

ORGANIZATIONAL EFFECTIVENESS REVIEW REPORT

For the Diocesan Council of the
Diocese of Nova Scotia & Prince Edward Island
October 19, 2007

Janet Marshall, *Potentials East*

TO THE DIOCESAN COUNCIL

This is the final report of the *Diocesan Organizational Effectiveness Review* project. In this report you will find numerous recommendations for changes based on the wide-ranging input of many people throughout the diocese. While it marks the end of one phase of this important and strategic work, it opens the door to much more work and a series of decisions for you.

This will take some time. Your task will be to consider each of the proposed changes to determine which will go forward and who will take responsibility for overseeing their implementation. Some are directed towards the in-house functions of the synod office. These can be sent to the Management Team. Others will need a different approach. For these I recommend that an Implementation Team be established to take responsibility for overseeing the tasks outlined on p. 25. I do not recommend giving responsibility for implementing structural changes to any current committee or subcommittee. It would be very difficult for the group, despite best intentions, to overcome current working patterns, assumptions and habits. Given the extent of change to manage within the diocesan structure, and the momentum of past habits to overcome, I also recommend that the implementation and the newly formed structures be coached by someone with expertise and experience in managing this type of change.

It has been my pleasure getting to know so much about the diocese and how it functions. I have been privileged by the generous offering of comments and ideas. Some of what was said was tough. There are two different attitudes present within this diocese when it comes to the synod office, diocesan committees, and even being part of a diocese at all. Some will say that given the current realities of decline and concerns for sustainability, the “diocese” should stay out of parish life and parish bank accounts, letting each congregation do the best it can on its own. However, more say that given the current situation, parishes need all the help they can get. There is a sense that we are more likely to find a way forward through these difficulties if we try together, as a diocesan family.

I thank all who have participated in the consultations: the volunteers, bishops, clergy and staff who have given their time, and the committees who have graciously made space on their agendas. Thank you also to the host sites for the “Let’s Talk” events for their hospitality. Finally, I am appreciative of those committees who had done previous work on restructuring, and who shared their work with me.

OVERVIEW

THE ONE-PAGE VERSION

- ◆ Many throughout the diocese participated in the consultation process leading to this report
- ◆ There was a great deal of consistency in what was said about the problems and their solutions
- ◆ There are 3 categories of changes proposed
 - **Technical modifications** – These are communications issues. Many can be addressed through improvements to print or web resources.
 - **Identity challenges** – Ways to help people gain a better and more meaningful understanding of what it means to be part of an Anglican diocese.
 - **Governance restructuring** – Creating a vision-based, well-coordinated and achievement-oriented diocesan structure. Building the capacity of our regions and Regional Councils.

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BACKGROUND

- ◆ In recent diocesan consultations for visioning, the *Leap for Faith* campaign, and *Letting Down the Nets* stewardship project, members of the diocese shared their dissatisfactions with the efficiency of the diocesan structures and system.
- ◆ There were repeated suggestions about needed improvements: operation of committees, processing of reports, communicating more effectively So much so, that organizational effectiveness became one of the four focus areas for the vision.
- ◆ In response, an organizational review process was initiated. Conducted through consultations and study, this review would make recommendations for how the diocesan structures and system could
 - Support the diocesan vision by building clear connections between vision, function, form and resource allocation
 - Support clarity of authority and accountability
 - Build and support a sense of purpose, focus and achievement
 - Practice good stewardship of our resources of time, energy and money
 - Improve communication and coordination
 - Encourage leaders to see diocesan priorities, needs and opportunities and respond in focused and timely ways
 - Be, and be seen to be, committed to supporting parishes

THE PROCESS

- ◆ Beginning in January 2007 there were a series of consultations and interviews between Janet Marshall and diocesan and parish leaders (clergy and lay) and synod office staff. These include:
 - Regional *Let's Talk* sessions in 7 areas of the diocese;
 - Interviews with the bishops, executive director, comptroller, executive secretary of synod;
 - A meeting with the synod office staff;
 - 2 meetings with the project steering team – Bishop Sue Moxley, Evelyn Knorr, Lynn Uzans, Kees Kwanenburg;
 - A short question and answer session with the Diocesan Budget Consultation Group;
 - Meetings with Program Planning, the Administration and Finance Committee, the Budget Working Group, the 2010 Working Group, the Parish Relations Subcommittee, Strategy Planning, and the Communications Task Force.

