

The Committee on Pastoral Development of the House of Bishops and the Office of Pastoral Development

The Committee on Pastoral Development is a Standing Committee of the House of Bishops. It was created in 1959 when the Presiding Bishop, Arthur Lichtenberger, appointed a committee "to study the pastoral needs of the clergy and their families."

This Committee, in 1976, arrived at the conclusion that it could not continue to discharge its responsibilities through sub-committees. It agreed to assume responsibility for supervision and support of a staff person. In 1968, it requested the Presiding Bishop, John Hines, to appoint the Rt. Rev. David Richards, Bishop of Central America and sometime Suffragan Bishop of Albany, to this position.

The Committee to this day continues as a supervisory and support group for Bishop Richards' Office of Pastoral Development.

The Office of Pastoral Development is the agent of the Committee on Pastoral Development of the House of Bishops and of the Office of the Presiding Bishop. The present incumbent, the Rt. Rev. David Richards, is accountable to the Committee and to the Presiding Bishop. His work is related to the Executive Council through the Presiding Bishop's Deputy for Ministry, the Rt. Rev. Richard Martin, to whom he reports. The Office of Pastoral Development comes under the personnel policy and financial policies of the Executive Council.

Both the Committee and the Office participate actively in the Council for the Development of Ministry.

The purview of the Committee and of the Office has gradually increased in response to the expressed needs of the Bishops of the Church. The original "study of the pastoral needs of the clergy and their families" has developed into an agency which provides a variety of supports to bishops.

The primary function of the Committee and the Office is understood now to be in fostering the personal growth and executive development of bishops.

This function is "health" oriented. It is aimed toward assisting the process through which the maximum potential of those persons elected to the Episcopate is realized. The theory upon which the Committee and Office functions is that the health, creative productivity and self-actualization which are reflected in the performance and witness of the bishop lead toward health and strength within the whole body of the Church. It is obvious that the reverse would be equally true. It is through this awareness that the House of Bishops has mandated this work of Pastoral Development.

In its development function, the Office of Pastoral Development, guided and supported by the Committee, performs the following tasks:

1. It offers consultative assistance to Dioceses which are planning for an Episcopal election.
2. After an Episcopal election has been completed, the Office of Pastoral Development immediately initiates a ministry to the Bishop-elect and his family.
3. The Office of Pastoral Development offers to a newly consecrated bishop a program of "peer-consultation." This program involves training senior bishops in the art of peer consultation with their newly consecrated peers.
4. A variety of Continuing Education Seminars for bishops is arranged by the Office of Pastoral Development. These seminars are designed to meet the expressed needs of bishops.

5. The director of the Office of Pastoral Development will meet with a bishop and his Commission on Ministry when the bishop expresses a desire to evaluate the COM as an extension of the bishop's pastoral office.

6. Direct consultation to individual bishops is offered by the Office of Pastoral Development as a support and a strengthening service to them.

7. The Office encourages bishops to make use of performance evaluation as a means toward their own personal growth.

Another major function of Pastoral Development is to provide pastoral care in the form of crisis intervention.

The theory which governs this function is that early intervention, quick and accurate diagnosis and the use of highly qualified resources reduces pain and stress. Through timely intervention, the impact upon persons and structures of accident, physical and emotional illness and temporary dysfunction is minimized. The spiritual and moral dimensions and implications of personal crisis are seen as of basic importance. This means that the clinical expression of concern and ministrations is at all times balanced with a specifically religious concern and ministry.

Another function of the Office of Pastoral Development, guided and supported by the Committee, is specifically pastoral. This function is exercised in the following tasks:

1. The Director of the Office responds to calls for service from the Presiding Bishop, and through him, other staff persons at the Episcopal Church Center.

2. He provides pastoral service in time of personal need when called upon by bishops and/or their wives.

3. The Office provides career counseling and crisis intervention for clergy referred by a bishop.

4. The Office of Pastoral Development provides consultation and a referral system to bishops seeking help in their pastoral ministry to their clergy.

5. The OPD acts as liaison with the Recovered Alcoholic Clergy Association.

6. The Office publishes a series of pamphlets called "Pastoral Aids." These monographs deal with problem areas in the field of pastoral care.

In addition to the above-named functions, the Office of Pastoral Development also performs the following tasks:

1. It is alert to research opportunities so as to keep its own function under review and to keep the needs of the ministry requiring attention in sharp focus.

2. The Director of the Office participates in some ecumenical activities which offer opportunity for shared learning and collaborative action.

Respectfully submitted,

The Rt. Rev. Jackson E. Gilliam, STM, DD
Chairman — Committee on Pastoral Development

APPENDIX

PROGRAM PLAN AND BUDGET

A. Services to Bishops and Diocesan Groups

Program 1: Bishop Election Consultations

Objective: to help the diocese organize and manage its analysis of leadership needs and its procedures leading to the selection of candidates in the Episcopal election. Emphasis is on the designing of procedures which will enhance the unity and focus of the diocese.

