

GS Misc 963

Appointments

2010-2015

**The Appointments Committee
of the Church of England**

1. Introduction

- 1.1 The Appointments Committee has prepared this paper to inform Synod members about the scope of its work, how the Committee conducts it, and in particular to give details about the round of appointments which will be taking place early in 2011.

2. The work of the Committee

Appointments to be made

- 2.1 The Committee's remit is set out in General Synod's Standing Order 116: 'to make such appointments and/or recommendations on appointments to synodical and other bodies as the Synod or the Archbishops' Council shall require.'
- 2.2 What this means in practice is that the Appointments Committee acts on behalf of the Archbishops' Council, the General Synod or the Church of England generally to make or advise on the following:
- (a) legislative and liturgical steering and revision committees;
 - (b) appointments to the Boards, Councils and Committees of the Archbishops' Council;
 - (c) appointments to working parties;
 - (d) representation of the General Synod on the governing bodies of theological colleges and courses, mission agencies and other Church of England organisations;
 - (e) representation on the ecumenical instruments (Churches Together in England, Churches Together in Britain and Ireland, the Churches' Commission on Mission, Churches' Commission for Racial Justice etc);
 - (f) representation at the governing bodies of other denominations, at ecumenical conferences etc.

- (g) various appointments by the Archbishops, such as the chairs of Boards, Council's and Committees of the Archbishops' Council and to the General Synod Panel of Chairs; and
- (h) external bodies which seek its assistance (eg on the choice of persons to chair Church-related organisations).

2.3 The Committee usually meets four or five times a year for about four hours on each occasion. The exception to this pattern is the first year of a new quinquennium, when the Committee needs to meet much more frequently to consider a large number of appointments. A list of some of the items which will be on its agenda is at **Annex 2**.

Membership

2.4 The Standing Orders provide for the membership of the Appointments Committee as follows:

- *a chair appointed by the Archbishops after consultation with the Archbishops' Council and the Appointments Committee. Such appointment and the term of office shall be confirmed by resolution of the Synod;*
- *one bishop elected by and from the House of Bishops;*
- *three clergy members elected by and from the House of Clergy;*
- *three lay members elected by and from the House of Laity;*
- *four members of the Archbishops' Council.*

2.5 The membership of the Appointments Committee for the new quinquennium will be settled following the elections to the Committee, the result of which should be known towards the end of December 2010, and the meeting of the Archbishops' Council in February 2011.

3. Style of working

Guidelines for appointments

3.1 The Committee has set out the way it approaches its work in a set of guidelines which it considers represent best practice when making appointments within its remit. The guidelines are reproduced at **Annex 1**. Some of the key points are:

- (a) the Committee's work must be founded on **prayer** and **listening to God**;
- (b) the Committee aims to identify the **best person for the task in question** by asking candidates to provide information about themselves (generally and with reference to particular appointments) and through drawing on other reference material;

- (c) the Committee is wholeheartedly committed to **encouraging diversity and ensuring balance** in the appointments which it makes and on which it advises. It believes that appointments should always be on merit, but that it is incumbent on those making the appointments to seek out as diverse a range of people as is possible with the requisite skills (of course, the Committee understands that it may not always be possible to maintain that balance in cases where some of the people approached to serve on a body are unable to do so); and that it is also incumbent on the body concerned to aim to induct and support members in such ways that all can participate fully in the work;
 - (d) the Committee is committed to being **open about the process and general criteria** in making an appointment, but keeping confidential the nature of its discussions about particular appointments and its reasons for choosing one person over another.
- 3.2 The Committee also recommends these guidelines to others in the Church as an input – suitably adapted – into their own processes of making decisions about similar appointments.

