Review of the *Nomination Ordinance 2006*

(A report from the Standing Committee.)

Key Points

- The process prescribed by the *Nomination Ordinance 2006* (the **Ordinance**) is broadly considered to be effective and efficient in achieving its implied objective – the Archepiscopal appointment of good men into suitable places at the right times.

- Some refinements to the nomination process are recommended to improve clarity and manage expectations of all the parties in the process. These refinements comprise amendments to the *Nomination Ordinance 2006* and improvements to the process and communication outside the Ordinance.

- It is recommended that the eligibility requirements of parish nominators be refined, and additional certifications from the Professional Standards Unit be inserted into the process.

Purpose

1. To explain proposed amendments to the *Nomination Ordinance 2006* and improvements to the nomination process outside the Ordinance.

Recommendations

2. Synod receive this report.

3. Synod, noting the report 'Review of the *Nomination Ordinance 2006'*, requests that the Standing Committee implement the changes to the *Nomination Ordinance 2006* and nomination process generally as suggested in the report.

Background

4. At its meeting on 21 June 2021, the Standing Committee resolved as follows –

> Standing Committee agrees to appoint Canon Craig Roberts (Chair), the Registrar, Mrs Kirsty Bucknell, Bishop Chris Edwards, Canon Sandy Grant, Mr Greg Hammond OAM and Ms Yvette McDonald to a committee to review the *Nomination Ordinance 2006*, in consultation with the Archbishop.
>
> The review should include comment on –
> (a) whether the present balance of interests/responsibilities of stakeholders, Archbishop, parish, synod and nominee should be adjusted,
> (b) whether the time frames in the nomination procedure should be adjusted,
> (c) whether, after 13 months have elapsed, a process should be in place to communicate the prior work of the Nomination Board to the Archbishop,
> (d) whether there is merit in formalising conditional appointments for clergymen, for example by including recommendations for further theological study, or setting time limits on tenure,
> (e) options to update the Ordinance relating to meeting options utilising technology,
> (f) how any relevant insights from appropriate HR practices may be incorporated,
> (g) in what ways communication with stakeholders can be enhanced,
> (h) the implications of the future directions of parochial structure that are under consideration, including appropriate competencies for rectors, and

(i)   appropriate findings from the 'Rector Workforce Study' that may enhance matches of parishes with rectors.

The committee is encouraged to consult as appropriate with the Regional Bishops, the Diocesan nominators and Bishops Davies and Jensen.

5.   At the request of the Committee, on 9 August 2021 the Standing Committee appointed the Deputy Registrar as an additional member of the Committee.

6.   The Committee met 6 times (July 2021 to July 2022) and, in the course of its work, consulted with the Archbishop, Regional Bishops, Bishops Davies and Jensen, and the Synod-elected members of the Nomination Board. The Committee, in partnership with the Strategy & Research Group, also surveyed parish-elected members of the Nomination Board (see paras 14-15 below) and ultimately provided a report with recommendations to the Standing Committee at its meeting on 25 July 2022.

7.   At its meeting on 25 July 2022, the Standing Committee authorised the publication of this report, and requested that a motion be moved at Synod with the effect that the Synod ask the Standing Committee to implement the changes outlined below to the *Nomination Ordinance 2006* (the **Ordinance**) and the related processes outside the Ordinance.

Discussion

Overview of the Ordinance and nomination process

Nomination Ordinance 2006

8.   The Ordinance is primarily procedural and sets out the following matters –
(a)   the circumstances in which a parochial vacancy occurs and the notification requirements,
(b)   pre-conditions for obtaining benefits under the Ordinance and the certification process for application of the ordinance,
(c)   convening of meetings and how the process may be suspended,
(d)   the principal function of the Nomination Board and procedural matters regarding the functioning of the Nomination Board,
(e)   rights of the Archbishop, and
(f)   membership matters for the Nomination Board.