- ◆ A questionnaire for parish treasurers, wardens, bookkeepers and secretaries was distributed though the June parish mailing and on *NetNews*

OUTCOMES OF THE PROCESS

- ◆ A wealth of suggestions and information was offered. This has been compiled and is included in the appendices to this report.
 - On the request of some of the *Let's Talk* participants, notes from each regional session, as well as the compiled results, will be returned to the local Regional Councils so that each can see their contribution to the project.
- ◆ There was considerable consistency in what was said about the problems and about how these might be addressed and improved. The ideas and suggestions fall within 3 themes:

TECHNICAL MODIFICATIONS
IDENTITY CHALLENGES
GOVERNANCE RESTRUCTURING

WHAT WAS SAID: AFFIRMATIONS

(Quotes from consultations are noted in italics)

◆ Members of the diocese said that they appreciate

- The bishop's parish visits - the availability and responsiveness of the bishops "*The bishops pull things together and remind us we are part of a larger whole.*" "*It's like meeting the president of the company – it's important and valuable. The conversations feel two-way; either party can initiate a meeting.*"
- The dedication and helpfulness of the synod office staff "*It is so helpful when whoever receives a call sees themselves as an advocate for the caller: when the staff person links callers to the right person for the information they need.*" Staff are courteous and respectful.
- Improvements in the diocesan financial system and the centralized payroll, benefits, insurance and investments system
- The dedication of the volunteers working on diocesan committees and taskforces
- The diocesan vision "*It has integrity for us. It feels like we are working towards Christ's call for us.*" "*It helps us stay the course and take a longer view.*" "*It gives us a future orientation – it counteracts our inertia and negativity.*"
- Connecting the budget with the diocesan vision and the envelope approach
- When staff and diocesan volunteers go to the parishes and regions "*bringing the synod office to us*" "*When they come with positive and direct attitudes they are seen as trustworthy.*"
- The archdeacons and regional deans "*There is more of a sense of team beyond the parish.*" "*They know how to direct people to the right place, person or resource.*"
- When there is willingness to name that there are issues to be address and then address them "*in ways that are direct, head - on and pastoral (e.g. 5/3 visits, the organizational review)*" "*It feels like we're a work in progress.*"
- The new initiatives made possible through **Leap for Faith**
- Communications through the **Diocesan Times**, the **Leap for Faith** publications, **NetNews**
- The Book Room and Resource Centre and the delivery services
- Diocesan gatherings "*are building a new sense of connection and belonging.*" "*We do these well.*"


WHAT WAS SAID ABOUT: MARKS OF A HEALTHY DIOCESAN SYSTEM & STRUCTURE

- ◆ Members of the diocese said that a healthy diocesan organizational system and structure would
 - Be mandate and achievement oriented at all levels
 - Be coordinated with clear lines of communication and accountability
 - Be transparent with clarity of purpose, authority, processes, procedures, decision-making
 - Support all major diocesan vision-based initiatives within the structure
 - Show its commitment to supporting congregational and parish health more than to money
 - Build a sense of morale and positive identity as a diocesan church
 - Be able to respond quickly to emerging issues and needs
 - Have good administrative practices
 - Build leadership for ministry

A WAY FORWARD

The task is to draw out a way forward that is based on the following

- ◆ **Vision** – connect our actions with our mission, vision - our sense of God’s call to our diocese
- ◆ **Health** – embody the marks of a healthy diocesan system and structure we have identified
- ◆ **Concurrence** – connecting with what people within the diocese said about what needs to be done
- ◆ **Achievability** - reasonable expectations for what can be accomplished by a volunteer - led diocese, with a small synod office staff, and a pervasive concern for the stewardship and sustainability of its resources
- ◆ **Priority** - the first steps, where changes made here will have the widest possible positive impact



Lord teach us what we should care about in our area and the wider world.
Inspire us with new ideas.
Turn our ideas into decisions and our decisions into actions.

