

# Incumbency in Sydney

## Survey Analysis

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## Introduction

Members of the 2016 Anglican Diocese of Sydney Synod were invited to participate in a short survey in response to an interim report on the licensing of incumbents (motion 9/15). 319 responses (62% of the average 3<sup>rd</sup> session of the 50<sup>th</sup> Synod attendance) were received (182 laity, 137 clergy).

# Should the Rector move on?

## Key findings

- **14%** of lay (and part 7) respondents believe (agree or strongly agree) that it is time for their Rector to move on and allow them to find a new one
- This is somewhat higher where the Rector is over 50 – **18%**
- This is significantly higher where the Rector has been in the position for more than 10 years – **24%**

## Sample comments

- ‘... it is vital for the ongoing health of our churches that Rectors who are clearly failing to meet expectations of what the role requires are helped to improve or 'move sideways.’’ (clergy)  
‘(Rectors) dig their heels in and refuse to leave, even when asked to do so, because their personal circumstances require a salary of a certain level.’ (laity)
- ‘Our last two Rectors have burnt out.’ (laity)

# Money spent on professional development

## Key findings

- Money spent on professional development per full-time staff person (based on Rectors' responses only)

Nil	\$1 to \$500	\$501 to \$1000	\$1001 to \$2000	> \$2000
46%	17%	16%	15%	6%

- **46%** of churches spend \$nil
- Most Rectors have done some professional development in the past 12 months
- **24%** of Rectors have a mentor, **10%** have a professional coach
- **56%** have prayer partners

## Sample comments

- 'We also need to help clergy stay fresh by requiring them to undergo continuing professional development.' (laity)
- '... Rectors need more help and training in the areas of leadership and pastoral care ...' (laity)
- '... there is a lack of 'prescribed' professional development ...' (clergy)

# Support for the Rector

## Key findings

- **91%** of lay respondents believe (agree or strongly agree) that their church supports the Rector
- **94%** of clergy believe (agree or strongly agree) that their church supports the Rector
- **18%** of Rectors do not believe (disagree or strongly disagree) that they are adequately cared for

## Sample comments

- 'I Feel completely unsupported and invisible with(in) the current structure.' (clergy)
- 'Many others I speak to around the Dioceses feel disappointed in the lack of episcopal care/encouragement.' (clergy)
- 'I believe it is very much 'set and forget' and rectors are essentially left to fend for themselves ...' (laity)
- 'I don't believe, as a parish, we support our rector very well – partly because we don't know how ...' (laity)

# Rectors' suitability

## Key findings

- **8%** of Rectors do not believe (neither, disagree or strongly disagree) that they are currently 'well suited' to their position (unconfident)
  - Rectors who have been in position more than 10 years – **9%**
- This compares to **14%** of lay people who believe (agree or strongly agree) that their Rector should 'move on'
- Based on the above it could be concluded that the Rectors' perception of suitability is slightly more optimistic than the laity
- **13%** of Rectors would leave if they could (agree or strongly agree)
- **88%** of Rectors feel confident (rating of 4 or 5)
- **70%** feel energetic (rating of 4 or 5)

# Personal struggles

## Key findings

- **11%** of Rectors significantly struggle with depression
  - Compare: 12% of Australian men will experience some level of depression (Beyond Blue)
  - *Duke Today*, 'US Clergy are more likely to suffer from depression, anxiety' (Duke Ed, 27/8/2013)
- **16%** of Rectors significantly struggle with anxiety
  - Compare: 20% of Australian men will experience anxiety (Beyond Blue)
- **21%** of Rectors significantly struggle with depression or anxiety
  - Compare: 23% of US Pastors struggle with mental illness (Christianity Today, 22/9/2014)

# Incumbency in Sydney

## Key findings

- **42%** of respondents do not believe (disagree or strongly disagree) that Rectors are looked after in a way that gives them the best opportunity to improve and grow over time
- **88%** of respondents believe (agree or strongly agree) that there needs to be a 'better way' in which Rectors are helped into different roles if they are not performing
- **35%** of respondents do not believe (disagree or strongly disagree) that 'the current way the diocese licenses Rectors is the best there is and should not change'. This compares to **29%** who support no change (ie. agree and strongly agree).



## Sample comments regarding incumbency in Sydney

- 'I want to ensure that those Rectors who are thriving and those who are faithfully pushing through change have security in their positions to be entrepreneurs and make tough decisions, while I am keen to see those Rectors who are 'treading water', doing nothing and the church is declining have the ability to be moved on or helped into another area of ministry.' (clergy)
- 'Changing clergy tenure is not the solution to addressing a minority of underperforming rectors.' (clergy)
- 'It should be much easier to terminate a rector if they are not performing ...' (laity)
- 'I have been in another Diocese which the review of licensing was introduced. The idea had merit (but) the execution led to good ministries being terminated.' (clergy)
- 'I don't think the answer to this problem is in changing the licensing system but in more focus on quality training and coaching options, and especially support for new rectors ...' (clergy)

## **Appendix 1 – Survey form**

# INCUMBENCY IN SYDNEY

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This survey is a response to synod's motion that invites members to complete a survey related to the Licensing of incumbents interim report. Your response will provide valuable input that will contribute toward ongoing care for our ministers and churches.

This survey should take no more than 5 minutes to complete.

Please complete by 31 October 2016.

Your responses will be anonymous and confidential.

Please do not forward this link or survey to anyone.

If you have any questions please contact Nerida Paul, PA to the Diocesan Secretary, [nkp@sydney.anglican.asn.au](mailto:nkp@sydney.anglican.asn.au) . We thank you in advance for your help.

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Are you a current member of the Anglican Sydney Diocesan Synod? \*

- Yes
- No (this survey is only for current synod members so please do not proceed)

Which synod category are you in? \*

Only check one option


- Laity (You will be directed to section 2)
- Clergy who are Rectors (You will be directed to section 3)
- Clergy Part 7 (You will be directed to section 2)


After section 1 **Continue to next section** ▼

## Incumbency in Sydney (Laity and Part 7 clergy)


This section is for laity or part 7 clergy to complete.


⋮


Approximately how long has your Rector been the 


Multiple choice 


Your best guess please.


0 to 5 years 


6 to 10 years 

11 to 20 years 

21 to 30 years 

31+ years 

The position is currently vacant 

Don't know 

Add option or [ADD "OTHER"](#)

Approximately what is your Rector's age? \*

Your best guess please.

- less than 36 years
- 36 to 40 years
- 41 to 45 years
- 46 to 50 years
- 51 to 55 years
- 56 to 60 years
- 61 to 65 years
- Over 65 years
- The position is currently vacant
- Don't know

## How many staff does your church normally have? \*

Your best guess please.

Row 1. Full-time (including the Rector)	Column 1. 0
Row 2. Part-time	Column 2. 1
	Column 3. 2
	Column 4. 3
	Column 5. 4
	Column 6. 5
	Column 7. More than 5
	Column 8. Don't know

Do you agree with the following statement? "It is time for our Rector to move on and allow us to find a new one" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Approximately how much does your parish budget for ongoing professional development each year?

Enter amount in dollars.

Short-answer text  
.....



Do you agree with the following statement? "Our church supports the Rector" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know

After section 2 [Go to section 4 \(Incumbency in Sydney\)](#) ▼

## Incumbency in Sydney (Rector/Acting Rector)

If you are an alternate, please ask the incumbent to complete this (in this case you can forward the link).

Approximately how long have you been the Rector at your current church? \*

- 0 to 5 years
- 6 to 10 years
- 11 to 20 years
- 21 to 30 years
- 31+ years
- Other...

What is your age? \*

- less than 36 years
- 36 to 40 years
- 41 to 45 years
- 46 to 50 years
- 51 to 55 years
- 56 to 60 years
- 61 to 65 years
- Over 65 years

How many staff does your church normally have? \*

- |                                       |                       |
|---------------------------------------|-----------------------|
| Row 1. Full-time (including yourself) | Column 1. 0           |
| Row 2. Part-time                      | Column 2. 1           |
|                                       | Column 3. 2           |
|                                       | Column 4. 3           |
|                                       | Column 5. 4           |
|                                       | Column 6. 5           |
|                                       | Column 7. More than 5 |
|                                       | Column 8. Don't know  |

Approximately how much does your parish budget for ongoing professional development each year?

Enter amount in dollars.

Short-answer text  
.....

What professional development have you done in the last 12 months?

Long-answer text  
.....

Do you agree with the following statement? "Our church supports the Rector" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Do you agree with the following statement? "I believe that I am currently well suited to being the Rector of my church" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Do you agree with the following statement? "If I could leave my current position now and move to another suitable position, I would" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

How confident do you feel in your current position? \*

	1	2	3	4	5	
Very unsure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very confident

How energetic do you feel in your current position? \*

	1	2	3	4	5	
Very tired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very energetic

Do you agree with the following statement? "I am adequately cared for in my role"

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Which one to one professional relationships do you have?

You can choose more than one

- A mentor
- A professional coach
- A pastoral counsellor for ministry purposes (not including counsellors that are treating illness)
- A friend whom I consider a dedicated prayer partner
- Other...

How often do you meet with someone in the above mentioned one to one capacities?

Long-answer text

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Which professional group relationships are you involved in?

- A cluster group (a small group that meets to help each other in ministry initiatives)
- An active mission area group
- A regular meeting with other ministers to pray for and support each other
- A ministry formation group (a formal group that has agreed to meet on a regular basis for a period of time to
- A group of people who are committed to praying for me and whom I regularly update with prayer points
- Other...

How often do you meet in the above mentioned groups?

Long-answer text

---



Do you significantly struggle in any of the following areas (remember that this <sup>\*</sup> survey is anonymous and confidential)?

- Alcoholism
- Medicated drug use
- Illicit drug use
- Sexual sin
- Depression
- Anxiety
- Marriage difficulties
- None of the above
- Other...

After section 3 [Go to section 4 \(Incumbency in Sydney\)](#) ▼

## Incumbency in Sydney

These are general questions for all respondents

Do you agree with the following statement? "Rectors in our diocese are looked \*  
after in a way that gives them the best opportunity to improve and grow over  
time"

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Do you agree with the following statement? "There needs to be a better way in which Rectors are helped into a different role if they are not performing" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Do you agree with the following statement? "The current way in which the diocese licenses Rectors is the best there is and should not be changed" \*

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Other...

Further comments

## **Appendix 2 – Summary of responses**

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## Are you a current member of the Anglican Sydney Diocesan Synod?

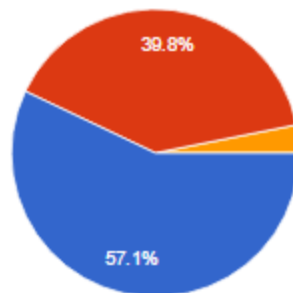
(319 responses)



- Yes
- No (this survey is only for current synod members so please do not proceed)

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## Which synod category are you in? (319 responses)

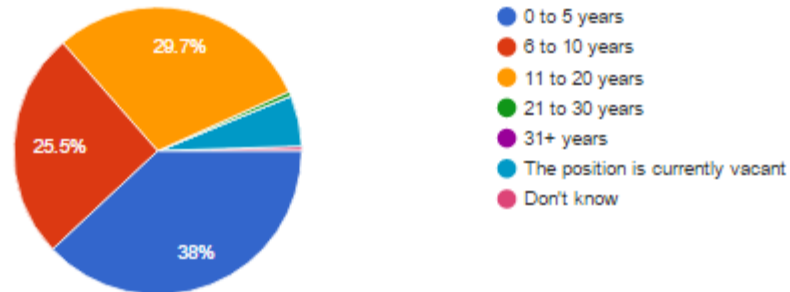


- Laity (You will be directed to section 2)
- Clergy who are Rectors (You will be directed to section 3)
- Clergy Part 7 (You will be directed to section 2)

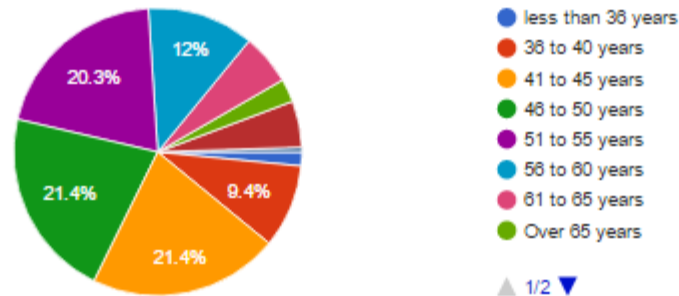
## Incumbency in Sydney (Laity and Part 7 clergy)

Approximately how long has your Rector been the incumbent at your church?