9.   The Ordinance includes a diagrammatic summary of the nomination process (**the process**). This is reproduced for convenience at Attachment 1.

10.   The Ordinance does not deal in detail with licensing requirements, nor provide any mechanism to enable other than a standard offer be made. Matters concerning licensing and conditions on which a licence may be offered are the responsibility of the Archbishop.

11.   The Nomination Board has no role in licensing of clergy to provisional parishes nor any role in licensing of clergy to a parish after right of nomination has lapsed.

Nomination process and timeframes

12.   The process can be characterised as having two main stages:
(a)   determination of whether a parish has nomination benefits (42 days + 1 month), and
(b)   the nomination board process (13 months).

13.   The specific timeframes are as follows –
(a)   42 days for the Archbishop to certify whether a parish will have the benefit of nomination (cl 6),
(b)   1 month to convene the first meeting of the Nomination Board (cl 9),
(c)   21 days for a clergyman to accept or decline an offer (cl 22),
(d)   6 months after the first meeting of the Nomination Board in which to make a nomination (cl 24),

(e)   3 months in which to make a further nomination (cl 25),

(f)   total period of 13 months after the date for which the first meeting of the Nomination Board was convened in which to make a nomination (cl 27).

Key feedback and considerations regarding the current process

14.   The Committee, in partnership with the Strategy & Research Group, undertook a survey of Parish Nominators in November 2021. An executive summary is provided at Attachment 2.

15.   The key findings were as follows –

(a)   There is evidence that, whatever improvements may be needed, the existing process appears to be delivering satisfactory results in most parishes. Following completion of a nomination process –

(i)   93% of nominators were either extremely/very satisfied with the new rector (81%) or quite satisfied (12%),

(ii)   similarly, 86% believed that all or most of their fellow parishioners were satisfied with the new rector,

(iii)   94% of nominators were still in the same parish after the nomination process had ended; only 3% left for reasons to do with the nomination process.

(b)   Both current and previously activated nominators feel well equipped to handle key parts of the role, which may reflect –

(i)   having been activated as a nominator before, or their occupational background, and

(ii)   the diversity of people nominators can turn to for advice, the most consulted group (58%) being ministers inside or outside the parish.

Nevertheless, a key theme which emerged from the survey is that nominators feel the Diocese could do more to support nominators, specifically the provision of better information and training.

(c)   The survey found that many nominators had difficulty understanding the various aspects of the nomination process when using the Ordinance as their primary reference. This suggests the need for a short, plain English version of the Ordinance or explanatory commentary within the Ordinance which addresses the main issues that a prospective nominator would be required to know.

Recommended Amendments to the *Nomination Ordinance 2006*

16.   The following paragraphs outline the recommended amendments to the Ordinance, grouped according to the structure of the Ordinance.

Part 1: Preliminary

17.   A common theme of feedback received from parish nominators and the diocesan nominators alike was that a lack of clarity about the role of each group in the process can lead to mismatched expectations. The Ordinance currently does not provide detail about the purpose of each role, and whose interests they serve.

18.   One way to improve clarity is to change the names of the roles. In particular, it is felt that that the name "diocesan nominator" does not reflect the actual role of those members to represent the interests of the Synod. Instead, the following titles are proposed –

(a)   Parish-elected Nominator (currently 'parish nominator')

(b)   Synod-elected Nominator (currently 'diocesan nominator')

19.   The Ordinance should include a statement as to the purpose and interests of the main parties in the process. In our view, these are –

'All members of the Nomination Board are to act in the interests of the parish by considering a range of clergymen in seeking to nominate one or two of them to fill a vacancy in its office of rector, in line with all applicable ordinances and policies of the Synod.

In seeking this end, and within the fellowship of all parishes in the Diocese, it is expected –

(a)   each **Parish-Elected Nominator** will reflect their understanding of the needs and aspirations of their local parish.

(b)   each **Synod-Elected Nominator** will reflect the convictions, character and culture of the Synod.