Lord teach us to learn from others and to work with others.
Inspire us with a new openness and humility.
Turn our learning into action.

Lord teach us what really matters.
Inspire us to think more of others than ourselves.
Turn our selfishness into compassion and care.

Lord teach us to value the things we take for granted in the provision of services.
Inspire us to find new ways of improving them.
Turn us away from blame into actions that make a difference.

Lord we give thanks for the dedicated work of all who serve in the synod office and on diocesan committees, task forces and working groups.
Give us a new energy and integrity.
Help us to nourish new confidence and trust in our decision making, our policies and our actions. AMEN

(Adapted from the Diocese of Llandalff Spirituality Group)

TECHNICAL MODIFICATIONS

KEY CONCERNS AND CHALLENGES

- **Easy access to information and support**
 - **Consistency of approach and standardization of processes**
 - **Reasonability of timeline**
 - **Clarity and appeal of materials and publications**
-
- ◆ People acknowledge that we are in an awkward transition time when it comes to communications. Some people only work comfortably through personal and paper based communications while others are comfortable with, and have access to, computer - based communications. They tend to see the technologies available through computers and the internet as more efficient and less costly in terms of time and money. *“There are no easy answers here given the different skills, equipment and access to technologies of people throughout the diocese.”*
 - ◆ A further challenge: Communications is always two-way. To be effective, improvements made by synod office staff and diocesan committees must be matched by similar commitments by parishes.

TECHNICAL MODIFICATIONS

- ◆ **Synod Office staff directory**
 - Publish in print and on the web
 - Include pictures, extension and email address
 - Have short descriptions of the person's responsibilities and what they can be contacted for
- ◆ **Establish consistent administrative practices** for the synod office to facilitate quick acknowledgments to phone calls, emails and mail correspondence.
 - The issue is letting people know that their request has been received and is with the right person or group. These could also give an indication of expected timeline for response. (People are less concerned that it takes a while to get an answer on a request that needs to go through a committee than they are about whether or not their request has been received.)
- ◆ **Increase and develop more personalized approaches.** These work. People truly appreciate when synod office staff or volunteers go to parishes or regions for problem solving, discussions of issues of mutual concern, information sharing, or to provide training.
- ◆ **Develop standardized and web-based forms**
 - Parish budgets
 - Charitable receipts
 - Parochial returns (fill out and return on line)
 - A longer term initiative suggested would be to develop a way to check Parochial Return calculations electronically.
- ◆ **Shorten timelines** on interest payments from investments and parish invoicing from the financial office. (in process)
- ◆ **Make a policy decision** to direct the finance office to send its mail only to parish addresses.
 - Establishing a consistent approach and expectations can reduce staff time in database management and the possibility of errors. It can also share the responsibility for timely communications more appropriately between the sender and receiver.
- ◆ **Establish guidelines for reasonable timelines** on requests by diocesan committees and the synod office for information from parishes
- ◆ Pay attention to the **clarity and understandability of messages and requests** going from diocesan committees and the synod office to parishes

TECHNICAL MODIFICATIONS

- ◆ **Produce information and how-to sheets** for a variety of common processes and procedures (e.g. applying for grants and allotment exemptions, selecting a new incumbent, filling in parochial returns, investing with the Consolidated Trust Fund) These could include
 - Step-by-step instructions
 - Frequently asked questions (FAQ's)
 - Identification of people and/or groups who will be involved in the process, and how this works
 - Reasonable timeline expectations
 - Expectations regarding confidentiality – what confidentiality means, when it is expected
 - Identification of helpful questions to discuss when making decisions