(192 responses)

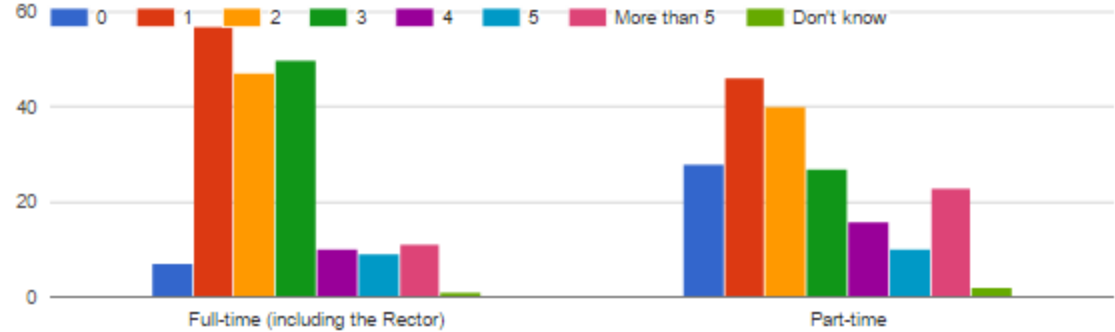


Approximately what is your Rector's age? (192 responses)



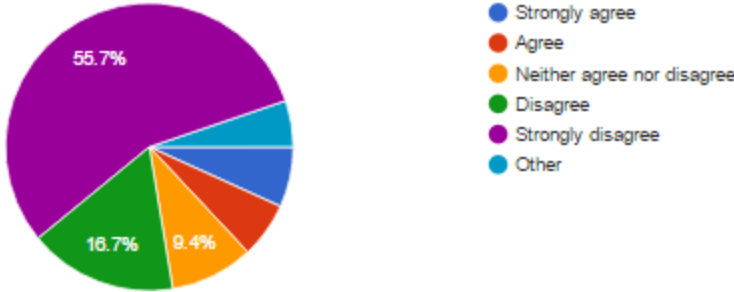
▲ 1/2 ▼

### How many staff does your church normally have?



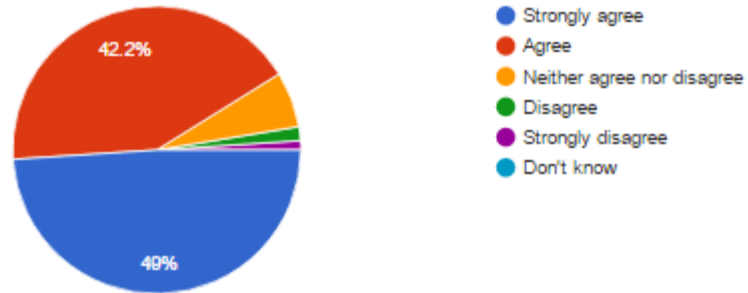
### Do you agree with the following statement? "It is time for our Rector to move on and allow us to find a new one"

(192 responses)



Do you agree with the following statement? "Our church supports the Rector"

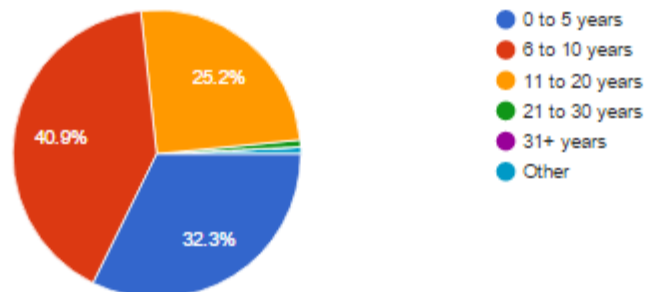
(192 responses)



### Incumbency in Sydney (Rector/Acting Rector)

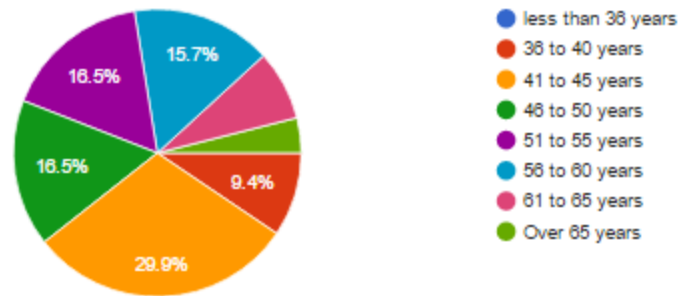
Approximately how long have you been the Rector at your current church?

(127 responses)

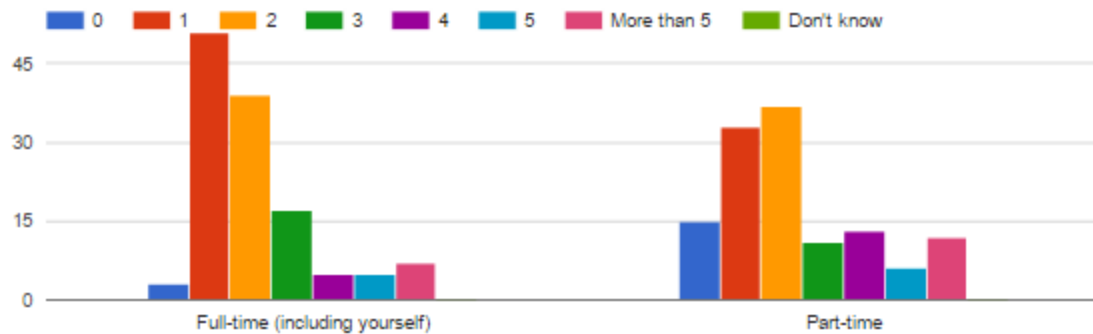




### What is your age? (127 responses)

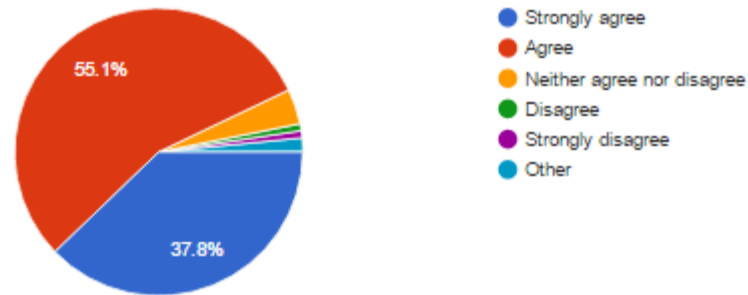


### How many staff does your church normally have?



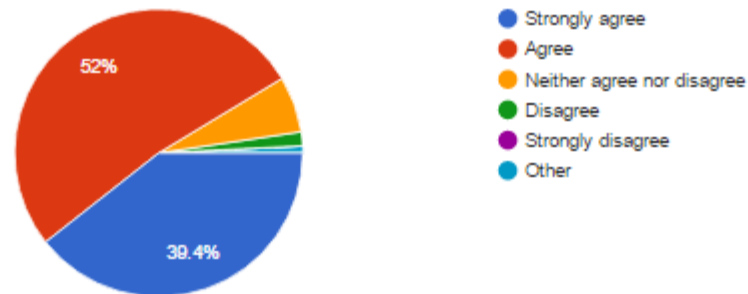
Do you agree with the following statement? "Our church supports the Rector"

(127 responses)



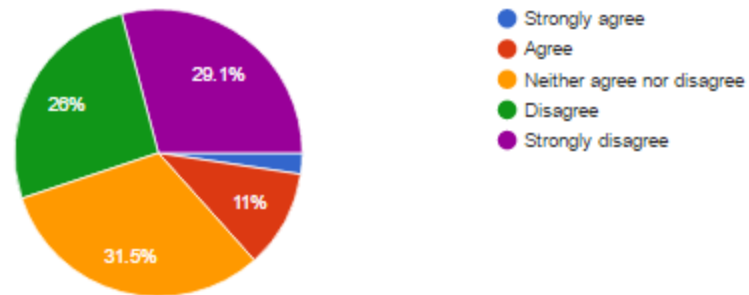
Do you agree with the following statement? "I believe that I am currently well suited to being the Rector of my church"

(127 responses)

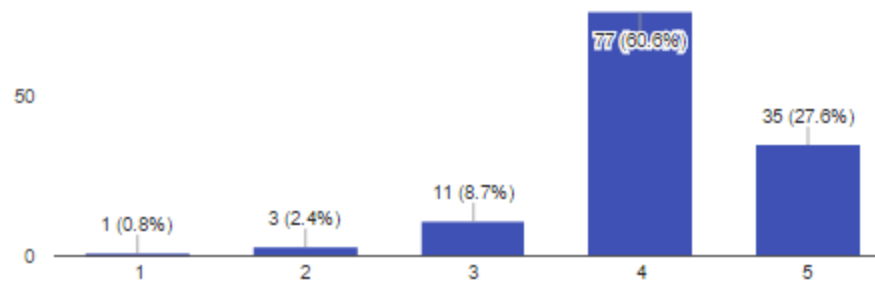


Do you agree with the following statement? "If I could leave my current position now and move to another suitable position, I would"

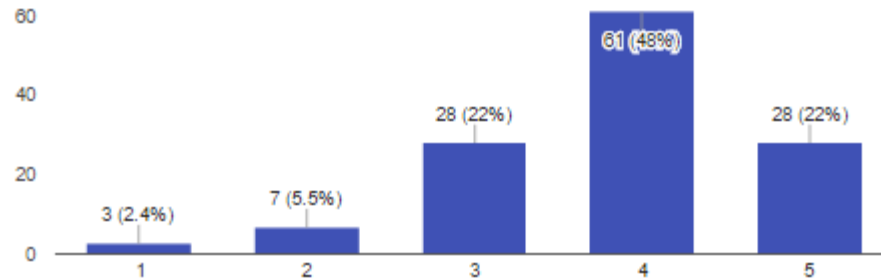
(127 responses)



How confident do you feel in your current position? (127 responses)

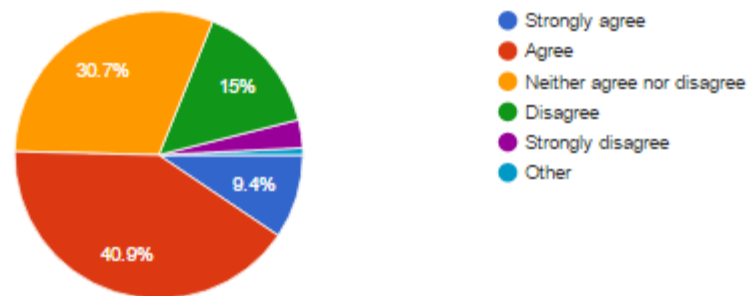


How energetic do you feel in your current position? (127 responses)

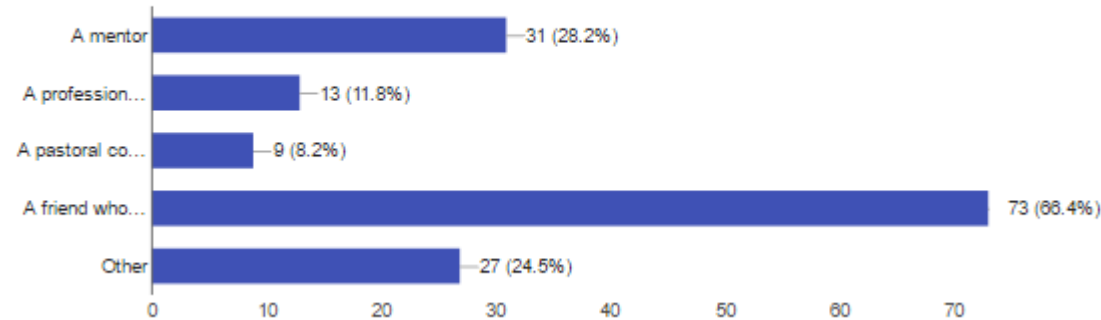


Do you agree with the following statement? "I am adequately cared for in my role"

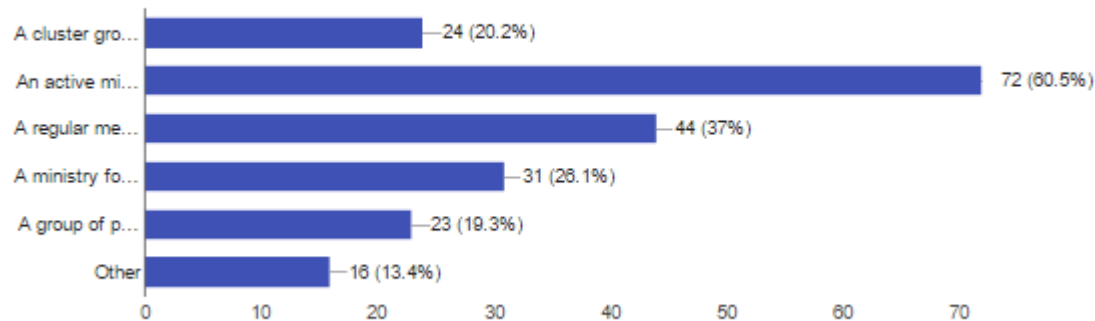
(127 responses)



Which one to one professional relationships do you have? (110 responses)

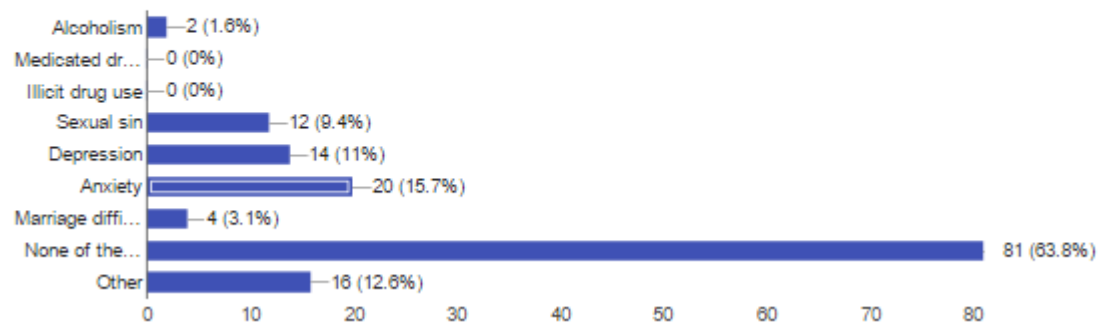


Which professional group relationships are you involved in? (119 responses)



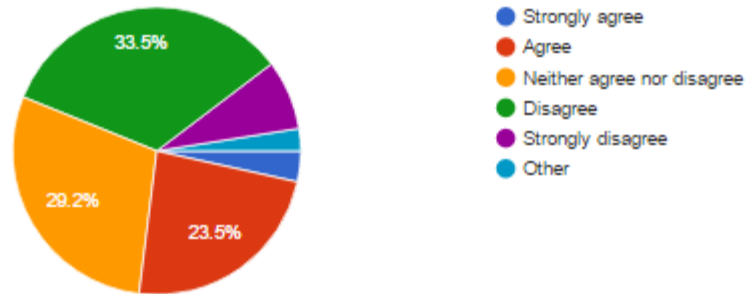
Do you significantly struggle in any of the following areas (remember that this survey is anonymous and confidential)?