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Services include consultant help by the Executive Director and occasional use of other resource persons, plus the sharing of experiences of other dioceses. The diocese pays the cost of staff travel and lodging for these consultations plus the costs of retaining other resource people.

Approximate staff and office support cost

\$10,250 (1980)

GOAL: To assist in the achievement of effective Episcopal and priestly leadership for the Church.

BY: Providing vacant diocese consultation (this is also known as 'pre-election consultation')

Accountabilities

- a. To be available to consult with bishops as they plan retirement and face the necessity for setting up the machinery for selecting a successor . . . to share with them what is involved in pre-election consultation.
- b. To meet with Standing Committees when needed to interpret pre-election consultation to them.
- c. To meet with and to continue to be available to Election Planning (nomination and screening) Committees in setting up and following out their election process.
- d. To put one Election Planning Committee in touch with another committee or other committees so that there can be a sharing of learnings and experiences.
- e. To inform Election Planning Committees, Standing Committees, and Diocesan Finance Committees regarding the transition needs, and the orientation needs of their new bishop so that resources may be available for training and other entry requirements.

Program 2: Services to New Bishops

Objective: to help the newly elected bishop cope with the initial personal impact and implication of the call and receive ongoing support in the initial year or two of his episcopate.

Services include direct consulting services by the Executive Director before and after the bishop's move to his new location. Provision (if desired) of ongoing consultant service by a senior bishop; establishment of linkages with services and resources which may be called upon in contingencies. OPD covers costs associated with initial OPD staff consultation. Ongoing consultations are paid for by participating Bishops or dioceses in accordance with their arrangement.

Program cost

\$ 2,000

Approximate Staff and Office support cost

10,250

total \$12,250(1980)

GOAL: To assist in the achievement of effective Episcopal and priestly leadership for the Church.

BY: (1) Training of bishops for peer consultation and arranging for consultative support for new bishops.

Accountabilities:

- a. To see that each new bishop and his wife are visited personally within two to four weeks following his election.
- b. To arrange for each new bishop to have access for one or two years to a senior bishop as a peer consultant.
- c. To provide both information and supervision to all bishops who serve as consultants to new bishops.
- d. To send to new bishops at the appropriate time copies of:
 - i. "The Bishops Look at Their own Ministry" (Study of the episcopate published in September 1977)
 - ii. The Performance Evaluation packet for bishops (published by CRW Management Services in September 1978)
 - iii. All "Pastoral Aids" published to date.
 - iv. Other documentation published at various times by OPD.
- e. To give top priority to requests from new bishops for supportive consultation during the early stages of their episcopal ministries.

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Program 3: Direct Services to the Office of the Bishop

Objective: to support the episcopate in a variety of circumstances, or assist the diocese in episcopal related concerns.

Services include direct consultations with bishops related to their work with the Commission on Ministry, with clergy conferences, clergy wives conferences, clergy associations, etc.; and services related to crisis intervention; counseling and referrals; and support of the bishop as pastor. The Diocese pays the cost of staff travel and lodging related to these services.

Approximate staff and office support cost

\$ 6,830 (1980)

GOAL: To assist in the achievement of effective Episcopal and priestly leadership for the Church.

- BY:** (2) Providing services in crisis intervention to bishops or diocesan units by request . . . and,
(3) making pastoral referrals to other agencies in crisis situations.

Accountabilities:

- a. To publish a Pastoral Aid on crisis theory and crisis intervention techniques to assist bishops in dealing with crisis among clergy and their families.
- b. To develop familiarity with a wide range of helping agencies and resources in order that effective referral can be made as needed.
- c. To utilize highest quality mental health care resources in providing psychological evaluation and intensive counseling to clergy and clergy family members referred by bishops.
- d. When unable to receive referrals . . . to offer consultation to bishops (or staff acting for the bishop) regarding alternate resources to be employed and other ways of responding to crisis.
- e. To monitor clergy suicides, to follow up on all suicides by collecting pertinent information, and to offer consultation to bishops and to parishes whenever a suicide occurs.
- f. To assist and collaborate with the Alban Institute in their research regarding involuntary termination i.e., the firing of clergy and problems of seeking new employment following the involuntary termination of a position.

Program 4: Indirect Services to the Episcopate

Objective: to develop ongoing and far reaching support and systems which cannot be met through direct agency services.

These include the promotion of continuing education opportunities for bishops in (for example) fields of conflict resolution, management and personnel; the promotion and encouragement of personnel services such as career counseling centers; and the occasional publication and distribution of pastoral aids. Normal practice is for OPD to function as broker or catalyst without directly handling the funding involved. Nominal amount covers P.R. or seed money.