These could be available in print and on the web
- ◆ **Offer help to parishes complete their Parochial Returns** by holding H & R Block-type sessions where people can come and fill out the returns with onsite support
- ◆ **Resource each major diocesan committee or initiative** with a member of the Communications Task Force who can advise and facilitate good communications practices.
- ◆ **Develop a variety of publications (print and web) to help build understanding of what it means to be a diocese**
 - Communicate how ministries are resourced through allotment
 - Focus on the positive
 - Tell stories that provide an alternative perspective to the difficulties most parishes are experiencing and to the stories about our church that make the news.
- ◆ **Continue to develop the website** so that it is accessible
 - Easy to find information, easy to navigate
 - Colours and text that are senior-friendly
 - Expresses an attractive, positive and lively image of Anglicans involved in ministry
- ◆ **Use more visually graphic materials.** Well done media that includes charts, pictures and other visual images make for more effective communications when trying to get people's attention and impart information clearly.

People note that Leap for Faith type communiqués are an effective and appreciated method of communications. They are easy for people to read and understand because they are colourful and tell stories of how the fund is making a difference in the diocese.

IDENTITY CHALLENGES

- ◆ The consultations evoked a lot of discussion about the need to build and support our sense of diocesan and Anglican identity. People want to feel part of something bigger than their parish or congregation – something which can do more than any single parish can. There is a desire to get in touch again with the positive difference the ministries of the Anglican church make in the world. *“We need to learn about being part of a larger church that is doing more than our individual parishes ever could.”*

THE KEY CONCERNS AND CHALLENGES

- ◆ Building understand of who we are as Anglicans and what it means to be a diocese *“People don’t understand what a diocese is. It’s a black hole.”*
- ◆ Finding a common identity AND respecting our regional contexts
- ◆ Countering the drift towards congregationalism and isolation that comes from parishes’ concerns for survival
- ◆ Encouraging connections and dialoguing between parishes within the diocese
- ◆ Building understanding of what the diocese offers to our parishes, to others
- ◆ Building understanding of the diocesan allotment – what mission and ministry our sharing provides for *“It’s not like we don’t want to support the diocese or be part of the larger Anglican church, it is just that we forget in the midst of all our parish-based troubles.”*
- ◆ Working to heal the ‘us – them’ dynamic that often exists between a diocese and its parishes

“Are we on the Titanic or the Mayflower? What is the nature of our adventure these days? Are we looking forwards or backwards? How we tell this story is crucial to our self-perception.

IDENTITY CHALLENGES

- ◆ **2010!**
 - It is the “*perfect opportunity to build our Anglican and diocesan identity.*”
 - Develop the website and keep it fresh so that people will revisit it regularly to see updates
 - Equip and inspire the parish contacts to begin working on building interest and enthusiasm
 - More communications in many different forms. Letters will not work – they do not catch attention, express the importance of the occasion, or generate response effectively.
 - “*Create a DVD with top-notch graphics, telling the stories of what it means to be the Diocese of Nova Scotia and Prince Edward Island today. Do this for 2010.*”
- ◆ **Use colourful and graphic** inserts in the Diocesan Times, and posters (like the *Leap for Faith* materials) to tell the story of allotment: what mission and ministry is made possible through our sharing.
- ◆ **Communicate regularly** the positive effects the Anglican church and our diocese is having on the lives of people here and around the world.
- ◆ **Focus on stories** and people more than buildings.
- ◆ **Increase the focus on our present and future** “*to complete the picture as we celebrate our past.*”
- ◆ **Develop regionally or area based Ministry Days.** Recruit people from within the diocese to offer workshops on what they are doing and learning in parish ministry. Learn from each other. Get to know each other.
- ◆ Remember to always **name the different regions** within the diocese in publications. “*Do not assume that people will think you have included their region.*”