(127 responses)



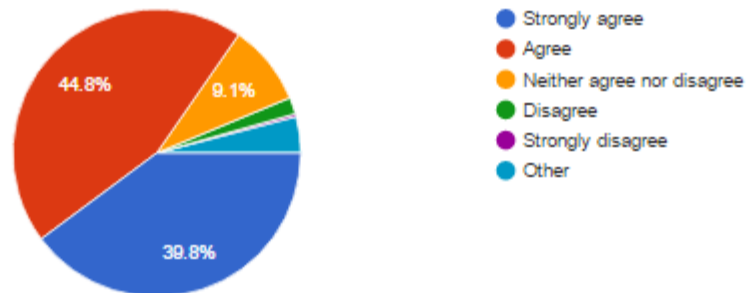
Do you agree with the following statement? "Rectors in our diocese are looked after in a way that gives them the best opportunity to improve and grow over time"

(319 responses)



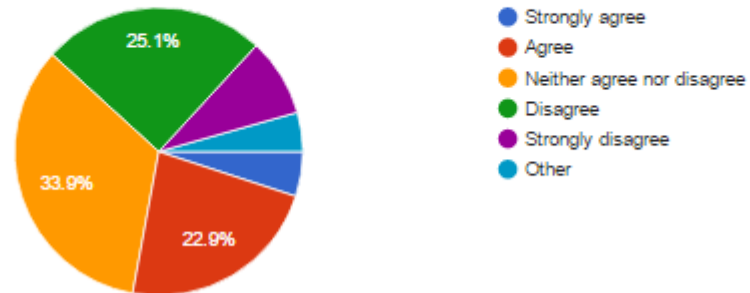
Do you agree with the following statement? "There needs to be a better way in which Rectors are helped into a different role if they are not performing"

(319 responses)



Do you agree with the following statement? "The current way in which the diocese licenses Rectors is the best there is and should not be changed"

(319 responses)





Anglicare Diocese of Sydney

# Survey of Incumbency in the Anglican Diocese of Sydney

## Additional Quantitative Analysis

Prepared for  
Licensing of Incumbents Subcommittee of  
the Sydney Anglican Standing Committee

Prepared by  
Dr Liping Yan and Dr John Bellamy

June 2017



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## 1. Introduction

Members of the Synod of the Anglican Diocese of Sydney were invited to participate in a short survey about issues connected with the licensing of incumbents in the Diocese. A total of 319 responses were received, including 182 (57%) responses from the laity, 127 (40%) responses from parish Rectors and 10 responses (3%) from other clergy.

The survey was divided into four sections and covered the following major issues:

- Attitudes towards Rectors moving on,
- Rectors' suitability, confidence and energy for the current position,
- Support for the Rector,
- Care for Rectors,
- Attitudes towards licensing of Rectors,
- Rectors' personal struggles and professional development.

Anglicare's Social Policy & Research Unit (SPRU) was invited by the Licensing of Incumbents Subcommittee of Standing Committee to analyse the data collected through the survey, with a view to providing additional analyses for possible inclusion in future reporting. Analyses and summaries of key findings are presented in the following report.

The additional material is quite extensive but is meant to be used selectively, to complement existing research findings from this data. As requested, the additional research provides selected cross-tabulations of different variables, presented as tables and charts. These charts or tables can be pasted into future reporting. There were few cross-tabulations in the previous analysis, so the new analysis provided below extends the previous analysis.

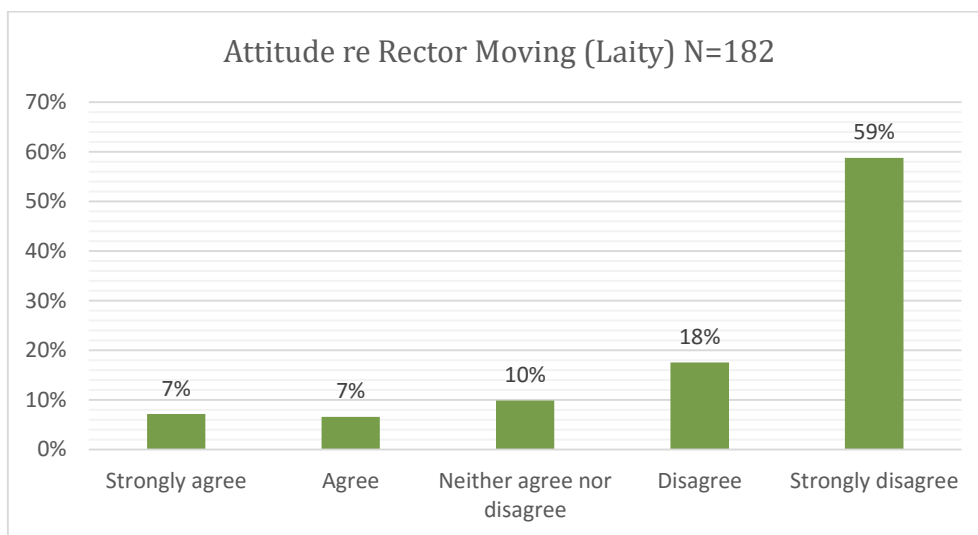
Each section begins with frequencies of key variables and a table of correlations. A correlation coefficient is a short-hand way of showing the strength of association between two variables. The correlation coefficient has a range from 0 to +1 and from 0 to -1, where values close to 0 are weak or non-existent associations and values closer to +1 or -1 are stronger associations. The correlations have been used as a guide to selecting which variables to cross-tabulate. It is not expected that the correlation tables would be included in future reporting.

## 2. Analysis and Results

### 2.1 Time for the Rector to Move on?

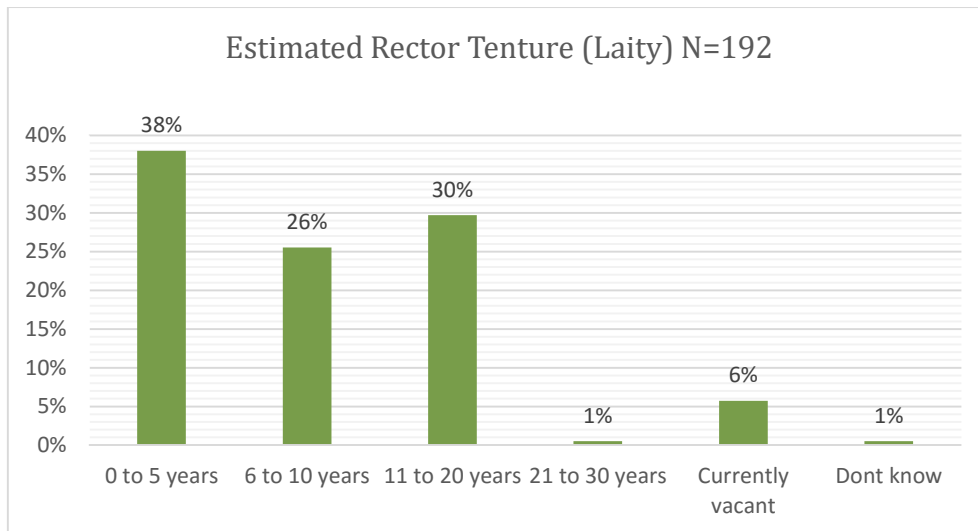
#### 2.1.1 The laity's perception

In the second part of the survey, lay respondents were asked to give opinions on whether it is time for their Rector to move on (Q6), and responses were measured in a Likert scale as shown in Figure 1. The results showed that most lay respondents disagreed with the notion that it was time for their Rector to move on, with 18 per cent disagreeing and 59 per cent strongly disagreeing, a total of 76 per cent (Figure 1). Nevertheless, some 14 per cent of lay respondents believed that their Rector should move on, while 10 per cent of respondents were neutral on this issue.

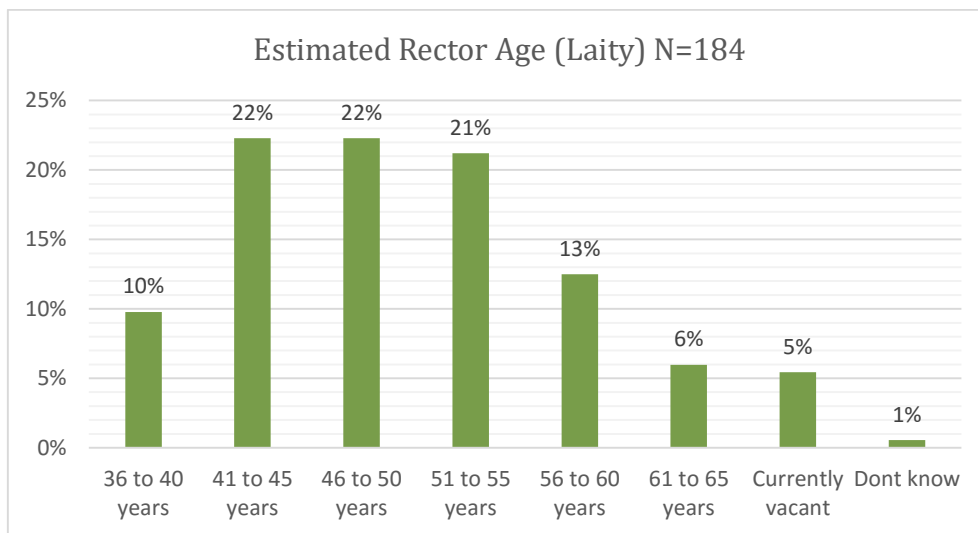


**Figure 1. Attitude towards Rectors' moving on (Q6)**

What factors might influence these attitudes among lay people? In the survey, lay respondents were asked to estimate their Rector's tenure (Q3) and Rector's age (Q4), each of which could be associated with these attitudes. As shown in Figures 2 and 3, based on lay respondents' estimation, more than a third of Rectors had had been at their parishes for 5 years or less (38%), and Rectors were mostly aged between 41 and 55 years (65%). Estimates of the numbers of full and part-time staff were also provided by the lay people (Q5), though not reported upon here.



**Figure 2. Estimation of Rectors' Tenure (Q3)**



**Figure 3. Estimation of Rectors' Age (Q4)**

Correlations coefficients are a short-hand way of describing the strength of an association between one variable and another. The greater the coefficient, the greater the strength of association. Lay attitudes towards Rector's moving on were correlated with "estimated Rector's tenure", estimated Rector's age", "number of full-time staff", and "number of part-time staff", and results are displayed in Table 1.

Not surprisingly, the results indicate that there is a moderate positive correlation between the laity's attitude and the Rector's length of tenure (Spearman's rho = 0.313), and between laity's attitude and Rector's age (Spearman's rho =0.265). In other words, the longer the Rector had been there or the older the Rector, the more likely attenders may think that it is time for the

Rector to move on. Given that Rectors who have had long tenures are also more likely to be older, the association with age may simply be a surrogate for tenure.

The number of staff at the church, either full time or part time, is not correlated significantly with respondent's attitude.

**Table 1. Comparison of correlation coefficients between variables (Attitude to moving, Tenure, Age and Number of staff) (Q 6, 3, 4 & 5)**

Spearman's rho (r <sub>s</sub> )	Attitude Towards Rector Moving	Rector Tenure	Rector Age	Full Time Staff	Part Time Staff
Attitude Towards Rector Moving	1.000	.313**	.265**	-.136	-.009
Rector Tenure	\	1.000	.487**	.136	.169*
Rector Age	\	\	1.000	.108	.140
Full Time Staff	\	\	\	1.000	.387**
Part Time Staff	\	\	\	\	1.000

\*\*Correlation is significant at the 0.01 level (2-tailed).

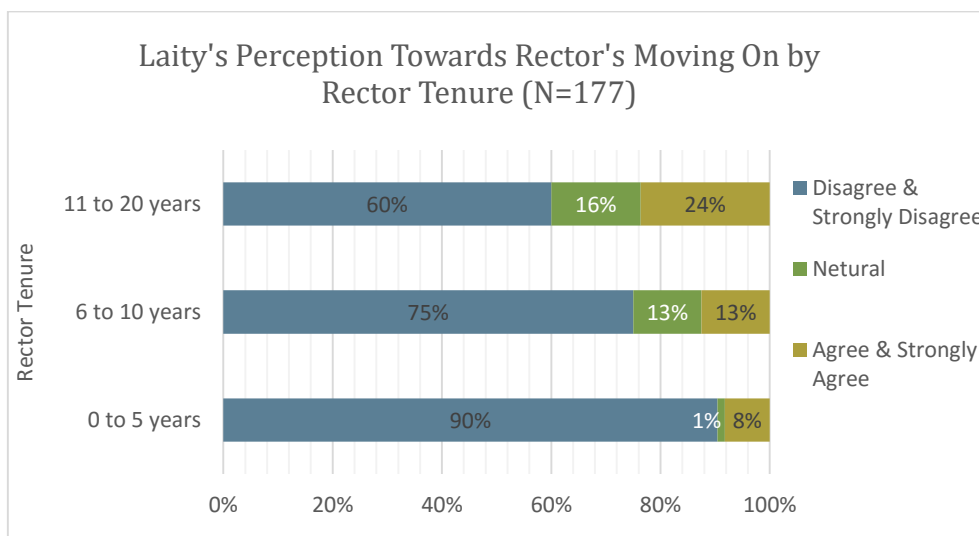
\*Correlation is significant at the 0.05 level (2-tailed).