4. Sources of information

- 4.1 The Committee's *appointments survey* is one of the main sources of information on which the Committee draws. This survey (which asks members about their church tradition, areas of interest, particular skills and expertise etc) has been issued to all members. **If you have not yet completed your survey, please do so and return it to the Central Secretariat: if you have not received one, please ask for a copy.**
- 4.2 All members of the General Synod have a *Who's Who* entry in the ***Church of England Year Book***, which is another source of information regularly used by the Appointments Committee. Again, you should have received a form from the editor of the Year Book asking you for details of your educational history, date of birth, years on the Synod etc. **Please do complete and return it if you have not already done so.**
- 4.3 It is also important to the Committee to get to know as many members as possible and to learn about their interests, expertise etc. The appointments survey is a key element in this, but an important complement to this is personal contact with members. During the lifetime of the Synod the Appointments Committee will be taking particular initiatives to this end, but members of the Committee will warmly welcome their fellow Synod members making themselves known through informal contact.

5. Reviewing appointments

- 5.1 From time to time the Committee reviews the appointments it makes to check that its commitment to the principle of diversity is evident from the end result – the appointments made. In this way it hopes to learn lessons about how better to conduct its future work.

6. Reactions to this paper

- 6.1 The Appointments Committee would warmly welcome members' reactions to this document. Please feed in any comments to Nicholas Hills, the Secretary to the Committee, in the Central Secretariat.

On behalf of the Appointments Committee:

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Chair

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Guidelines recommended by the Appointments Committee for appointments to Church decision-making bodies

Purpose

1. The Appointments Committee has prepared these guidelines to inform its work of making appointments to Boards, Councils, working parties, conferences etc. It also recommends them to others in the Church as an input – suitably adapted – into their own processes of making decisions about similar appointments. Comments on the guidelines and suggestions about how to improve the process would be warmly welcomed.

Principles

2. Appointment to a synodical, ecumenical or other Church body offers a privileged opportunity to serve God and the Church. Through God's grace, the Church possesses all the gifts needed to undertake God's work. The task of those making appointments is to seek through the power of the Holy Spirit to identify the particular gifts required to carry out each aspect of that work; to identify the gifts manifested in individuals; and to bring together needs and individuals in a way which best furthers that work.
3. In undertaking this task, care must be taken to ensure that the processes used effectively ensure the optimum allocation of skills to the task, embody the best possible standards, are just and fair as between individuals and groups and can be shown to be so. Appointments should be as representative as possible in order to draw upon and reflect all the rich diversity of gifts in the Church.

Process of appointments

4. The process of making appointments in this context should always be:
 - (a) **open** – the procedure to be followed should be clear and known. Expressions of interest from prospective candidates should be welcomed and, where appropriate, specifically sought;
 - (b) **confidential** – information should not be divulged about particular individuals;
 - (c) **sensitive and considerate** – to the individuals (including staff) who may be affected.

5. An important element in the process of appointment is the prior collection of information about individuals' gifts, experience and interests. It is crucial that such information is gathered systematically before an appointment is considered. Various sources of information are available and the Appointments Committee conducts a number of exercises specifically aimed at gathering such details. Further details can be obtained from the Secretary to the Appointments Committee.

Criteria for making appointments

6. The key test is that the appointments made should, taken together, best ensure the most effective completion of the jobs to be done. This means first attending to **the particular skills required**. What expertise, aptitudes, skills or experience are needed to advance the work? Who most possesses them? What sources of information are available to those appointing to ensure that they have as wide a choice as possible and that they can base their decisions on objective criteria? How can the available information about candidates be improved? What additional advice can be sought?
7. After the question of skills has been considered, **the balances within the group** should also be looked at. Is the proposed membership of the group drawn from all parts of the Church? A well-balanced group with a wide range of expertise is more likely to be alive to new ideas and possibilities and how policies will impact upon all parts of the Church than a more homogeneous group.
8. If the group's work is to be well received, it will be helpful if the group is seen to reflect various other balances which together will help ensure its credibility. Are there ways of making the membership of a group more diverse without thereby compromising on the provision of the requisite skills?
9. The balances which *may* be relevant in a group include (in alphabetical order):
 - (a) **age** – are younger people as well as older ones represented in the group?
 - (b) **bishops, clergy and laity** – is there an appropriate mix of bishops, clergy and lay people?
 - (c) **church tradition** – are the main strands of liturgical, theological and other traditions represented and, if so, for synodical bodies, how do the balances in these respects on the group relate to those balances in the Synod?
 - (d) **people with disabilities** – does the membership of the group include people with disabilities?