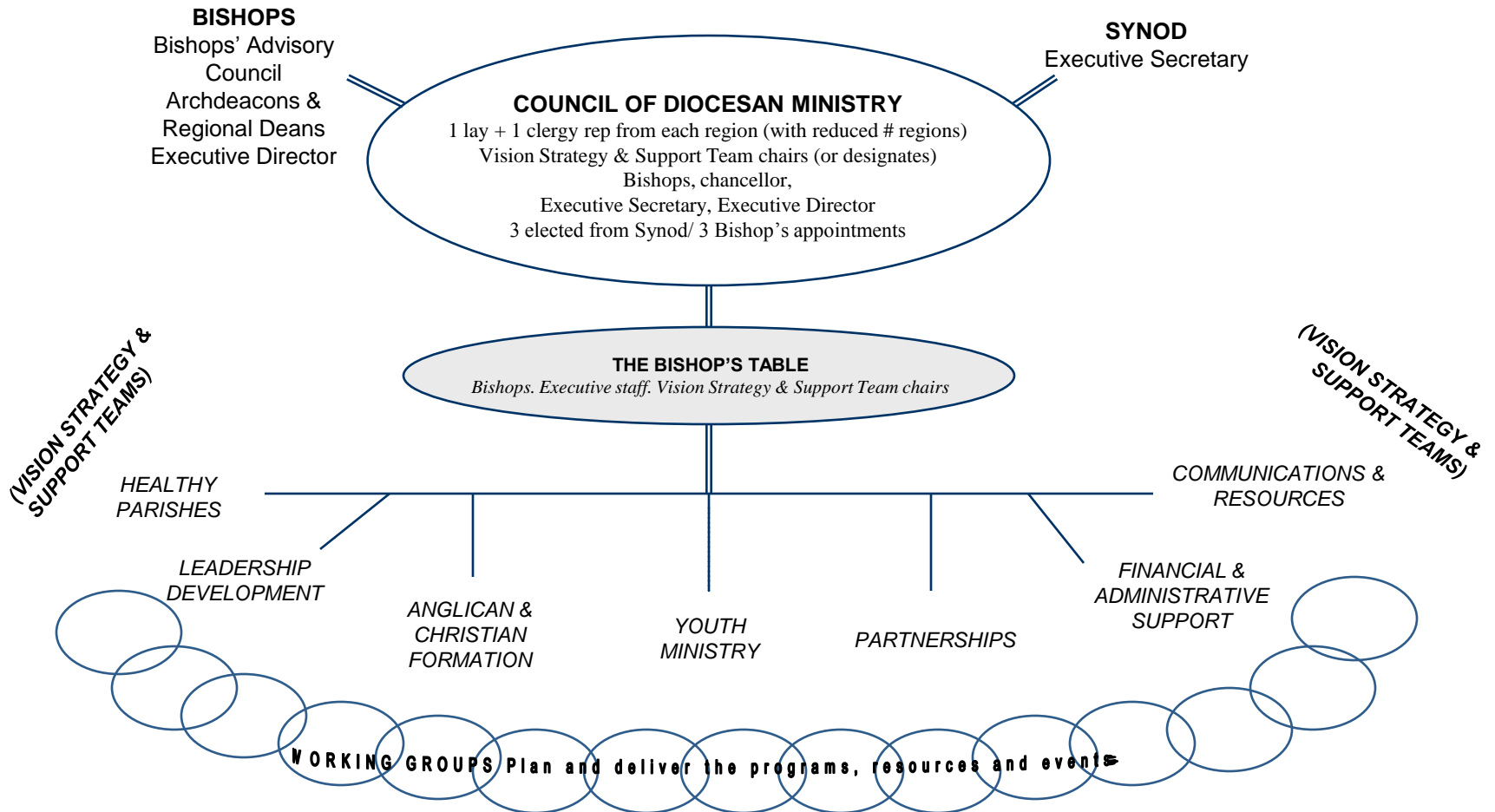
GOVERNANCE RESTURCTURING

- ◆ Generally there is a lack of trust or respect for most of the diocesan committee structure as it is. Members of the diocese feel there is not enough achievement, mandates are often unclear, and there is no clear sense of authority.