**Table 2. Laity's attitude towards Rector moving on by Rector tenure (Q 6 & 3)(N=177)**

	Rector Tenure			
	0 to 5 years	6 to 10 years	11 to 20 years	21 to 30 years
Strongly Disagree	76.7%	52.1%	41.8%	100.0%
Disagree	13.7%	22.9%	18.2%	0.0%
Neither Agree nor Disagree	1.4%	12.5%	16.4%	0.0%
Agree	5.5%	4.2%	10.9%	0.0%
Strongly Agree	2.7%	8.3%	12.7%	0.0%
Total number of responses	73	48	55	1

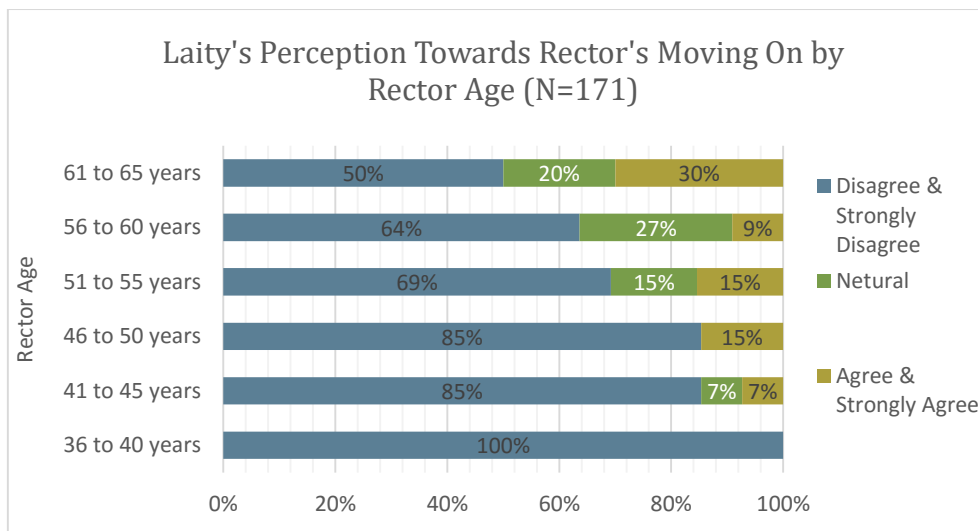
Table 2 displays the results of cross-tabulation between laity’s attitudes and Rector’s tenure. As shown in the first row of data, the percentage of respondents who strongly disagreed that it was time for the Rector to move on dropped dramatically, from 76 per cent where the Rector had been at the parish for 0 to 5 years, to 52 per cent for 6 to 10 years, and to 42 per cent for 11 to 20 years. Only one respondent said that the Rector had been there for more than 20 years, which was excluded from further analysis (Figure 4).

Figure 4 provides a graphical description of the relation between laity’s attitude towards Rector’s moving on and Rector’s tenure. Responses of “disagree” and “strongly disagree” were grouped into one category; similarly, “agree” and “strongly agree” were grouped into one category as well.



**Figure 4. Attitudes of Laity towards Rectors’ moving on by Rector Tenure (Q 6 & 3)**

Similarly, Figure 5 graphically illustrates the moderate positive correlation between the lay attitudes towards Rector’s moving on and Rector’s age. As with length of tenure, lay people are more likely to agree that the Rector should move on with increasing Rector age.

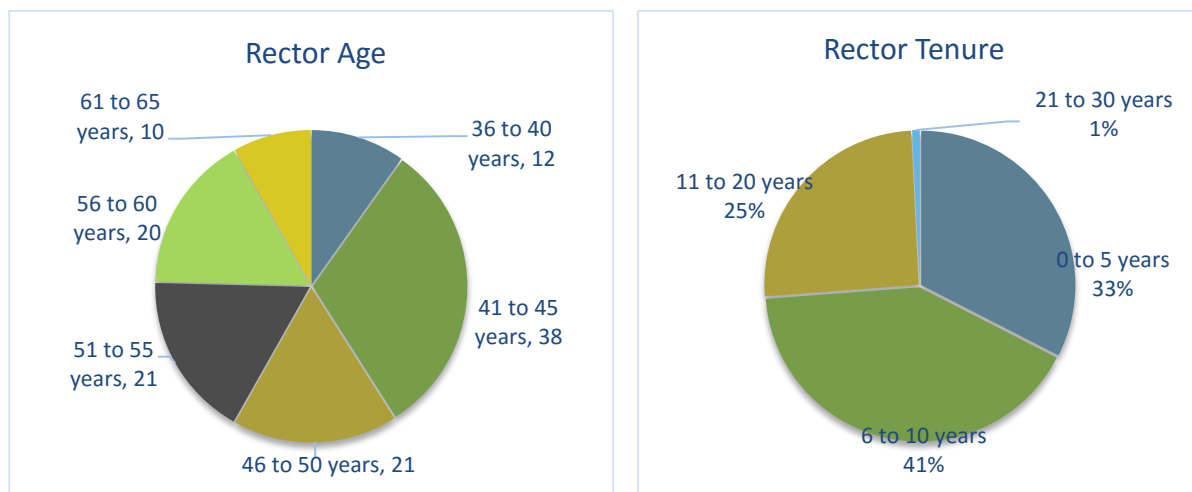


**Figure 5. Attitudes of Laity towards Rectors' moving on by Rector Age (Q 6 & 4)**

### 2.1.2 Rectors' perceptions towards moving on

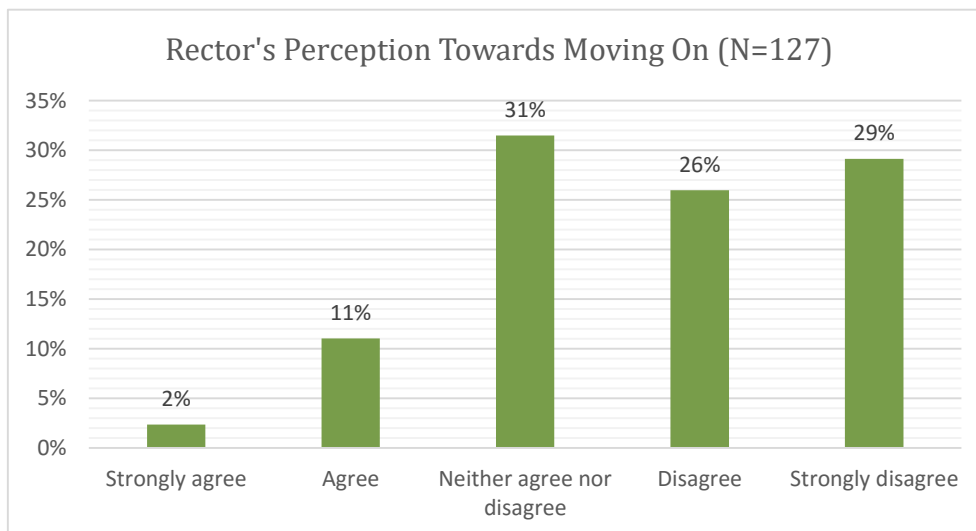
In the third part of the survey, Rectors were also asked to give information about their age and tenure (Q 10 & 9) and were also asked about their desire to move on (Q16). A total number of 127 Rectors completed this second part of the survey. Results are presented as follows.

Data collected shows that Rectors tended to be aged 41 to 45 (accounting for 31 per cent of the total respondents), and tended to be in the position for about 6 to 10 years (accounting for 41%) (Figure 6).



**Figure 6a, 6b. Rectors' age profile and tenure period (Q 10 & 9)**

With regards to the intention to move on, results for Q16 showed more than half (55%) of the respondents did not wish to leave their current position (strongly disagree plus agree). In contrast, about 13 per cent of respondents indicated they wished to leave their current position and move on. Another 30 per cent of respondents were neutral towards this issue.



**Figure 7. Rectors’ perceptions towards moving on (Q16)**

Given the varied perceptions among Rectors on the issue of “moving on”, is their perception related to their age, tenure or the number of staff at their church? Correlational analysis found that Rector’s perception towards moving on was only significantly correlated with the Rector’s length of tenure (Table 3). A moderate positive correlation between these “Desire to move” and “Rector Tenure” was revealed, with a Spearman's coefficient of 0.302.

**Table 3. Comparison of correlations between variables of desire to move, tenure, age and number of F/T and P/T staff (Q16, 9, 10 & 11)**

	Desire to move on (Q16)	Rector Tenure (Q9)	Age (Q10)	Full time staff (Q11)	Part time staff (Q11)
Spearman's rho (r <sub>s</sub> )	1.000	.302**	0.148	.090	-.060
Desire to move on (Q16)	1.000	.302**	0.148	.090	-.060
Rector tenure (Q9)	\	1.000	.484**	-.027	0.17
Age (Q10)	\	\	1.000	.087	.277**
Full time staff (Q11)	\	\	\	1.000	.336**
Part time staff (Q11)	\	\	\	\	1.000

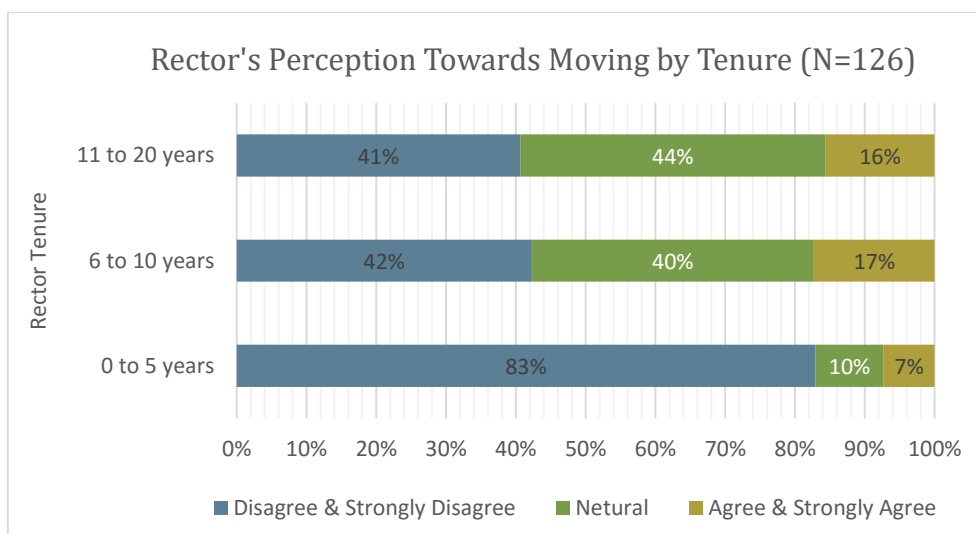
\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

Figure 8 describes the positive correlation between Rector’s perception to moving on and their tenure in the current position in detail. In order to illustrate the general pattern of attitudes among respondents, responses of “disagree” and “strongly disagree” were grouped into one category, and similarly, responses of “agree” and “strongly agree” were grouped into one category as well. Specifically, the percentage of Rectors who were not ready to move reduced sharply from 83 per cent in the 0 to 5 year tenure group to 42 per cent in 6 to 10 year tenure

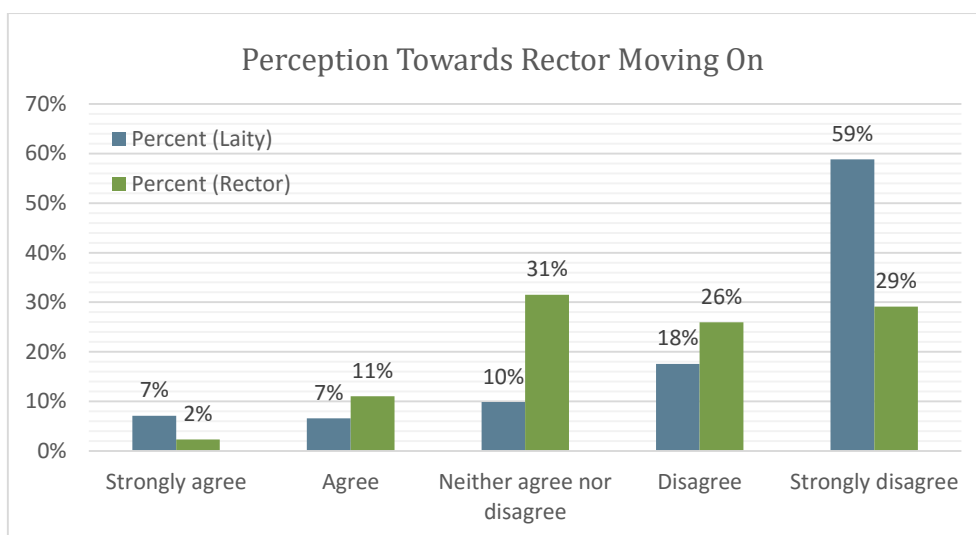


group. The results suggests that when a Rector has been in their current role for more than 5 years, he becomes more open to the possibility of moving on.



**Figure 8. Rectors' perceptions about moving on, by Rector tenure (Q 16 & 9)**

Although the two survey questions were quite different, further analysis revealed that Rectors compared to the Laity, seemed to be relatively more open to the idea of leaving their current role for another position. As shown in Figure 9, the percentage of Rectors (55%) who disagree or strongly disagree with the idea of moving on was considerably lower than that of the lay respondents (76%) who feel it is time for their Rector to move on.



