

Contents

Section 1 – Culture

1.1 Specialness	3
1.1.1 Why clergy?	3
1.1.2 The “identified patient”	3
1.1.3 For the whole church.....	3
1.1.4 Hardiness and resilience	5
1.2 What are clergy for?.....	7
1.2.1 Role confusion, ambiguity and overload	7
1.2.2 Accountability	7
1.2.3 Amateurism v professionalism.....	7
1.2.4 Long hours culture	7
1.2.5 Set free or set up?	9
1.3 Parochialism	11
1.3.1 My parish, my deanery, my diocese	11
1.3.2 Lack of consistency across dioceses	11
1.3.3 Isolation, competitiveness and collaboration	11
1.3.4 Mutual responsibility and interdependence	11
1.4 Underdevelopment	13
1.4.1 The flat career structure	13
1.4.2 Patronage and preferment	13
1.4.3 Skills and development incentives	13
1.4.4 Clergy/laity divide	13
1.5 (dis)owning the problem	15
1.5.1 Triumphalism and despair	15
1.5.2 Facing the facts	15
1.5.3 Dying for a change	15
1.5.4 Who pays the price?.....	15

Section 2 – Formation

2.1 Personal accountability.....	21
2.1.1 Habit of personal accountability	21
2.1.2 Rule of life	23
2.1.3 Senior staff self-audit	23
2.2 Selection & early years' support	25
2.2.1 Journey Friends	25
2.2.2 Picking up boom and bust	25
2.2.3 College and course recommendations.....	25
2.2.4 Work/life/study balance during training	27
2.2.5 Curate Mentors	27
2.3 Fit for life.....	29
2.3.1 Life skills training	29
2.3.2 Psychological profiling.....	29
2.3.3 Free fitness checks	29
2.3.4 Cell groups	29
2.3.5 Lifelong development	31

Section 3 – Skills Training

3.1 Skills for the workforce	35
3.1.1 Accrediting gifts and skills	35
3.1.2 Practical skills earlier	37
3.2 Post-ordination training	39
3.2.1 Selection of training incumbents	39
3.2.2 Alternative oversight for curates	39
3.2.3 Training plans	39
3.2.4 Review of failed curacies	41
3.2.5 Changing roles	41
3.3 Continuing education and review	43
3.3.1 Requirement for learning credits	43
3.3.2 Supervision and work consultancy	43
3.3.3 10% out of parish	45
3.3.4 Ministerial review	45

Section 4 – Appointments and Moving

4.1 Attending to human resources	51
4.1.1 Clergy contracts of employment	51
4.1.2 Human Resource Management	51
4.1.3 Investing in People	53
4.1.4 Healthy hours	53
4.2 Posts and appointments	55
4.2.1 Protocol for appointments process	55
4.2.2 Advertising of all posts	55
4.2.3 Time costed job description exercises	55
4.2.4 Information openness	57
4.2.5 Records of reasons for leaving	57
4.2.6 Committing training resources	57
4.2.7 Lines of accountability	59
4.3 Moving between posts	61
4.3.1 Bishop's charge	61
4.3.2 Induction interview	61
4.3.3 Exit interview	63
4.3.4 Continuity strategies	63
4.3.5 Parish personnel details	63
4.3.6 Liturgical closure	63
4.4 Changes between moves	65
4.4.1 What will change	65
4.4.2 Job adjustment review	65

Section 5 – When things go wrong

5.1 Secondary prevention	69
5.1.1 Reporting sickness absence	69
5.1.2 Appointment of key worker	69
5.1.3 Case load monitoring	71
5.1.4 Rota for cover	71
5.1.5 Case Conferencing	71
5.1.6 Taking the lid off	73
5.1.7 Misuse of sabbaticals	73

5.1.8	Compassionate leave package	73
5.1.9	“Professional Friends”	75
5.2	Therapy provision	77
5.2.1	Adviser in Counselling and Therapy	77
5.2.2	Candidates not recommended	79
5.3	Managing absence from work	81
5.3.1	Checklist for managing absence	81

Section 6 – Household and housing

6.1	Housing	87
6.1.1	House use agreements	87
6.1.2	Arrival charter	87
6.1.3	House sitters	87
6.1.4	Separate work and domestic access points	89
6.1.5	Rights and responsibilities	89
6.1.6	Household handbook	89
6.2	Safety	91
6.2.1	Safety training	91
6.2.2	Record incidents	91
6.2.3	Alternative housing options	91
6.3	Family and friends	93
6.3.1	Preparation	93
6.3.2	Shared stress	93
6.3.3	Do not presume	93
6.3.4	Family, friends and other interests matter	95
6.3.5	Clergy shared interest groups	95

Section 7 – Structure

7.1	At national level	99
7.1.1	Accountability and sharing resources	99
7.1.2	Rooting out discrimination, bullying and harassment	99
7.1.3	Sexuality and gender	101
7.1.4	Sharing information and research	103
7.1.5	Links between selection and later ministry	103
7.1.6	Reduce and improve meetings	105
7.1.7	Upgrade the post of Area Dean	105
7.1.8	Exit strategies	107
7.1.9	Modernising charity	109
7.2	At diocesan level	111
7.2.1	Check user-friendliness of systems	111
7.2.2	Decision making procedures	111
7.2.3	Clergy cover bank	111
7.2.4	Develop and support local ministry units	113
7.3	Summary of resources	115
7.3.1	Postholders and providers	115
7.3.2	Routine provision for clergy	115
7.3.4	Provision at particular times	117

Appendix 1.	Glossary of terms and abbreviations	119
Appendix 2.	Our Process	121