Program cost

\$1,000

Approximate staff and office support cost

\$3,410

total: \$4,410 (1980)

GOAL: To assist in the achievement of effective Episcopal and priestly leadership for the Church.

- BY:** (4) Developing and nurturing support systems for the ordained.

Accountabilities:

- a. To publish a Pastoral Aid on clergy support systems so as to present the theory of support systems and ideas for implementing the theory.
 - b. To maintain liaison with the Recovered Alcoholic Clergy Association and to see that all clergy entering treatment are informed about RACA and urge to affiliate.
 - c. To introduce to new bishops the concept of forming their own support groups as a way of modeling for clergy the methods as well as the advantages of giving and receiving support through small group affiliation.
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- d. To offer consultation upon request to such groups as CODE, NECA, clergy couples, etc. so as to assist them in reinforcing their mutual support functions.
- e. To consult when invited, with Commissions on Ministry who are interested in exploring their role in aiding and abetting the formation of support systems among clergy.

B. Services Related to Helping the Church Conceptualize and Plan the Future of the Episcopate

Program 1: Research, Study and Pilot Projects

Objective: To gather information on ministry, especially on the episcopate, in order that the planning for the future be informed.

Information sought includes attitudes, feelings and opinions concerning ministry functions, binds and pressure points; trends in form or function of ministry and results from experimentation in ministry forms or pastoral services. Costs as negotiated on a per project basis. Nominal funding for small projects or project development; special funding required for major projects.

Program cost	\$ 1,500
Approximate staff and office support cost	10,250
	total: \$11,750 (1980)

GOAL: To assist in the achievement of effective Episcopal and priestly leadership in the Church.

BY: (5) Setting up provisions for an early warning service in which issues of future importance to the Church are identified and preparation and appropriate response encouraged.

Accountabilities:

- a. To work with those responsible for planning and managing the General Convention in adapting "Talk-It-Out/Chek-It-Out" as an on-going mechanism for dealing with any crises that may occur in connection with the General Convention.
- b. To coordinate the efforts of the Advisory Committee in attempting to discern issues which in the future may challenge or impede the Church.

Program 2: Conceptualizing and Planning the Future of the Episcopate

Objective: to help the church assure that the future episcopate will be effective in terms of the leadership needs of the church; appropriate in terms of the traditional role of the episcopate; and fulfilling and healthful for the bishop.

These efforts center on the planning of the Council for the Development of the Ministry and extend to work with many other appropriate groups. OPD covers costs.

Approximate staff and office support cost.	\$10,250 (1980)
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GOAL: To assist in the achievement of effective Episcopal and priestly leadership for the Church.

BY: (6) Joint participation in programs with other agencies providing ministry support.

Accountabilities:

- a. To attend all meetings of the Council for the Development of Ministry.
 - b. To meet from time to time with staff from other ministry serving agencies, Clergy Deployment Office, Board of Theological Education, Church Pension Fund, and others.
 - c. To keep in touch with various ecumenical and interdenominational agencies such as the Career Development Council, The Society of Continuing Education in Ministry, Academy of Parish Clergy.
 - d. To assist the taskforce of the Anglican-Roman Catholic Consultation in planning a series of 4 workshops on episcopal ministry for a selected group of Episcopal and Roman Catholic Bishops.
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- e. To maintain a peer consultant relationship with the Ministry Resource Officer of the Anglican Church of Canada.

C. Administration

Non-allocated general management and office costs	\$13,670
Misc. program and professional assistance	4,500
total:	\$18,170

The Office of Pastoral Development Budget 1980 - 1982

	1980	1981	1982
Executive Director: Salary	\$37,960	\$40,230	\$42,650
Secretary	7,010	7,430	7,880
Social Security/Pension/ Insurance	8,055	8,540	9,050
Rent	3,600	3,600	3,600
Office: telephone, postage, equipment, etc.	6,500	6,850	7,270
Travel	5,200	5,500	5,900
Conferences/Programs and Professional Assistance	9,000	9,000	9,000
Totals	\$77,325	\$81,150	\$85,350

Approximate distribution of costs to program plan (1980):

	Conferences/Programs Professional Assistance	Staff & Office Support Services %	\$
A - 1	—	15.0	10,249
- 2	\$2,000	15.0	10,249
- 3	—	10.0	6,832
- 4	1,000	5.0	3,416
- 5	—	5.0	3,416
B - 1	1,500	15.0	10,249
- 2	—	15.0	10,249
General Management	4,500	20.0	13,665
Total	\$9,000		\$68,325

Resolution #A-72

Resolved, the House of _____ concurring, That the following amounts be appropriated from the General Convention Assessment Budget for the Committee on Pastoral Development:

\$ 6,900 for 1980

7,300 for 1981

7,800

\$22,000 for the Triennium