- (e) **ecumenical involvement** – is it appropriate for all the members of a group to be Anglican? If so, is there nonetheless a role for a representative of one of our ecumenical partners as, say, an observer to the group?
 - (f) **ethnicity** – are people known to consider themselves as being from minority ethnic groups adequately represented?
 - (g) **gender** – is there an appropriate mix of women and men?
 - (h) **geography** – is there a proper balance between the two Provinces? Urban and rural? Areas of deprivation?
 - (i) **synodical and non-synodical representation** – is the proportion of General Synod members on the group appropriate?
10. With each group and task it is important to weigh up which balances are important. With church tradition, for example, the Appointments Committee's view is that, in the majority of appointments, this is a factor which should *not* be taken into account at all. But there are exceptions – eg it might well be relevant in deciding the membership of a group looking at the law relating to the patronage of livings.
11. The task of the Committee is, then, to decide in each case which balances matter and to find a suitable mix of people with the skills in question.

Ensuring adequate expertise by means other than full membership of a group

12. It is often impossible to accommodate all the expertise needed on a group within its permanent membership without increasing its size and thereby running the danger of reducing the effectiveness of meetings and other aspects of its work. But it is often possible to compensate for a deficiency by drawing people into the work by taking evidence from them, appointing them as corresponding members or consultants, observers and so on. The Appointments Committee may wish to recommend that people with particular skills have an opportunity to contribute to the work in such ways.

Restrictions on appointments

13. (a) There are a number of restrictions under the National Institutions Measure 1998 and the General Synod's Standing Orders which prevent members of Synod from current membership of more than one of a number of bodies;
- (b) the constitutions of the bodies themselves often impose restrictions on who can be appointed (eg restricting membership to two consecutive five-year terms or prohibiting cross-memberships);

- (c) the Appointments Committee has a number of conventions concerning appointments, including:
 - (i) where some posts on a body are elected and some appointed, a candidate who was not elected would not then *normally* be appointed to the same body unless they had particular expertise which was required for the work in question and no other suitable candidate was known to the Appointments Committee;
 - (ii) normally, former members of staff of the National Church Institutions who have become members of General Synod should not be appointed in at least their first five years to serve on a body in the area in which they formerly worked;
 - (iii) where a person indicates that he/she is unable to offer to complete the required term of office, this would be a factor to take into account in deciding whom to appoint.

Methods of working

14. Bodies should regularly review their methods of working to ensure that these do not discriminate, directly or indirectly, either against the appointment of or full participation by particular members or groups of members. Matters to be considered include:
 - (a) **adequate induction** – have new members been given a proper welcome and the information they need to function effectively?
 - (b) **the times of meetings** – do early start times, for example, exclude people who come from further afield?
 - (c) **the dates of meetings** – where possible, dates should be set with reference to the diaries of all who need to be present. Have dates been set which are inconvenient for particular members of the group?
 - (d) **location of meetings** – are meetings held in places convenient for all members? How often should a body meet in and outside London, for example?
 - (e) **the meeting room itself and other practicalities** – is the meeting room accessible to all the members of the group? Does the venue have, for example, an induction loop, adequate lighting, a suitable table lay-out, car parking facilities etc, such that members with hearing, sight or mobility impairments can play a full part in the business? Are these facilities known to all? Can any presentation be seen and heard by all? If a meeting is residential, is the accommodation suitable for everyone to play a full part?

