and three Lay Persons shall be appointed to serve full terms. At each succeeding regular General convention one-half of the membership shall be appointed to serve full terms.

(e). Positions of members of the Board which become vacant prior to the normal expiration of such members' terms shall be filled by appointment by the Presiding Bishop or by the President of the House of Deputies, as appropriate. Such appointments shall be for the remaining unexpired portion of such members' terms, and, if a regular meeting of the General Convention intervenes, appointments for terms extending beyond such meetings shall be subject to confirmation of the General Convention. Members appointed to fill such vacancies shall not thereby be disqualified from appointment to full terms thereafter. Vacancies.

Sec. 2. The duties of the Board for Church Deployment shall be: Duties.

1. To oversee the Church Deployment Office.



2. To study the deployment needs and trends in the Episcopal Church and in other Christian bodies.
3. To issue and distribute such reports and information concerning deployment as it deems helpful to the Church.
4. To cooperate with the other Boards, Commissions, and Agencies of the Church which are concerned with ministry, and particularly with the Executive Council.
5. To report on its work and the work of the Church Deployment Office at each regular meeting of the General Convention.
6. To report to the Executive Council at regular intervals as a part of its accountability to the Council for the funding which the Church Deployment Office receives.
7. To work in cooperation with the Church Center Staff.
8. To fulfill such other responsibilities as may be assigned to it by the General Convention.

## Appendix B

### Phase One: Responses to the Preliminary Inventory

(Number indicates the actual number of persons responding from each diocese)

<i>Diocese</i>	<i>Search Committee</i>	<i>Clergy</i>
Alabama	1	5
Alaska	0	1
Albany	3	10
Arkansas	0	2
Arizona	1	7
Atlanta	2	7
Bethlehem	1	6
California	2	12
Chicago	3	11
Central Florida	1	8
Central Gulf Coast	0	4
Central New York	3	4
Central Pennsylvania	1	4
Colorado	2	7
Connecticut	4	12
Dallas	3	4
Delaware	1	0
Eastern Oregon	1	0
Easton	2	5
East Carolina	1	2
East Tennessee	2	3
Eau Claire	0	2
El Camino Real	1	4
Florida	3	3
Fond Du Lac	0	2
Fort Worth	0	1
Georgia	1	2
Hawaii	0	5
Idaho	0	2
Indianapolis	0	4
Iowa	3	3
Kansas	2	4
Kentucky	1	2
Lexington	0	2
Long Island	3	9
Los Angeles	4	14
Louisiana	0	3
Maine	1	4
Maryland	4	10
Massachusetts	0	25

## THE BLUE BOOK

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<i>Diocese</i>	<i>Search Committee</i>	<i>Clergy</i>
Michigan	6	11
Milwaukee	1	4
Minnesota	1	3
Mississippi	0	4
Missouri	2	3
Montana	0	0
Nebraska	0	4
Newark	3	12
New Hampshire	0	5
New Jersey	2	17
New York	1	11
Nevada	0	0
North Carolina	5	11
North Dakota	1	1
Northern California	1	6
Northern Indiana	1	1
Northern Michigan	0	1
Northwest Texas	0	2
Northwestern Pennsylvania	1	4
Ohio	2	6
Oklahoma	1	8
Olympia	4	9
Oregon	1	5
Pennsylvania	3	20
Pittsburgh	0	3
Quincy	0	1
Rhode Island	1	11
Rio Grande	4	3
Rochester	3	8
San Diego	3	3
San Joaquin	3	2
South Carolina	1	6
South Dakota	3	3
Southeast Florida	0	3
Southern Ohio	1	7
Southern Virginia	4	5
Southwest Florida	0	3
Southwestern Virginia	2	2
Spokane	1	2
Springfield	2	3
Tennessee	1	8
Texas	0	10
Upper South Carolina	1	5
Utah	1	2
Vermont	4	3
Virginia	3	20
Washington	2	16
West Missouri	2	5



**THE BLUE BOOK**

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	<i>Total</i>	<i>Women</i>	<i>Men</i>
Chicago (Hispanic)	1		1
Eastern Oregon (Gen.)	6	3	3
Iowa (General)	22	6	16
Louisiana (General)	28		28
Massachusetts (Gen.)	27	3	24
Nevada (General)	9		9
New York (General)	10	2	8
New York (Black)	6	2	4
New York (Single Males)	5		5
Ohio (General)	7		7
Ohio (Black)	2		2
Ohio (Asian)	1	1	0
Pittsburgh	22	7	15
S.W. Virginia (General)	8	1	7
West Texas (General)	11	0	11
NNECA Women	23	23	0
<b>Total Clergy:</b>	<b>305</b>	<b>95</b>	<b>210</b>

**Total Minority Involvement:**

(These numbers are included in the clergy count above)

Total Black Clergy In Special Focus Groups:	14
Total Black Clergy In General Focus Groups:	8
<b>Total Black Clergy:</b>	<b>22</b>
Total Hispanic Clergy In Special Focus Groups:	2
<b>Total Hispanic Clergy:</b>	<b>2</b>
Total Asian Clergy In Special Focus Groups:	4
Total Asian Clergy In General Focus Groups:	3
<b>Total Asian Clergy:</b>	<b>7</b>

<b>Search Committee Groups</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>	<b>Parishes</b>
Atlanta	21	15	6	10
California	10	5	5	8
Chicago	33	19	14	14
Eastern Oregon	9	6	3	7
Iowa	21	11	10	10
Louisiana	29	14	15	15
Massachusetts	35	25	10	17

**DEPLOYMENT THE FIRST 20 YEARS**

<b>Search Committee Groups</b>	<b>Total</b>	<b>Women</b>	<b>Men</b>	<b>Parishes</b>
New York	17	11	6	8
Nevada (No Focus Group)				
Ohio	7	4	3	4
Pittsburgh	6	1	5	4
S.W. Virginia	5	1	4	3
W. Texas	9	4	5	5
<b>Total Search Committee</b>	<b>202</b>	<b>116</b>	<b>86</b>	<b>105</b>
<b>Focus Group Participants</b>				
Bishops	69			
Deployment Officers	47			
CDM	30			
Deans	12			
All Clergy	305			
All Search Committees	202			
Other (includes lay professionals, diocesan staff and Bishops involved but not otherwise counted)	21			
<b>Total Focus Group Participants:</b>	<b>686</b>			
<b>Clergy Respondents to the Preliminary Inventory:</b>	<b>531</b>			
<b>Lay Respondents to the Preliminary Inventory</b>	<b>153</b>			
<b>Total Process Participants</b>	<b>1370</b>			

## Appendix C

### **Other Denominations Consulted for an Ecumenical Perspective**

The Roman Catholic Church

The Evangelical Lutheran Church in America

The United Presbyterian Church

The United Methodist Church

The United Church of Christ

## Appendix D

### What is a Focus Group?

A Focus Group is persons brought together for the purpose of evaluating a particular program, project, or product that directly affects them. In the Focus Group a structured process is used to examine the experience that the group members have had with the particular program or products, to surface their perceptions about the program/product, and to solicit their input as to how the program/product might be improved.