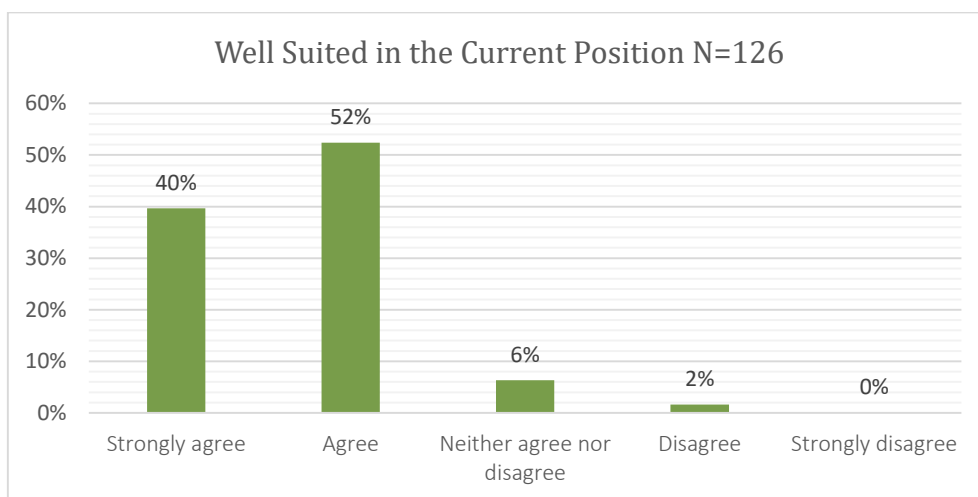
**Figure 9. Comparison of perceptions of Laity and Rectors towards Rectors' moving on (Q 6 & 16)**

## 2.2 Rectors' Suitability, Confidence and Energy for their Current Role

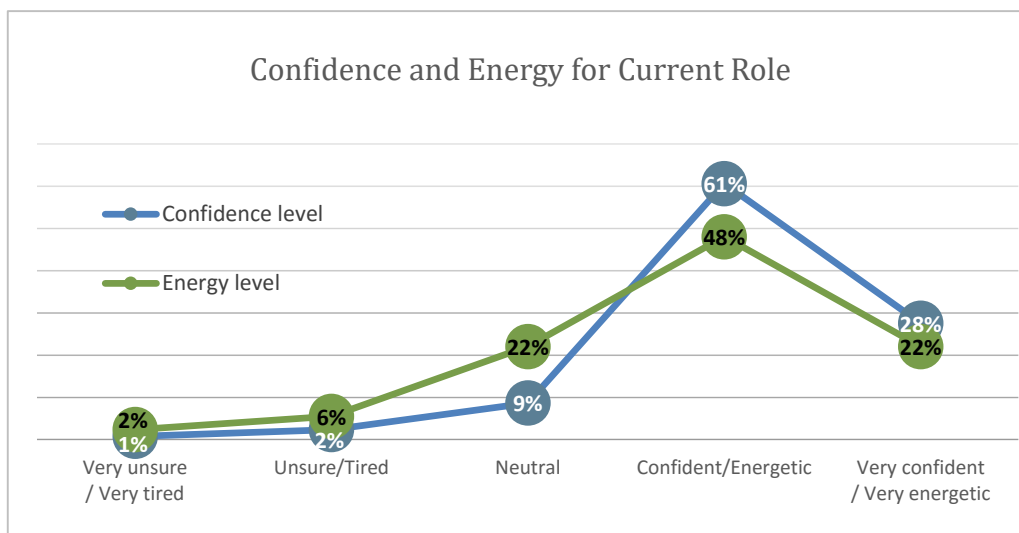
In the third part of the survey, Rectors were also asked about their perception of their suitability for their current role (Q15) and their feelings (being confident or energetic) about their current

role (Q17 &18). Descriptive analyses were conducted based on 127 Rector responses, and results are as follows.

The survey found that, in general, the Rector tended to be optimistic about their suitability to the current position, with more than 90 per cent of respondents claiming that they are well suited to the position (see Figure 10). Similarly, they were also more likely to report that they feel confident and energetic about their current role. Specifically, as shown in Figure 11, about 60 per cent of respondents indicated they felt confident in their position, with about 28 per cent replying “very confident”. Similarly, 48 per cent and 22 per cent of respondents reported, respectively, that they felt energetic and very energetic<sup>1</sup>.



**Figure 10. Rectors’ perceptions of their suitability for current position (Q 15)**



**Figure 11. Confidence and energy Rectors feel about their current role (Q 17 & 18)**

<sup>1</sup> It should be noted that the labels “Unsure”, “Neutral” and “Confident” have been added to Q17 “Confidence in Current Position”. These were labelled as “2”, “3” and “4” respectively in the survey. Similarly, “Tired”, “Neutral” and “Energy” have been added to Q18 “Energy levels”.

However, 12 per cent and 30 per cent of respondents reported, respectively, that they feel neither confident nor energetic.

Would length of tenure and age be factors influencing a Rector's perception about their suitability, confidence and energy for their current role? Correlations were carried out between variables of "suitability", "confidence", "energy", "desire to move", "Rector age", "Rector tenure", "full time staff number" and "part time staff number".

An interesting finding is that a weak positive correlation is observed between the Rector's perception of their suitability and the number of staff at their church (Spearman's coefficient 0.203). It should be noted that the total number of staff is the addition of the number of full-time staff plus a half for each part-time staff person. As shown in Figure 12, the percentage of respondents (Rectors) who believed they were well suited climbed from 88 per cent where the church had less than 3 staff, to 100 per cent where the church had 4 or more staff.

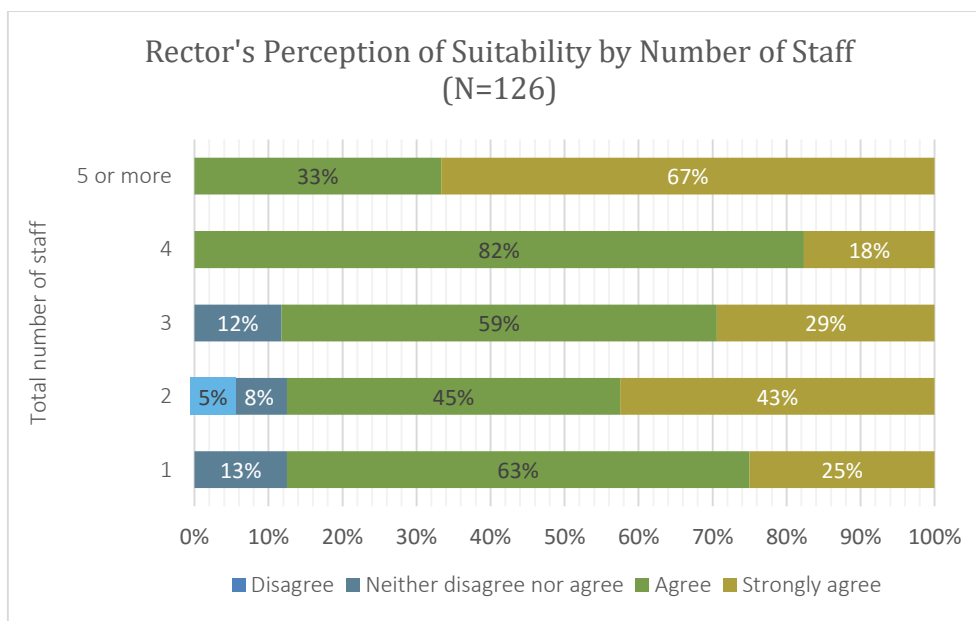
**Table 4. Comparison of correlations between attitudinal and background variables  
(Q 15, 9, 10, 11, 17, 18, 16, 19 & 14)<sup>2</sup>**

Spearman's rho	Suitability	Tenure	Age	Total number of staff	Confidence	Energy	Desire to move on	Feeling cared for	Supported by church
<b>Suitability</b>	1	-.094	.017	.203**	.587**	.453**	-.328**	.132	.212*
<b>Tenure</b>	\	1	.484**	.117	.028	.005	.302**	.144	.042
<b>Age</b>	\	\	1	.199**	.034	.116	.148	-.003	-.017
<b>Total no. of staff</b>	\	\	\	1	.103	.071	.028	-.003	-.071
<b>Confidence</b>	\	\	\	\	1	.551**	-.314**	.366**	.382**
<b>Energy</b>	\	\	\	\	\	1	-.273**	.404**	.268**
<b>Desire to move on</b>	\	\	\	\	\	\	1	-.178*	-.247**
<b>Feeling cared for</b>	\	\	\	\	\	\	\	1	.487**
<b>Supported by church</b>	\	\	\	\	\	\	\	\	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

<sup>2</sup> Please refer to Appendix 1 for a summary of variables which were derived from questions in the survey.



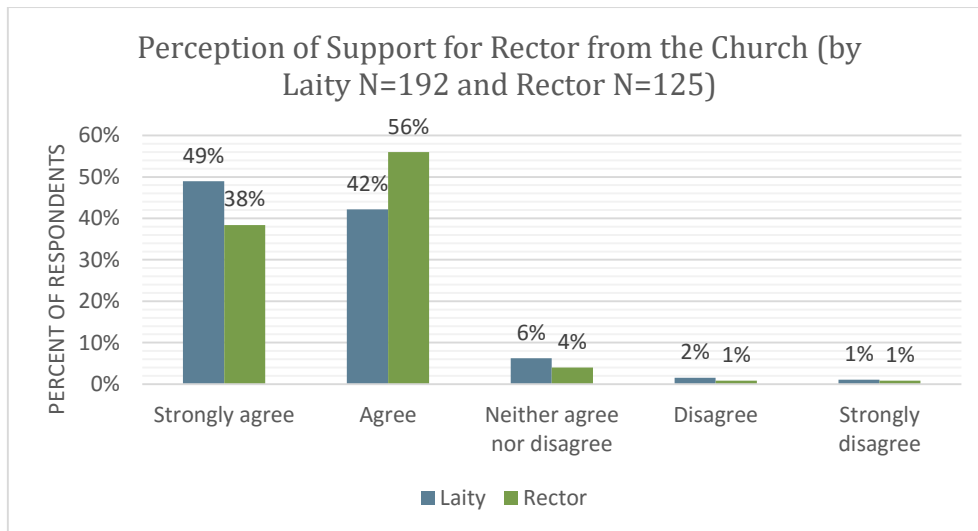
**Figure 12. Rectors’ perceptions of their suitability by number of staff (full time and part time) in churches (Q 15 & 11)**

It is observed that Rectors who believed they were well suited in their current positions were more likely to be confident (with a strong Spearman’s coefficient at 0.587) and more energetic (moderate Spearman’s coefficient 0.453) with their role, and also were less likely to want to move on (a moderate Spearman’s coefficient at -0.328) (See Table 4). Moreover, the survey found that Rectors who felt they were adequately cared for and supported by the church were more likely to be confident (Spearman’s coefficient 0.366 and 0.382 respectively) and energetic (Spearman’s coefficient, 0.404 and 0.268 respectively) with their current role, and not wishing to move on (a weak correlation with Spearman’s coefficient at -0.178 and -0.247 respectively).

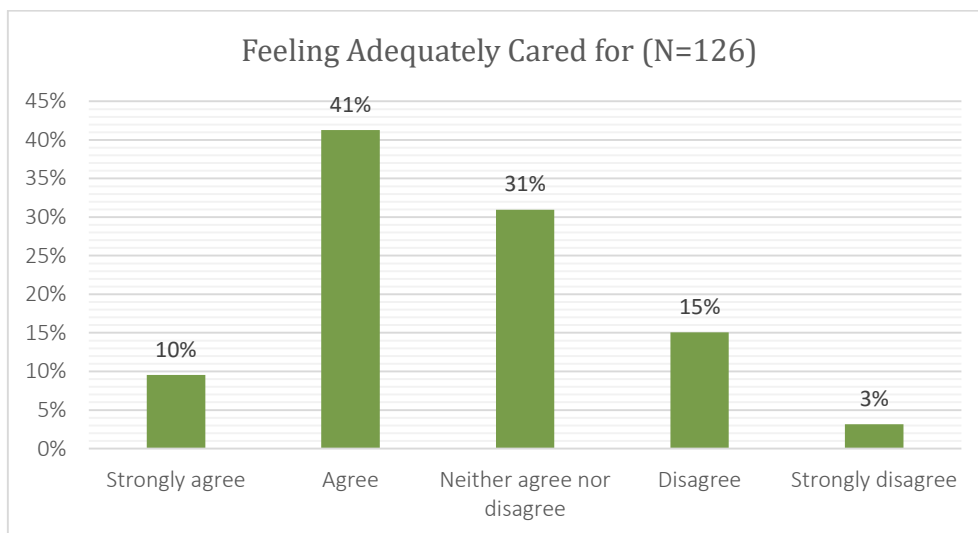
### 2.3 Support for the Rector

The survey investigated both the Lay and Rectors’ perceptions of whether their “church supports the Rector” (Q 8 & 14). Results are presented in Figure 13 and 14. In general, both lay respondents and clergy respondents believed that the church supported the Rector (Figure 13). Specifically, 91 per cent of lay respondents and 94 per cent of clergy respondents responded “strongly agree” or “agree”. The Laity appeared to be even more optimistic compared to the clergy, with 49 per cent of lay respondents claiming to “strongly agree”, compared to 38 per cent of clergy.

However, Rectors were relatively less likely to feel adequately cared for in the current role (Q19), with only half of them (51%) responding “agree” or “strongly agree” (see Figure 14). More than 30 per cent of Rectors claimed to be neutral towards this issue, while about 18 per cent of them, or nearly 1 in 5 Rectors, did not think they were adequately cared for in their roles.