(c)   the **regional bishop or archdeacon**, as non-voting Chair, will bring a unique combination of pastoral wisdom together with local and diocesan knowledge.

The **Archbishop** is to act consistently with his requirements for licensing rectors in the Diocese and all applicable ordinances and policies of the Synod.

Each **Parish-Elected Nominator** is encouraged to engage with the Nominator Training Workshop within three months of their first appointment as a Nominator.'

20.   As recommended by the survey of Parish Nominators, it is intended that plain English explanations be provided regarding the purpose of each section of the Ordinance.

21.   It is proposed to update the process flow diagram in the Ordinance as required to reflect any changes to the Ordinance from the present review.

Part 2: Occurrence of a parish vacancy

22.   Further to the notification and reporting provisions in cl 4, a more robust certification process should be undertaken for a vacant parish prior to the Nomination Board being convened within 42 days and one month to enable readily foreseeable issues (financial, relational, and any other significant matters) to be addressed prior to nomination process commencing. This should be provided to the regional bishop to use at his discretion. It should not affect right of nomination but should equip the bishop for his role in the process.

23.   Such certification should involve obtaining a statement from the Professional Standards Unit as to whether there are any historical or current issues involving the parish on record with the PSU.

24.   In light of the contemporary practice of parish nominators preparing a precis of their parish for prospective rectors, it is recommended that any such precis be provided to the Diocesan nominators no later than the time that it is made available to potential candidates. It is anticipated that this will inform the Nomination Board of what the parish is seeking in a new rector, and of any matters the Nomination Board should be aware.

Part 3: Entitlement to benefits under this Ordinance

25.   No changes are recommended.

Part 4: Nomination to the Archbishop

26.   The Ordinance currently allows the Nomination Board to nominate more than 2 clergymen (see cl 10(2)(c), cl 15, and cl 18). It is understood that this provision is rarely used, and may in fact be unhelpful, as it may indicate that the Nomination Board has not done the expected work to reduce the number of people on the list. It is therefore recommended that the Nomination Board be required to recommend one or two names, with or without an order of priority.

Meeting options utilising technology

27.   The Ordinance already includes provision for –

(a)   participation in meetings of the Nomination Board by telephone or video conferencing (clause 17), and

(b)   resolution of matters otherwise than at a meeting (i.e. by circular resolution) (clause 18).

These provisions are considered sufficient, and no changes are recommended.

Part 5: Archbishop's response to Nomination

28. Presently, the language in the Ordinance is inconsistent about whether the Archbishop 'is to' (cl 21(1)-(3)) or 'may' (cl 21(4)) make an offer. We recommend the language of cl 21(4) be made consistent with the language of the prior subclauses in cl 21.

29. Should a clergyman to whom an offer is made under cl 21(3) decline or neglect to accept appointment within the time limited for acceptance, it is recommended that cl 25 require the Archbishop to consult with the regional Bishop or Archdeacon before making a further offer of appointment.

Period in which to make a nomination

30. Most respondents to the survey of parish nominators (72%) found it easy to understand the timeframes as set out under the Ordinance. Almost two-thirds (65%) of respondents who had read the Ordinance felt that the adequacy of the timeframes was about right; another 21% felt that the timeframes needed to be longer.

31. Further consultation revealed that the timeframe warranting attention was in cl 24 (6 calendar months to make the first nomination) though this period may be extended by the Archbishop if he is satisfied that due diligence has been shown by the Nomination Board.

32. It is recommended that cl 24 be omitted. While it originally may have been intended to keep the nomination process moving, it unnecessarily constrains the Nomination Board. The ordinance already makes provision to suspend the process at any time if the parish nominators are unable to do their work.

Certification from the Director of Professional Standards

33. In a report to the Standing Committee from the Professional Standards Oversight Committee dated 3 November 2021, it was recommended that the nomination process include a certification from the Director of Professional Standards (**DPS**) about relevant matters in relation to a potential nominee. It is recommended that the Ordinance provide a mechanism for the Archbishop to seek this certification from the DPS prior to making an offer of appointment.