THE KEY CONCERNS AND CHALLENGES

- ◆ Matching our structure with our vision *“How will we meet our vision goals without an appropriate structure?”* Making sure that major pieces of the diocese’s vision are supported.
- ◆ The need to develop and manage a strategic big-picture to prioritize and coordinate our endeavors.
- ◆ Clear links between vision – priorities – mandates – strategies – work plans – achievements *“People don’t see what the diocese and its committees accomplish: What is being offered to parishes? What difference do they make?”*
- ◆ Develop reasonable expectations for how much we can do and how fast it can happen given that we are a volunteer – resourced diocese *“We need to consolidate – there is only so much clergy and volunteer time to give to leadership.” “Do fewer things more thoroughly.”*
- ◆ Clear connections and coordination between the mandates and endeavors of the synod office, diocesan committees and working groups that facilitate cross-committee networking and work without muddying communications and mandates or *“stepping on each other’s toes”*.
- ◆ Clear lines of authority and accountability that are streamlined, effective, and facilitate decision-making.
- ◆ Build understanding of the types of leadership needed for the various levels of our structure *“It feels like people do not actually see themselves as leaders with leadership responsibility and authority.”* Match skills and gifts to the leadership required.
- ◆ More purposeful use of time and resources when meeting face-to-face. Use technology (conference calls, emails) more effectively.
- ◆ Have regional representation on Diocesan Council to better connect with the regions and help legitimize its role as synod between synods.
- ◆ Build the capacity of regions and Regional Councils.

GOVERNANCE RESTRUCTURING PROPOSED ORGANIZATIONAL STRUCTURE



GOVERNANCE RESTRUCTURING COUNCIL OF DIOCESAN MINISTRY

◆ COUNCIL OF DIOCESAN MINISTRY RESPONSIBILITIES

- The synod between synods
 - “Big picture” body
 - Working with the diocesan vision and an understanding of the particular challenges and opportunities facing the diocese, establishes priorities for each area of work and mandates the Vision Strategy and Support Teams (VSST’s) with these priorities
 - Accountability and review practices for the Vision Strategy and Support Teams
 - Implementation of initiatives that come from Synod, the National Church or other organizations, and do not easily belong to one of the VSST’s mandates (e.g. gambling issue, sexuality listening process).
 - Policy decisions and clarifications
 - Budgeting
 - Financial decisions during the year for amounts over \$25,000 (e.g. reallocations, large project funding, large grants including allotment exemptions)
 - Decisions regarding changes in parish boundaries and other synod between synod decisions
-
- ◆ Accountability and coordination is built in through
 - Regional representation
 - Representation from each Vision Strategy and Support Team
-
- ◆ Meets 4 times a year
 - ◆ Approximately 38 members (number will be effected by number of diocesan regions)

GOVERNANCE RESTRUCTURING THE BISHOP'S TABLE

◆ THE BISHOP'S TABLE

- Coordination of the work of all aspects of the structure – bishops' office, synod office, VSST strategies and initiatives
 - Coordination of the transition time as the new structure is implemented
 - Facilitating and managing cross-team approaches when appropriate
 - Problem solving and course corrections
 - Managing the diocesan schedule and timeline (e.g. schedule of events, resource productions, studies - timelines for announcements, promotions, questionnaires and other requests to parishes and regions)
 - Discerning emerging priorities
 - Financial decisions during the year for amounts within their budget to \$25,000 which sit outside any VSST budget envelope or which impact more than one envelope.
 - Plan the agenda for Council
- ◆ Accountability and coordination is built in through
- Representation from bishops' and synod office and VSST chairs
 - Council agenda planning function
- ◆ Meets 6+ a year (will likely need to meet more often at first until the new system is in place)