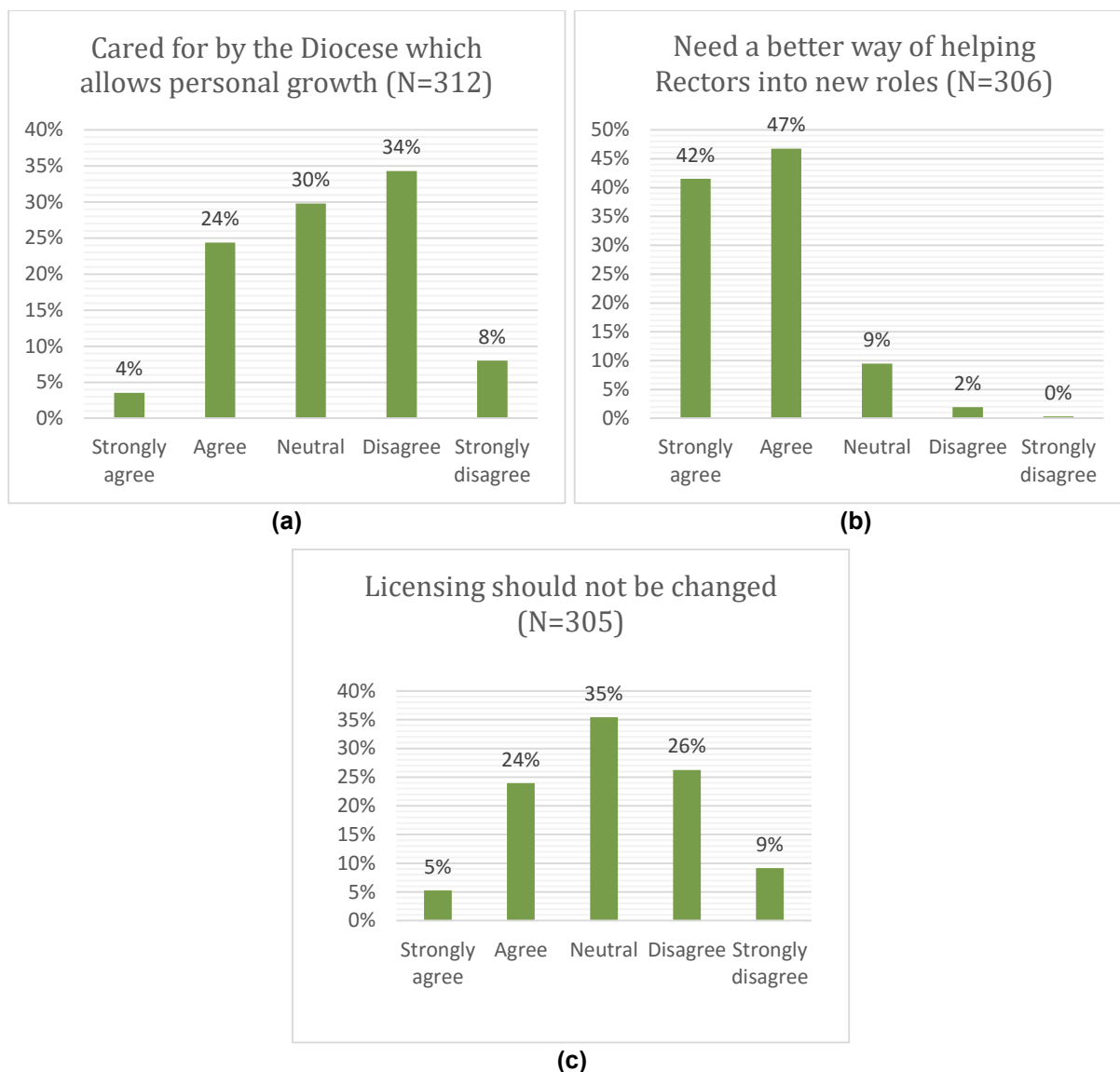
**Figure 13. Comparison of Lay and Rectors' perceptions of whether the church supports Rector (Q 8 & 14)**



**Figure 14. Rectors' attitudes towards whether they feel adequately cared for (Q 19)**

## 2.4 Caring for Rectors and licensing arrangements

In the fourth part of the survey, lay and clergy respondents were both invited to give their perceptions about whether Rectors are looked after by the Diocese in a way which allows personal growth, the need for a better way to help non-performing rectors into a different role, and the suitability of the current licensing arrangements for Rectors. A total number of 319 lay and clergy respondents completed this part of survey.



**Figure 15a. 15b. 15c. Respondents' (Rector and Lay) perceptions on whether Rectors are cared for in a way which allows personal growth, whether a better way is needed to help Rectors into different roles, and whether current licensing should be changed (Q 25, 26 & 27)**

The results indicate that respondents tended to believe that Rectors were not actually cared for by the Diocese in a way that gives them opportunity to improve and grow over time (Figure 15a). About 42 per cent of respondents “disagreed” or “strongly disagreed”, compared to 28 per cent who “agreed” or “strongly agreed”.

A breakdown of these results by Rectors and laity shows that rectors were even more likely to disagree that Rectors are looked after by the Diocese in a way that gives them the best opportunity to grow and improve. Some 58% of Rectors disagreed compared with 30% of the laity.

These findings are consistent with respondents' perceptions about whether a better way is needed to help Rectors who are not performing to move on. As shown in Figure 15b, the vast majority of both clergy and laity (88%) “agreed” or “strongly agreed” that if Rectors are not performing, a better way is needed to help them to move on.

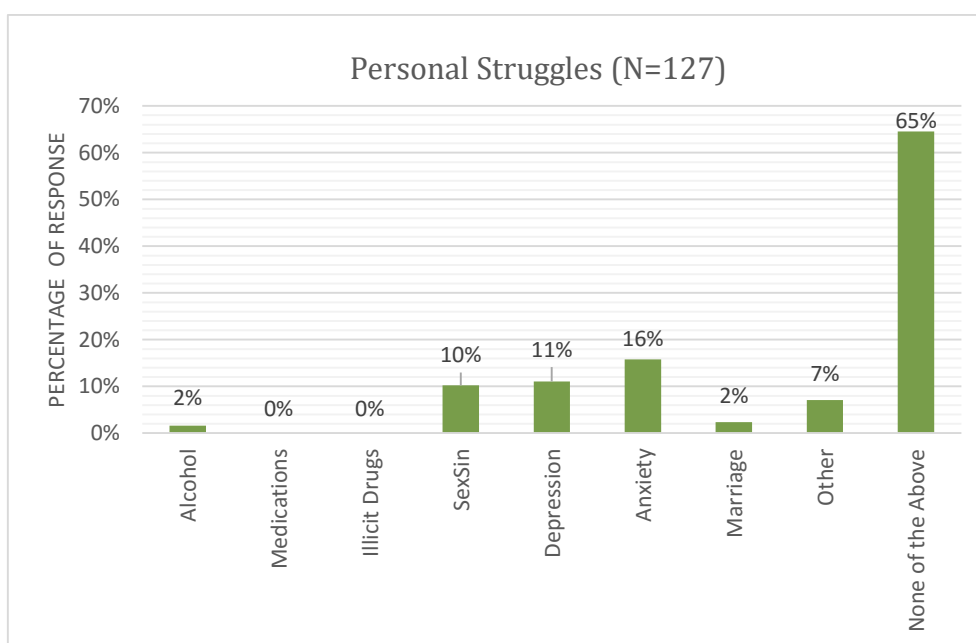
When asked about whether the current way of licensing is the best, the most common response was a neutral attitude – ie, “neither agree nor disagree” (35%) (Figure 15c). Nevertheless, the percentage of respondents who believed (disagree and strongly disagree) that the current way of licensing should be changed (35%) is slightly higher than that of those who support no change (29%).

A breakdown of results by Rectors and laity did not reveal much variation; some 37% of Rectors and 35% of laity believed that the current system should be changed (ie disagreed with the statement), while 33% of Rectors and 26% of laity did not want the system to change.

## 2.5 Rectors’ personal struggles

Q24 in the survey questionnaire examines whether Rectors were struggling with one or more personal problems. A total of 127 Rectors responded to this question. As shown in Figure 16, most (65%) of the respondents indicated that they were not struggling with any of the issues listed in the survey, while 35% were struggling with one or more problems.

Anxiety was the most commonly reported problem (with 16 per cent of Rectors claiming they struggle with anxiety), followed by “depression” (11%) and “sexual sin” (10%). The analysis also revealed that about 11per cent of respondents struggled with more than one problem. Other reported struggles included family and marriage difficulties, lack of sleep, over working and tiredness.



**Figure 16. Rectors’ responses to whether they significantly struggle with any issue (Q24)**

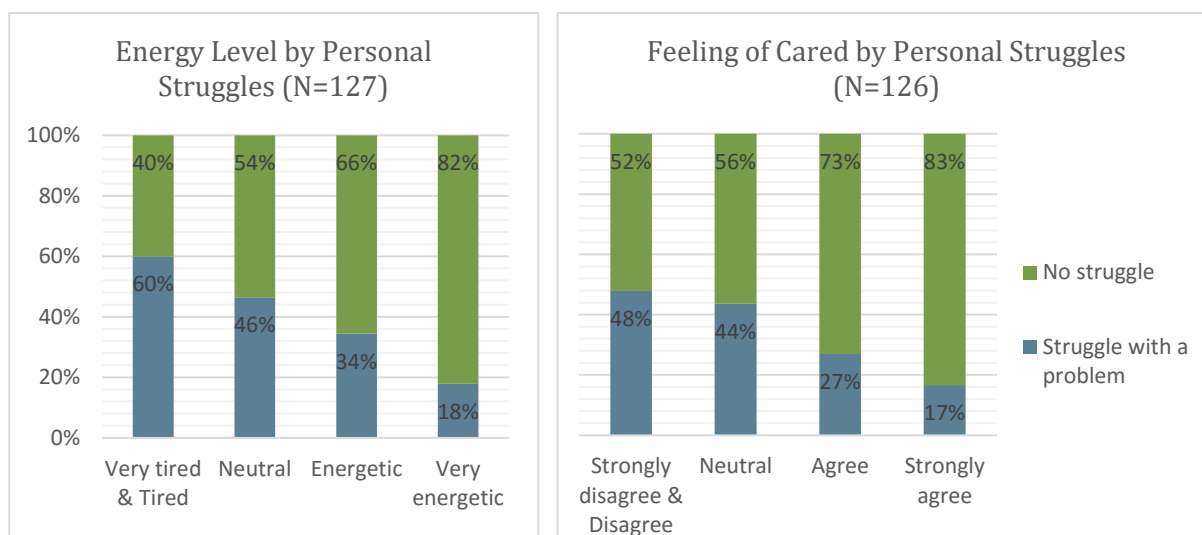
An interesting finding in regards to Rector’s struggles is that having no struggles with a problem is positively correlated with Rector’s sense of confidence, their energy level and their feeling of being cared for by the church (See Table 5) (Spearman’s coefficients are 0.245, 0.268 and 0.219 respectively). Figure 17a and b depict two of these associations as percentages.

**Table 5. Correlation coefficients between variables of personal struggles, feeling cared for, confidence level and energy level (Q 24, 19, 17 & 18)**

	Feeling cared for	Confidence level	Energy level
	Coefficient	Coefficient	Coefficient
Not significantly struggling with a problem	.219*	.268**	.245**

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).



**Figure 17a 17b. Rectors’ perceptions towards energy level and feeling cared of, by whether having personal struggles (Q24, 18 & 19)**

## 2.6 Rectors’ professional development

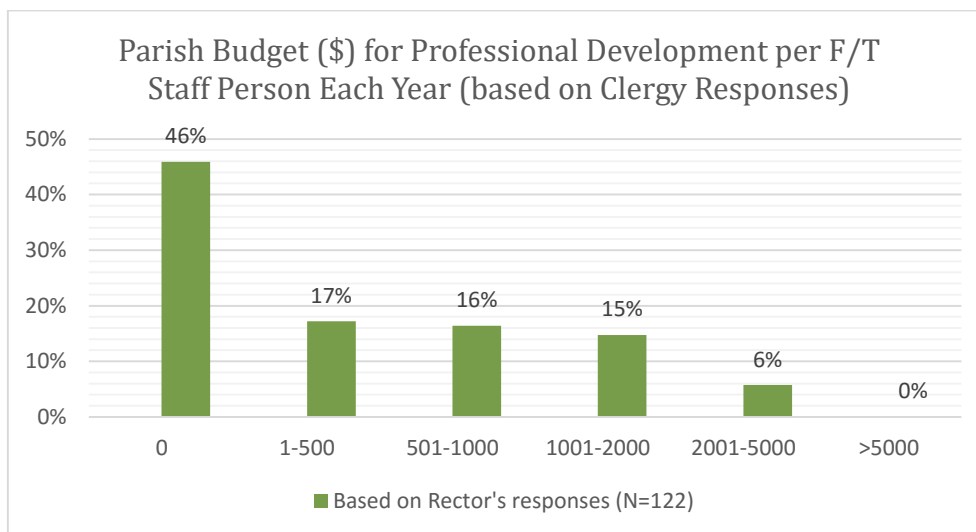
In the survey, the lay and clergy respondents were all asked to estimate the budget that the parish has for ongoing professional development each year (Q7 & 12). Rectors were also asked about their professional development in the past 12 months (Q13), their one to one professional relationships (Q20) and frequency (Q21), as well as the professional group relationships that the Rectors are engaged in (Q22) and meeting frequency (Q23). Analyses and findings based on the data collected via these questions are presented below.

### 2.6.1 Parish budget for professional development

Figure 18 compares the estimated budget per full time staff person per year, based on Rectors’ responses. The amounts reported by respondents were grouped into 5 categories, as shown



in Figure 18. About 46 per cent of Rectors indicated their parish did not have a budget for professional development.



**Figure 18. Parish budget for professional development (per full time staff person) each year, based on Rectors' responses (Q12)**

Further analysis found no statistically significant associations between the budget spent on professional development (per staff person) and other variables (see Table 6).