Ultimate lapsing of right of Nomination

34. The Ordinance should provide for the Nomination Board to communicate its prior work to the Archbishop after 13 months have elapsed.

Part 6: Constitution of the Nomination Board

Parish Nominators

Eligibility criteria

35. Cl 32 sets out the eligibility criteria for parish nominators. The criteria should be amended to –
    (a) use the same qualification criteria as for a warden, detailed at cl 2.12(1) of the *Parish Administration Ordinance 2008* (**the PAO**): viz.

    (1) A parishioner of a church of the parish who is not less than 18 years of age and who is a communicant member of the Anglican Church of Australia.

    (2) The spouse of a person in Holy Orders licensed to the parish is not qualified to be elected or appointed as a [parish nominator].

    (3) At any one time, a husband and wife may not both be [parish nominators] of a church.
    (4) A person who is engaged as an employee and who is paid from the funds of the church or parish may not be appointed or elected as a [parish nominator]

    (5) A person who is bankrupt or a person who is mentally incapacitated may not be appointed or elected as a [parish nominator] of a church.

    (6) A person who is convicted of a disqualifying offence listed in Schedule 2 of the Child Protection (Working with Children) Act 2012 may not be appointed or elected as a [parish nominator].

(b)   retain the existing disqualification of those in holy orders, and

(c)   adopt the definitions provided in other ordinances for the following terms, and include explanatory notes within the ordinance so the reader does not need to cross-reference with said other ordinances –

(i)   'communicant member' - as defined in the PAO: viz. *in relation to the Anglican Church of Australia, includes a person who is a member of the Anglican Church of Australia and who partakes regularly in the Holy Communion or the Lord's Supper.*

(ii)   'lay person' - as defined in the *Interpretation Ordinance 1985*: viz. *a person who is not at the relevant time – a) ordained as a bishop, presbyter or deacon by a bishop of – (i) the Anglican Church of Australia, (ii) a Church in communion with the Anglican Church of Australia, or a Church that is recognised as an Anglican Church by the Synod of the Diocese of Sydney, or b) received into an order of ministry of the Anglican Church of Australia by a bishop of the Anglican Church of Australia in accordance with the law of the Anglican Church of Australia.*

(iii)   Parishioner - as defined in the PAO: viz. *a person – (i) who is a member of the Anglican Church of Australia, and (ii) who has usually during 3 months in the 12 months preceding the time at which the status of the person as a parishioner is to be determined attended services of public worship in a church of the parish or as part of an associated congregation of such a church,*

subject to the following:

A person may not be a parishioner of more than one parish at the same time. If, but for this sub-rule, a person would be a parishioner of more than one parish at the same time, the person must elect as to the parish of which they consider themself to be a parishioner and any such election, when made, cannot be varied [for the purposes of this and all other ordinances, for so long as the person is a parish nominator].

36.   Attention is drawn to the recommendation that the minimum age of a parish nominator should be lowered from 21 to 18 years of age.

Disqualification criteria

37.   Cl 31 sets out the circumstances in which a casual vacancy in the office of diocesan nominator occurs. The criteria should be expanded to include the following additional circumstances from cl 7.1(2)(a) of the *Synod Elections Ordinance 2000* –

(a)   the person becomes an insolvent under administration, or

(b)   the person becomes of unsound mind or a person whose person or estate is liable to be dealt with in any way under the laws relating to mental health or is otherwise incapable of acting, or

(c)   the person is disqualified from managing a corporation within the meaning of the *Corporations Act 2001*, or

(d)   the person is disqualified from being a responsible entity of a registered entity by the Commissioner of the Australian Charities and Not-for-profits Commission, or

(e)   the person is convicted of an offence punishable by imprisonment for 12 months or longer, or

(f)   the person becomes subject to a recommendation from a Tribunal or the Adjudicator under the *Discipline Ordinance 2006* (or from a comparable Tribunal or body in another diocese or church) that he or she be prohibited from holding the office or should be removed from the office.