- (f) **the style of work** – it is important to be aware, for example, that gender balance plays a role in how business is done at meetings. What is the gender balance on your group? Do some members of the group use jargon, acronyms and the like? Is there a danger that, without proper induction, those who are unfamiliar with those terms will feel disempowered?
- (g) **the distribution of tasks** – are all members being involved in discussion and in the follow-up to it?

Advice

15. The Secretary to the Appointments Committee will always gladly advise on any aspect of an appointments process. Helpful advice on particular aspects of ensuring equality of opportunity and involvement may also be obtained from the Committee for Minority Ethnic Anglican Concerns, the Committee for Ministry of and among Deaf & Disabled People (Ministry Division), the National Youth Officer (Board of Education), the Council for Christian Unity and the Human Resources Division.

Some of the appointments to be considered in the new quinquennium

Board/ Committee	Total number of members	Appointed by the Archbishops' Council	Appointed by the Appointments Committee	Elected by the General Synod
Audit Committee	Chair + 5	1	2 members	2 GS members
Board of Education	Chair + 11		2 GS members 1 nominated by the National Society 4 further appointments	2 GS members
Committee for Minority Ethnic Anglican Concerns	Chair + 7		1 member	3 GS members (one from each House)
Council for Christian Unity	Chair + 8		4 appointments (at least 2 GS)	4 GS members (2 clergy, 2 lay)
Finance Committee	Chair + 9	Chair Up to 3 further members (rec by Appts Cttee)		3 GS members (at least 1 clergy and 1 lay) [+3 elected by and from the membership of the Inter-diocesan Finance Forum]
Ministry Council	Chair + 10		1 theologian 2 further appointments	2 GS members (1 clergy and 1 lay)
Committee for Ministry of and among Deaf and Disabled People	Chair + 10		2 nominated by chaplains with deaf people 3 nominated by the National Deaf Church Conference 3 further appointments	2 GS members

Board/ Committee	Total number of members	Appointed by the Archbishops' Council	Appointed by the Appointments Committee	Elected by the General Synod
Remuneration & Conditions of Service Committee	Chair + 9		4 appointments 1 nominated by the Pensions Board	2 GS members (1 clergy and 1 lay) [+2 elected by and from the membership of the Inter-diocesan Finance Forum]
Mission & Public Affairs Council	Chair + 12	Chair	2 members nominated by MPAC	6 GS members (3 clergy and 3 lay)

The total given in the second column may not be the sum of the three succeeding columns, as some members are appointed by other bodies and others are co-opted.

All chairs are appointed by the Archbishops after consultation with the Appointments Committee.

In addition to the committees of the Archbishops' Council, the Appointments Committee also makes appointments to the Governing Bodies of Theological Training Institutions and the Mission Agencies and to the following, amongst others:

Other Bodies to which appointments are made and in which the Appointments Committee is involved
Anglican Consultative Council
Appeals Panel constituted under the Ordination of Women (Financial Provisions) Measure 1993
Appeals Panel constituted under SO 120
Cathedrals Fabric Commission for England
Conference of European Churches Central Committee
Church Commissioners: Bishopricks & Cathedrals Committee
Church Urban Fund
Churches Together in Britain & Ireland
Churches Together in England Enabling Group
Churches Together in England Forum
Churches' Commission for Racial Justice
Churches' Commission on Mission
Clergy Discipline Commission
Council of Canterbury Cathedral
Council of Chester Cathedral
Council of Ely Cathedral
Council of the Corporation of the Church House
Churches Together in Britain & Ireland Assembly
Churches Together in Britain & Ireland Church Representatives Meeting
Dioceses Commission
Ecclesiastical Rule Committee
Funerals Group on Cemeteries and Crematoria
Legal Advisory Commission
Legal Aid Commission
Legislative Committee
Liturgical Commission
Partnership for World Mission
Royal School of Church Music Advisory Board
Royal School of Church Music Council
Standing Orders Committee
World Council of Churches Assembly
World Council of Churches Central Committee
York CNC, lay chair