GOVERNANCE RESTRUCTURING VISION STRATEGY & SUPPORT TEAMS

◆ VISION STRATEGY & SUPPORT TEAM (VSST) RESPONSIBILITIES

- Set strategy for achieving the priority mandates from the Council
 - Recruit and coordinate working groups based on strategic focus
 - Accountability and review practices for the working groups
 - Some working groups will be accountable to more than one team as the work will be best served through a multi-disciplinary approach (e.g. 5/3 project or parish amalgamations and mergers could be facilitated by people with skills in administration, finance and congregational development)
 - Managing the numbers of initiatives
 - Problem solving and course corrections
 - Future planning, discerning emerging priorities
 - Financial decisions during the year for amounts within their budget envelope to \$25,000.
 - Regular reports to Council
- ◆ Accountability and coordination is built in through
- VSST chairs are bishop's appointments
 - Chairs sit on the Bishop's Table
 - Chairs or there designates sit on the Council
- ◆ Meets 3 or 4 times a year

GOVERNANCE RESTRUCTURING WORKING GROUPS

◆ **WORKING GROUPS RESPONSIBILITIES**

- ◆
 - Initiate and coordinate implementation on strategy and focus set by the VSST's
 - Project or task based approach
 - Some may be on-going (e.g. Stewardship Resource Development; 5/3 Program; Budget, Allotment Exemption)
 - Others may be time limited (e.g. workshops and conferences, resource production, 2010)

- ◆ Accountability and Coordination is built in through
 - One member from each working group is either a member of its Vision Strategy or Support Team or attends team meetings as requested to report and be part of the discussion

- ◆ Projects and tasks may involve a number of people or maybe just one or two depending on what the project requires
- ◆ Meeting frequency and numbers of meetings will depend on the task and the group's membership
- ◆ Numbers of meetings will vary with the type and size of the project or programme

GOVERNANCE RESTRUCTURING BUILDING THE CAPACITY OF REGIONS & REGIONAL COUNCILS

KEY CONCERNS AND CHALLENGES

- Resourcing parishes, Regional Deans and Archdeacons more locally
- Adding the regional voice more consistently to the setting of diocesan priority and mandate
- The effectiveness of Regional Councils as a part of the system with responsibilities for communications between the parishes and diocese (and vice versa)
- The number and inconsistency of size of regions

Resourcing Regional Deans and Archdeacons

- ◆ *“There is a concern regarding the high and varied expectations placed on Regional Deans and Archdeacons”.*
- ◆ Recruit regionally or area based teams of volunteers who can provide support to Regional Deans and Archdeacons. Areas of support include finance, property management, and human resources. These people must be well versed and supportive of the diocesan approaches to these matters so that the advice will be consistent. (some of this is in progress).

Resourcing parishes

- ◆ Recruit regional/area based volunteer treasurers to mentor and provide support to parish treasurers more locally (see bullet above).
- ◆ Hold area based ministry days providing workshops and training for a variety of subjects of interest to the area (e.g. wardens & treasurer’s training, Sunday school, youth, outreach, music, seniors). Leaders can be drawn locally and from other parts of the diocese.
- ◆ Include educational and training opportunities at Regional Council meetings. (some already do)

GOVERNANCE RESTRUCTURING BUILDING THE CAPACITY OF REGIONS & REGIONAL COUNCILS

Adding the regional voice more effectively

- ◆ 2 elected representatives on the Council of Diocesan Ministries (1 lay person/1 cleric)
- ◆ Encourage Regional Councils to do priority setting and strategic planning processes similar to those done at the diocesan level and then feed this into the diocesan conversations at Council and through the Vision Strategy & Support Teams
- ◆ Encourage some working groups to be regionally based

Building better communications

- ◆ Develop Regional Council's role as the primary link between parish - diocesan (and vice versa) communications for issues and projects that concern the whole diocese or the particular region. *"They are a stepping stone – an important component in the overall communications system."* *"Regional Council should be asked to do some self-evaluation based on what they could be offering within the diocesan communications system."*
- ◆ Situate consultations with Regional Councils. When a diocesan committee wishes to consult they do so primarily with Councils (e.g. annual budget consultations).