38.   The Ordinance should also clarify that if a disqualifying circumstance referred to cl 31 applies to a person holding office at the time of his or her election and notice of such disqualifying circumstance is received by the Diocesan Secretary, the person is taken to cease holding a qualification necessary for election to the office.

Requirement for Statement of Personal Faith

39.   Should the role of diocesan nominators be codified as to reflect the convictions, character and culture of the Synod (para 19, above), diocesan nominators should be required to sign the Statement of Personal Faith. In order to respect the primacy of the parish within the polity of the Diocese, this requirement should not be extended to parish nominators.

Part 7: Miscellaneous

40. No changes are recommended.

Improvements to the process outside the Ordinance

41. The following paragraphs outline the recommended amendments to the nomination process outside of the *Nomination Ordinance 2006*.

Information and training for parish nominators

42. A theme from the Survey of Parish Nominators was the need for more support from the Diocese, particularly with regard to a perceived lack of quality candidates and a desire for improved communication with the Nomination Board and bishops. Suggestions included having a dedicated Head Office resource or sponsor to guide and support the process, and building an accurate pipeline of available candidates.

43. The Centre for Ministry Development (**CMD**, operated by Moore College) training course for parish nominators should firstly be advertised alongside the notification of the election of parish nominators, and secondly should be strongly commended to the incoming parish nominators so as to educate potential nominators about their role.

44. In recent years, the Registry has not published the Diocesan Year Book on an Annual basis. If the Year Book is not available and updated at least annually, the Diocesan Registry should provide parish and diocesan nominators access to current clergy data that would otherwise appear in the Year Book.

Attitudes of parish nominators

45. A concern raised by interviewees in the Rector Workforce Study, which was conducted by the Strategy and Research Group in 2021, was that too many nominators appear fixated on securing a candidate aged in their 40s, with a young family. In the same study, concerns were also expressed about difficulties in securing rector roles among older candidates aged in their 50s and 60s.

46. In view of these concerns, respondents to the survey of parish nominators were asked whether they agreed or disagreed with statements about the attractiveness of different age groups as candidates for the rector role.

47. While many nominators had mixed feelings about whether candidates aged in their 40s do indeed make the best rectors (42%), this idea was less likely to be rejected out-of-hand than for candidates aged in their 50s and 60s (67%). It is telling that, while 20% of nominators agreed that candidates aged in their 40s do indeed make the best candidates, only 3% agreed with this proposition for candidates aged in their 50s and 60s, despite the greater life experience and years in the ministry of such candidates. There is some evidence here that an age bias may be influencing the identification of appropriate candidates. Most nominators (62%) were at least open to the idea that candidates aged in the 40s are the best candidates for rector, while at the same time two-thirds (67%) rejected a similar proposition for candidates aged in their 50s and 60s.

48. Addressing this perceived bias is considered difficult and problematic, especially if it is an unconscious bias. However, the additional training and guidance of the CMD Nominators Training Course, together with proactive counsel from the regional bishop, may assist Parish Nominators in this regard.

Attitudes of clergy

49. The Committee heard evidence of systemic reluctance among clergy to consider ministry in lower socioeconomic and regional areas. This is a 'matter of the heart' for clergy and cannot be addressed by any ordinance. The Director of Ministry Training and Development, and the Principals of Moore College and Youthworks College are better placed to address this troubling evidence, and to collaborate with the Archbishop and Assistant Bishops in response.

Training for rectors

50. There is opportunity for improvement to the Process through the education of Rectors, including through the Developing Rectors program via –

    (a) elevating the importance of the Annual General Meeting of Parishioners process as it bears upon the election of parish nominators, and

    (b) providing a one page summary for Rectors on how they may assist the training experience of those elected as parish nominators.