**Table 6. Correlations between budget spent on professional development and other selected variables (Q12, 24, 17, 18, 14 & 16)**

	Struggle/no struggle with personal problems	Confidence	Energy	Support from church	Feeling cared for	Desire to move on
	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient
<b>Average budget per staff (F/T)</b>	.047	.163	.161	.054	.022	-.085

## 2.6.2 Professional relationships for Rectors

A question in the survey found that 24 per cent of Rectors had developed a one-to-one professional relationship with a mentor, 10 per cent have a professional coach, and 56 per cent of Rectors have a prayer partner (Table 7). The most reported one to one meeting frequency was monthly (30%), followed by weekly (17%) or quarterly (17%) (Table 8).

**Table 7. One-to-one professional relationships that Rectors have (Q20)**

	Professional relationship					Total Respondents
	Mentor	Coach	Counsellor	Friend	Other	
<b>Number of Respondents (Rectors)</b>	31	13	8	71	20	127
<b>Percent</b>	24%	10%	6%	56%	16%	100%

**Table 8. Frequency of one to one meeting for professional relationships (Q 21)**

	Frequency of one-to-one meeting for professional relationship							Total
	Weekly	Fort-nightly	Monthly	Bimonthly Or Six weekly	Quarterly Or Five Times a Year	Twice A Year	As needed	
<b>Number of Respondents (Rectors)</b>	17	9	29	13	17	4	9	98
<b>Percent</b>	17%	9%	30%	13%	17%	4%	9%	100%

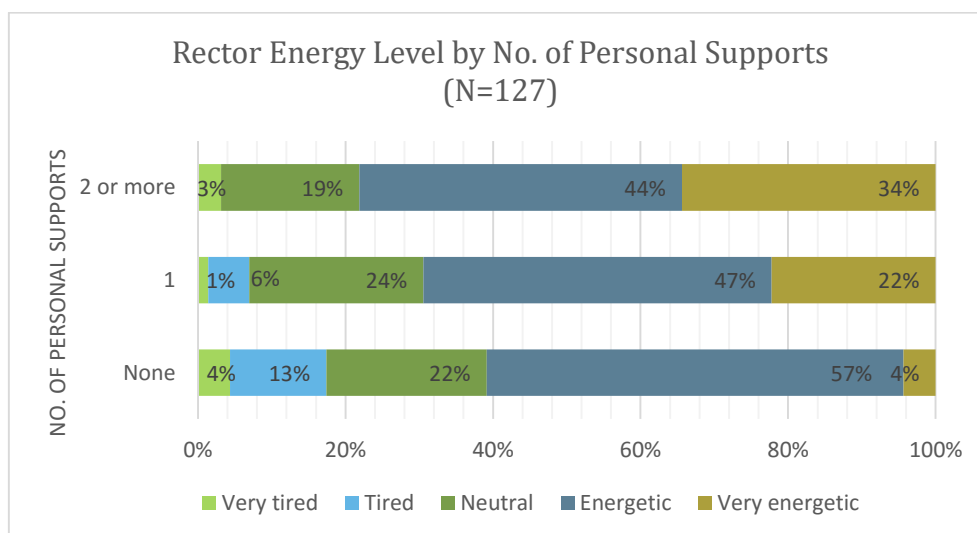
Correlation analyses revealed a weak, positive correlation (Spearman's coefficient 0.229) between the presence of professional relationships for Rectors and their feeling of energy (Table 9). Specifically, as shown in Figure 19, the percentage of Rectors who indicated they felt energetic or very energetic climbed from 61 per cent (57% and 4% in respectively) where there was no personal support reported, to 69 percent where the Rector reported only one professional development personal relationship, and to 78 per cent where there were two or more personal supports reported by the Rector.

**Table 9. Correlations between personal supports, frequency of one-to-one meeting and selected variables (Q20, 21, 24, 17, 18, 14 & 16)**

	Struggle/no struggle with personal problems	Confidence	Energy	Support from church	Feeling cared for	Desire to move on
	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient
<b>Personal supports</b>	-.097	.105	.229**	-.054	.106	-.031
<b>Frequency of meeting one-to-one</b>	.157	-.102	-.064	-.095	-.135	-.118

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).



**Figure 19. Rectors’ energy levels by number of personal supports (Q20 & 18)**

The survey also found that Rectors had a wide range of support groups. More than half (56%) of respondents had a professional relationship with a Mission area group (Table 10). A considerable percentage of Rectors also had a professional relationship with other ministers (34%) or are engaged in a ministry formation group (24%). Compared with the one-to-one professional relationships, group meetings tended to be less frequent (Table 8 & 11). Rather than meeting weekly, group meetings tended to take place monthly (31%), bimonthly (23%) or quarterly (30%).

**Table 10. Professional group relationships that Rector have (Q22)**

	Professional group relationship						Total Respondents	Total responses
	Cluster Group	Mission Area Group	Other Ministers	Ministry Formation Group	Prayer Group	Other		
<b>Number of Responses</b>	24	71	43	30	24	9	127	201
<b>Percent</b>	19%	56%	34%	24%	19%	7%	100%	

**Table 11. Meeting frequency with the professional relationship group (Q23)**

	Group Meeting Frequency								Total
	Weekly	Fortnightly	Monthly	Bimonthly Or Six weekly	Quarterly Or Five Times a Year	Twice A Year	Once a year	As Needed	
<b>Number of Respondents (Rectors)</b>	7	4	33	24	32	2	1	3	106
<b>Percent</b>	7%	4%	31%	23%	30%	2%	1%	3%	100%

**Table 12. Correlations between group supports, frequency of group meeting and selected variables (22, 23, 24, 17, 18, 14 & 16)**

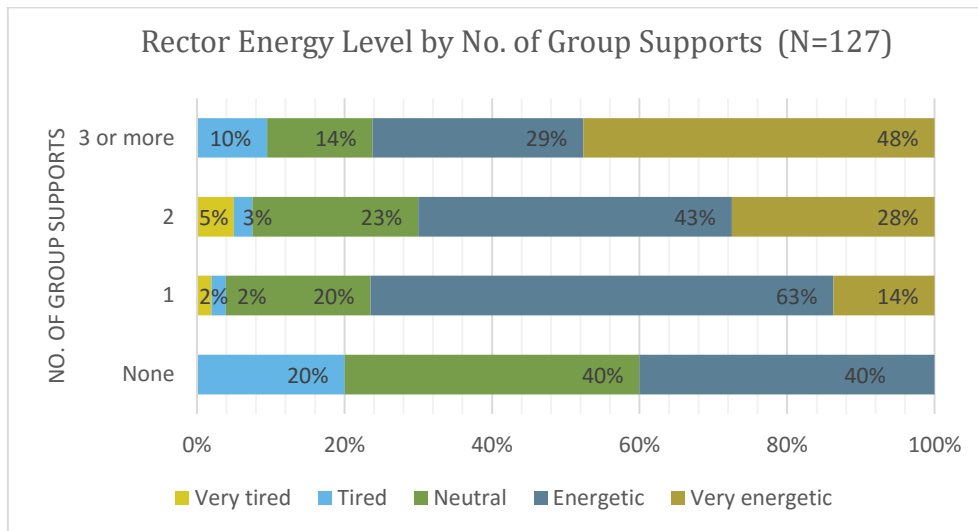
	Struggle/no struggle with personal problems	Confidence	Energy	Support from church	Feeling cared for	Desire to move on
	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient	Coefficient
<b>Group supports</b>	.113	.149	.267**	.226*	.238**	.014
<b>Frequency of meeting (Group)</b>	.142	.322**	.195*	.187	.232*	-.135

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

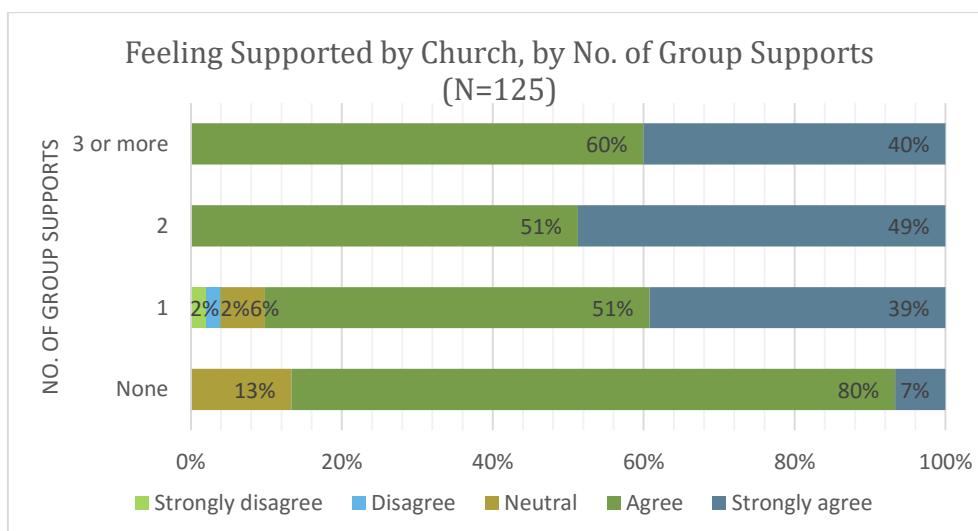
Further analyses found that the numbers of supports Rectors have in place are associated with the feelings they have about ministry, such as feeling cared for. The number of reported group supports that Rectors have is positively correlated with Rectors' energy levels

(Spearman’s coefficient, 0.267), feeling of support from the church (0.226) and feeling of being adequately cared for (0.238) (Table 12). As illustrated in Figures 21 to 23, the percentages of Rectors who felt be energetic or very energetic in their current role, who felt supported by the church or who felt adequately cared for, increased considerably when the number of group supports available for the Rector increased.



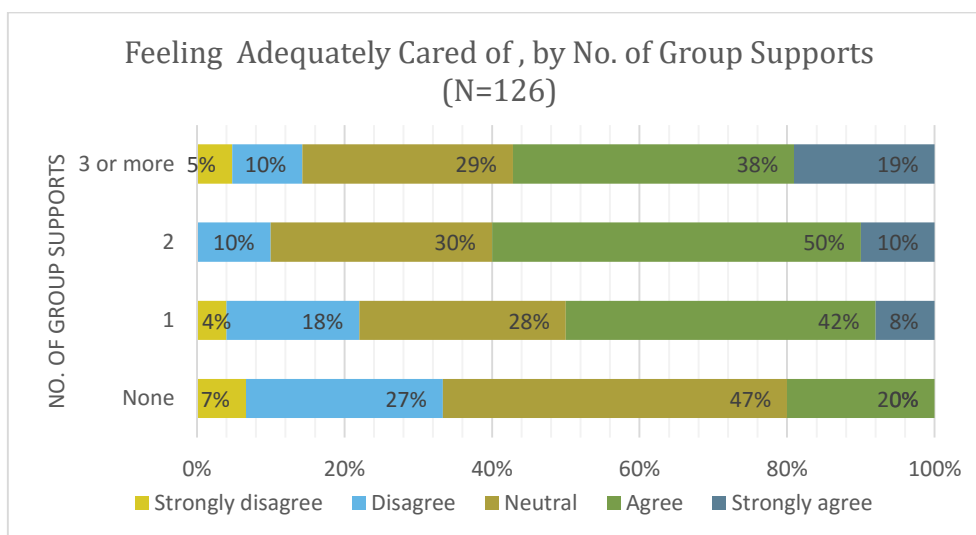
**Figure 20. Rectors’ energy levels by number of group supports (Q 18 & 22)**

With increasing numbers of group supports, the percentage of Rectors who indicated that they were very energetic in the current role increased considerably, climbing from zero to 48 per cent (Figure 20).



**Figure 21. Rectors’ feeling of being supported by the church, by number of group supports (Q 14 & 22)**

As shown in Figure 21, Rectors who engaged in more than one professional group activity were more likely to feel supported by the church. The percentage of “agree” and “strongly agree” increased from 87 per cent to 100 percent with the increase in number of group supports reported by the Rector.



**Figure 22. Rectors’ feeling adequately cared for, by no. of group supports (Q 19 & 22)**

Figure 22 shows that the percentage of Rectors who felt (agree and strongly agree) they were adequately cared for climbed from 20 per cent where they reported no group support, to 50 per cent where one group support was available, 60 per cent for two group supports, and 57% for three or more supports.

Similarly, the frequency of group meeting also found to be positively associated with Rectors’ feeling of confidence (Spearman’s coefficient, 0.322) and energy (0.195), and the perception of feeling adequately cared of (0.232) (Table 12).

Specifically, as shown in Figures 23-25, Rectors who indicated that they engaged in professional group meeting at a regular frequency (weekly, fortnightly) were also more likely to indicate that they were energetic/very energetic or confident/very confident with the current role, or believe they were adequately cared for, compared to those who engaged in group meeting at a lesser frequency (six-weekly to quarterly).