Communication

51. The survey of parish nominators (paras 14-15, above) revealed some concerns about the flow of information during the nomination process. The CMD Nominators Training Course is already having a positive impact in this area. However, the following opportunities for better communication have been identified –

    (a) regional bishops to explain to parish nominators at their first meeting the process timeline and responsibilities of the various process partners,

    (b) Parish nominators to consider how to inform the parish of progress, that the process might be covered in prayer,

    (c) Registry to advise parish nominators of the steps and timeframes that follow the nomination of a name(s) to the Archbishop,

    (d) upon acceptance of an offer of appointment, consideration should be given to simultaneously communicating that decision to the Nomination Board and to the wardens of the parish,

    (e) a regional bishop should consider what feedback might be most helpful to unsuccessful candidates, especially those men who proceeded to a final round interview,

    (f) in the rare occurrence of an appointment 'not working out', the regional bishop or archdeacon should provide feedback to the diocesan nominators.

Matters outside the scope of the review

52. Other matters brought to the Committee's attention, but considered to be outside the scope of the review of the Ordinance, include:

    (a) anecdotal reports that rectors are exiting parish ministry at a greater rate than people seeking to enter parish ministry, leading to a reduction in the candidate pool,

    (b) reports that – notwithstanding the helpful in-service training resources offered by MT&D and CMD for 'lifelong ministry development' – rectors receive limited support and feedback when in parish ministry about how to best develop their gifts or plan a ministry pathway for both themselves and members of their parish ministry team,

    (c) concern that there is no mechanism to systematically and strategically steward the ministry gifts and talents across the Diocese to support effective parish ministry,

    (d) consideration of the current array of voluntary professional development programs that clergy may utilise 'don't lead anywhere', and

    (e) evaluation of the utility of candidate psychometric testing, together with attendant data privacy questions and concerns.
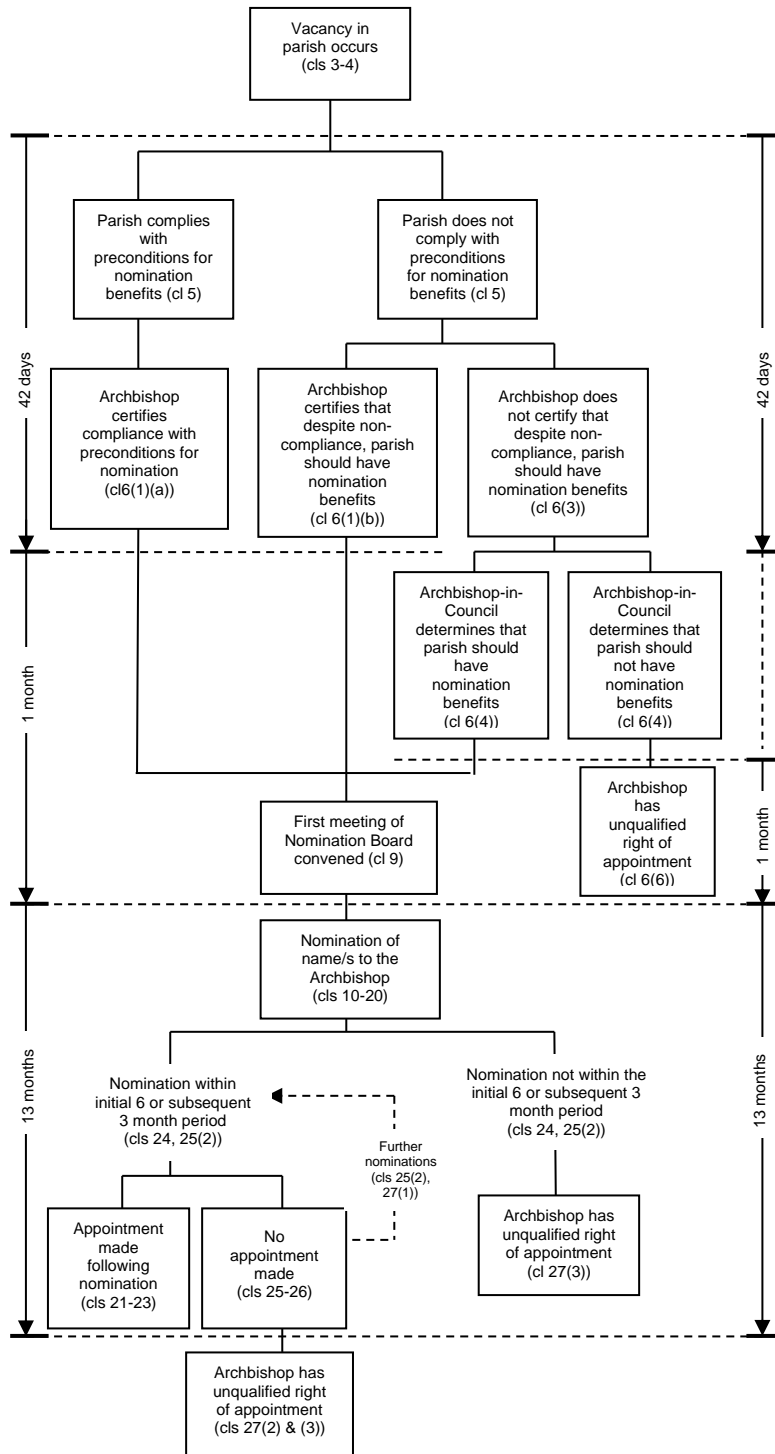
For and on behalf of the Standing Committee.

DANIEL GLYNN
Diocesan Secretary

25 July 2022

Nomination Ordinance 2006
Diagrammatic Summary of Provisions

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                        ┌──────────────┐
                        │ Vacancy in   │
                        │ parish occurs│
                        │  (cls 3-4)   │
                        └──────────────┘
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Vacancy in parish occurs (cls 3-4)

42 days

Parish complies with preconditions for nomination benefits (cl 5)

Parish does not comply with preconditions for nomination benefits (cl 5)

Archbishop certifies compliance with preconditions for nomination (cl6(1)(a))

Archbishop certifies that despite non-compliance, parish should have nomination benefits (cl 6(1)(b))

Archbishop does not certify that despite non-compliance, parish should have nomination benefits (cl 6(3))

1 month

Archbishop-in-Council determines that parish should have nomination benefits (cl 6(4))

Archbishop-in-Council determines that parish should not have nomination benefits (cl 6(4))

First meeting of Nomination Board convened (cl 9)

Archbishop has unqualified right of appointment (cl 6(6))

1 month

Nomination of name/s to the Archbishop (cls 10-20)

13 months

Nomination within initial 6 or subsequent 3 month period (cls 24, 25(2))

Further nominations (cls 25(2), 27(1))

Nomination not within the initial 6 or subsequent 3 month period (cls 24, 25(2))

Appointment made following nomination (cls 21-23)

No appointment made (cls 25-26)

Archbishop has unqualified right of appointment (cl 27(3))

13 months

Archbishop has unqualified right of appointment (cls 27(2) & (3))

Executive Summary – Parish Nominators Survey

About the Survey

A survey of currently and previously activated (within the last 5 years) parish nominators was carried out in November 2021. The survey was sent to 463 nominators and attracted 356 participants, which represents a response rate of 77%.

The survey was commissioned by the Strategy and Research Group (SRG) and the Nomination Ordinance Review Committee (NORC).

Survey Findings

What Parish Nominators Bring to the Role: A positive finding which emerges from the survey is that nominators bring a depth of occupational experience to the role, such as experience in management, HR, or recruitment (73%) or in an employed ministry role (14%). Around 40% claim to have a good understanding of recruitment issues. Apart from previous activation experience, most have at least three years' experience as a nominator (73%) including more than 10 years' experience among a fifth of respondents.