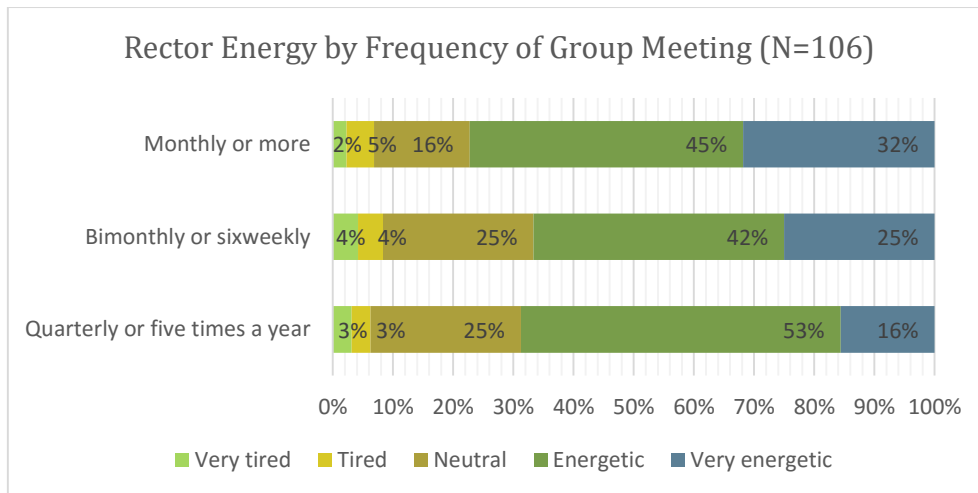


Figure 23. Rectors’ responses to feeling of energy by frequency of group meeting (Q 18 & 23)

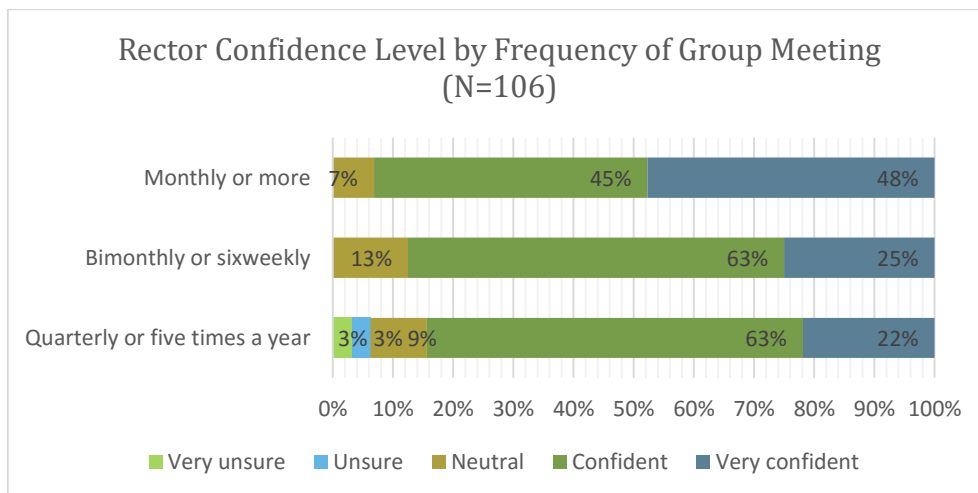


Figure 24. Rectors’ responses to feeling of confidence by frequency of group meeting (Q 17 & 23)

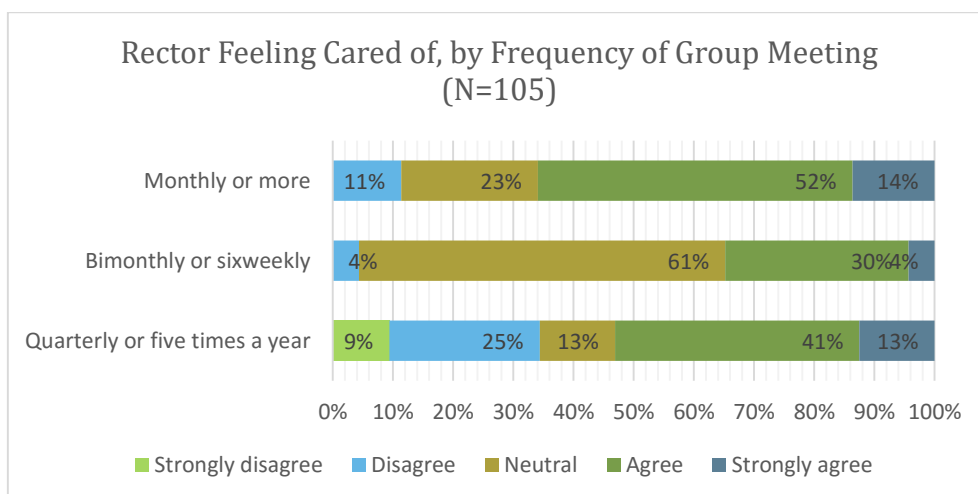


Figure 25. Rectors’ responses to feeling of adequately cared of by frequency of group meeting (Q 19 & 23)

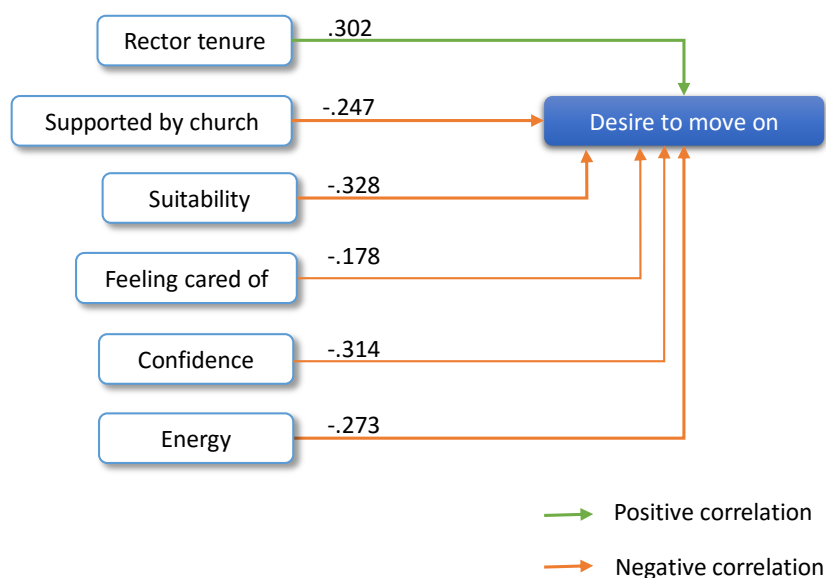
### 3. Summary of Key Findings

Time for Rector to move on?

- Lay respondents tended to disagree (disagree and strongly disagree responses, 76%) with the idea that it's time for their Rector to leave their current position and move on to a new role.
- However lay people were more likely to say that their Rector should move on with longer Rector tenure or older Rector age.

Is the Rector wanting to move on?

- More than half (55%) of Rectors were not wanting (disagree or strongly disagree) to leave their current position and move to another position. In contrast, about 13 per cent of respondents indicated they would move on if they could.
- The percentage of Rectors (55%) who disagreed with the idea of moving on was lower than that of lay respondents (76%).
- Rectors who have been in their current role for more than 5 years were more open to moving on.
- Several variables were found to be more or less equally associated with a Rector's



**Figure 26. Factors associated with Rector's desire to move on (based on Spearman's coefficient)**



### Are Rectors suited to their current positions?

- Rector tended (92%) to be optimistic about their suitability to their current position.
- Rectors were also more likely to report feeling confident (89%) and energetic (70%) about their current role.
- Rectors who believed they were well suited in their current position were more likely to be confident and more energetic with their role, and also were less likely to be willing to leave and move on.
- Rectors who felt they were adequately cared for and supported by the church were more likely to feel confident and energetic about their role.

### Supported and adequately cared for?

- Both lay respondents (91%) and clergy respondents (94%) tended to believe that their church is supportive of the Rector.
- However only about half (51%) of Rectors felt adequately cared for in the current role, with more than 30% being neutral and 18% saying that they are not adequately cared for.

### Care by the Diocese, Rector job mobility and Rector licensing

- The survey found that respondents were more likely to disagree (42%) than agree (28%) that Rectors are cared for by the Diocese in a way that gives them opportunity to improve and grow. Rectors (58%) were more likely than laity (30%) to disagree.
- The majority of respondents (88%) agreed or strongly agreed that if Rectors are not performing, a better way is needed to help them move on.
- There is a mixed picture regarding attitudes towards current licensing. There was only slightly more support for a change to the current arrangements (35%) compared with those who want no change (29%).

### Personal struggles

- Most (65%) respondents reported no particular struggles with personal issues listed in the survey question.
- Anxiety was the most commonly reported struggle (16%), followed by depression (11%) and sexual sin (10%).
- About 11 per cent of respondents struggled with more than one problem.
- Rectors who were not struggling with a particular issue were more likely to feel adequately cared for, and confident and energetic in their role.

## Professional development and personal and group supports

- Nearly half of rectors reported that their parish did not have budget for professional development.
- Most Rectors have one-to-one personal supports, including prayer partnership with friends (56%), mentors (24%), and coaches (10%).
- Commonly reported professional group relationships were Mission area groups (50%), with other ministers (34%) or ministry formation groups (24%). Group meetings were relatively less frequent compared with one-to-one professional relationships.
- The more one-to-one personal supports that a Rector has, the more energetic they tend to feel in their current role.
- The more group supports available for Rectors, the more energetic they tend to feel, and the more likely they are to feel supported by the church and to feel adequately cared for. Greater frequency of meeting was particularly associated with feeling more confident in the role.

## APPENDIX – QUESTION NUMBERING, VARIABLES AND CODING METHODS

Appendix 1 Question numbering, variables and coding methods		
No. Questions	Variables	Coding method (for use in correlation analysis )
1 Are you a current member of the Anglican Sydney Diocesan Synod?		Yes, No
2 Which synod category are you in?		Clergy - Rector, Laity, Clergy - Other
3 Approximately how long has your Rector been the incumbent at your church?	Rector tenure (by lay respondents)	0 to 5 years =1, 6 to 10 years =2, 11 to 20 years =3, 21 to 30 years =4 36 to 40 years=1, 41 to 45 years=2, 46 to 50 years=3, 51 to 55 years=4, 56 to 60 years=5, 61 to 65 years=6
4 Approximately what is your Rector's age?	Rector age (by lay respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
5 How many staff does your church normally have? [Full-time (including the Rector)]	Staff F/T (by lay respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
5 How many staff does your church normally have? [Part-time]	Staff P/T (by lay respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
6 Do you agree with the following statement? "It is time for our Rector to move on and allow us to find a new one"	Attitude re Rector moving on	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
7 Approximately how much does your parish budget for ongoing professional development each year?	Budget for professional development (by lay respondents)	Budget per F/T staff (calculated based on Q12 & Q11): 0=0, 1-500=1 501-1000=2, 1001-2000=3, 2001-5000=4, More than 5000=5
8 Do you agree with the following statement? "Our church supports the Rector"	Support for the Rector (by lay respondents)	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
9 Approximately how long have you been the Rector at your current church?	Rector tenure (by clergy respondents)	0 to 5 years =1, 6 to 10 years =2, 11 to 20 years =3, 21 to 30 years =4 less than 36 =1, 36 to 40 years =2, 41 to 45 years =3, 46 to 50 years =4, 51 to 55 years =5, 56 to 60 years =6, 61 to 65 years =7, More than 65 =8
10 What is your age?	Rector age (by clergy respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
11 How many staff does your church normally have? [Full-time (including yourself)]	Staff F/T (by clergy respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
11 How many staff does your church normally have? [Part-time]	Staff P/T (by clergy respondents)	0=0, 1=1, 2=2, 3=3, 4=4, 5=5, More than 5 = 6
12 Approximately how much does your parish budget for ongoing professional development each year?	Budget for professional development (by clergy respondents)	Budget per staff, budget per F/T staff (calculated based on Q12 & Q11): 0=0, 1-500=1 501-1000 =2, 1001-2000 =3, 2001-5000 =4, More than 5000 =5
13 What professional development have you done in the last 12 months?	Professional development activities	Open question
14 Do you agree with the following statement? "Our church supports the Rector"	Support by the church (by clergy respondents)	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
15 Do you agree with the following statement? "I believe that I am currently well suited to being the Rector of my church"	Suitability	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
16 Do you agree with the following statement? "If I could leave my current position now and move to another suitable position, I would"	Willing to move on	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
17 How confident do you feel in your current position?	Confidence level	1=1, 2=2, 3=3, 4=4, 5=5
18 How energetic do you feel in your current position?	Energy level	1=1, 2=2, 3=3, 4=4, 5=5
19 Do you agree with the following statement? "I am adequately cared for in my role"	Feeling adequately cared of	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
20 Which one to one professional relationships do you have?	Personal supports (number of relationships)	None =0, Any one =1, Any two =2, Any three =3, Any four =4 Weekly =8, Fortnightly =7, Monthly =6, Bimonthly Or Sixweekly =5, Quarterly Or Five Times A Year =4, Twice A Year =3, Once a year =2, As needed =1
21 How often do you meet with someone in the above mentioned one to one capacities?	Frequency of meeting (personal support)	None =0, Any one =1, Any two =2, Any three =3, Any four =4, Any five =5 Weekly =8, Fortnightly =7, Monthly =6, Bimonthly Or Sixweekly =5, Quarterly Or Five Times A Year =4, Twice A Year =3, Once a year =2, As needed =1
22 Which professional group relationships are you involved in?	Group supports	None =0, Any one =1, Any two =2, Any three =3, Any four =4, Any five =5 Weekly =8, Fortnightly =7, Monthly =6, Bimonthly Or Sixweekly =5, Quarterly Or Five Times A Year =4, Twice A Year =3, Once a year =2, As needed =1
23 How often do you meet in the above mentioned groups?	Frequency of meeting (group support)	None of the above =1, Other =0
24 Do you significantly struggle in any of the following areas (remember that this survey is anonymous and confidential)?	Personal struggles	None of the above =1, Other =0
25 Do you agree with the following statement? "Rectors in our diocese are looked after in a way that gives them the best opportunity to improve and grow over time"	Cared for by the diocese	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
26 Do you agree with the following statement? "There needs to be a better way in which Rectors are helped into a different role if they are not performing"	A better way needed	Strongly agree =5, Agree =4, Neither agree or disagree =3, Disagree =2, Strongly disagree =1
27 Do you agree with the following statement? "The current way in which the diocese licenses Rectors is the best there is and should not be changed"	Change of Licensing	Strongly agree =1, Agree =2, Neither agree or disagree =3, Disagree =4, Strongly disagree =5