Support from the Diocese for Parish Nominators: While most nominators felt well equipped to handle key parts of the role, which is possibly a reflection of their occupational backgrounds or previous activation experience, many nominators felt the Diocese could do more by providing better information and training. Some 34% cited a lack of guidelines on how to do the role and 28% cited a lack of understanding of the process as key difficulties in undertaking the nominator role. There were also mixed opinions about the information currently available, including on the SDS website, and many comments were made about the need for a database or up-to-date listing of available ministers to approach to fill vacant rector positions.

A nominators' training course has been developed by the Centre for Ministry Development (CMD). While early indications in the survey are positive, it is too early to tell which gaps this course has filled, with only 12% having seen the course at the time of the survey.

Outcomes of the Nomination Process: There is evidence that, whatever improvements may be needed, the existing process appears to be delivering satisfactory results in most parishes. Following completion of the nomination process, most nominators (81%) were extremely or very satisfied with the new rector and a further 12% were quite satisfied, a total of 93%. Respondents also reported high levels of satisfaction among their fellow parishioners and only around 3% of nominators had left the parish afterwards for reasons to do with the nomination process.

Nevertheless, 8-out-of-10 nominators did experience difficulties with the role. The open-ended survey questions attracted sometimes lengthy responses regarding the difficult experiences of nominators or failures of the process in some parishes.

The Nominator Role and Process - Strengths, Weaknesses and Errors made: The main strengths of the nominator role were seen as ensuring an informed understanding of the parish and its needs are considered, and that the parish is represented in an optimal way in the process.

The main weaknesses of the nominator role were seen as electing the wrong people to the role, its time-consuming nature, a lack of information about the candidates, a lack of training, and the possibility of poor working relationships between nominators and others involved in the process.

Most of the key errors identified in completed nomination processes had to do with factors which led to the choosing of an inappropriate candidate, poor decision-making and poor working relationships between the various parties in the process.

Regarding the nominators themselves, one concern which emerged was a bias towards candidates aged in their 40s with a young family. Many nominators believed that such candidates often make the best rectors while at the same time rejecting a similar proposition about candidates aged in their 50s or 60s.

Understanding of the Nomination Process: The survey found that many nominators have difficulty understanding the various aspects of the nomination process when using the Ordinance as their primary reference.

Most nominators thought that the role of the Nomination Board was to suggest suitable candidates to the parish nominators, give feedback on candidates, and provide guidance, advice and feedback to the parish nominators. A lesser number thought the Nomination Board had a supervisory role, reviewing the work of the parish nominators and ensuring proper processes are followed, and approving or rejecting candidates put to them by the parish nominators.

The regional Bishop was seen as a source of guidance, of information about prospective candidates, of supervising the process, and in accepting or rejecting potential candidates. The Archbishop was seen as the final decision-maker in selecting the next rector.

Relations with the Nomination Board: A lack of support from the Nomination Board was cited as an area of difficulty by 1 in 5 parish nominators and was mentioned frequently in responses to the open-ended questions. The most helpful aspects of the Board were seen by parish nominators as in providing advice, including about candidates, and their depth of knowledge and experience. The least helpful aspects were in suggesting candidates that parish nominators did not agree would be a good fit, not understanding the needs of the parish, and difficulties in arranging meetings with the Board.

Ideas for Improving or Supporting the Role: The most common idea expressed was the need for better training and resources from the Diocese for nominators, including standard training courses, FAQ sheets, templates for key documents, contact person(s) at Head Office, and advice on contacting prospective candidates. A related idea was the need for an up-to-date list or database of candidates and more information about the candidates. Improved communication and working relationships with the Nomination Board and Bishops was frequently raised, including the setting of meetings, more informal contact between meetings and visiting the parish to become more familiar with its characteristics and needs. The use of video conferencing to overcome difficulties in arranging face-to-face meetings should be considered.