The number and inconsistency of size of regions

- ◆ Reduce the number of regions (in progress)

*"As they are now, some Regional Councils are strong
– others are not working well at all."*

"When they work well, Regional Councils are a place that can garner support for motions to Synod, invite guest speakers, be a place where information gets passed on, offer training programs, be a venue for networking and the cross-fertilization of ideas."

IMPLEMENTATION TIMELINE

This is a proposed timeline and process should the plan be accepted without major changes. The purpose is to suggest a manageable way forward. It is acknowledged that all decisions regarding implementation belong rightfully to Council and Synod.

BEFORE SYNOD 2008

- Diocesan Council works with the report and makes decisions regarding what is to go forward to Synod
- Based on Diocesan Council's decisions:
 - Recruit an Implementation Working Group to guide and direct the next steps. They will report to Council.
 - Consult with the Chancellor to work through implications for the Canons and identify strategies for going forward into a time of transition, piloting new structures and testing them out before any canonical changes are advisable
 - Develop terms of reference and job descriptions for Council and VSST's
 - Bishop recruits Vision Strategy and Support Team chairs
 - Work with Regional Deans and Regional Councils to prepare for elections to the Council for Diocesan Ministries
 - Develop a communications strategy and materials. Share the structural decisions to be considered with synod delegates and others in the diocese
- Begin implementation of Technical Modifications and Identity Challenge recommendations (some in progress)
- The 2010 Committee receives the comments about 2010 and begins to incorporate and act on these (in progress)
- The Communications Task Force receives the comments that refer to their work and begins to incorporate and act on these (in progress)
- Make recommendations for reducing the number of regions (in progress)
- Craft motions for Synod

It is recommended that the implementation of this change process is coached by a facilitator/consultant who is experienced and skill in organizational transitions.

IMPLEMENTATION TIMELINE

SYNOD 2008

- Publish short biographies for nominees to help equip Synod members' for decision-making
- Discussion and decisions
- Synod members are asked to suggest names for the Vision Strategy & Support Teams

◆ **AFTER SYNOD – 2008**

- Orient new Council to its new way of working and adopt new practices
- Council sets priorities and mandates and suggests names to serve on the Vision Strategy and Support Teams
- The Bishop's Table meets and begins the work of coordinating the transition time between organizational structures. During the transition, the chair of the Implementation Working Group will sit on the Bishop's Council.
- Vision Strategy and Support chairs recruit their teams
- Vision Strategy Teams meet and set strategy for their mandates
- During the transition, the coach will work with the Bishop's Table & Vision Strategy and Support Teams.



◆ **WINTER – SPRING 2009**

- Continuing tasks from above
 - Vision Strategy & Support Teams adopt working groups whose focus fits the strategy and begin to recruit for missing pieces
 - The Bishop's Table initiates processes of appreciation and thanksgiving for committees and volunteers whose work does not fit within the prioritized strategies, and for those who do not wish to continue in the new system
- ◆ It is expected that there will be some overlaps of time-limited projects and commitments that were initiated before the changes and will go forward to their completion (e.g. conferences, events)

IMPLEMENTATION TIMELINE

LONGER TERM

- Recruit support teams for Regional Deans
- Recruit local treasurers to support and mentor parish treasurers
- Clarify the mandates of Regional Councils so that they can take on *“an important role as places of regional/area governance”*.
- Have Region Councils do their own priority setting processes
- Develop the role of Regional Councils within the communications system of the whole diocese
- Develop ways for parishes to *“network and coordinate our efforts through regional structures.”*
- Develop of area – based Ministry Days



So send your Spirit, Living God, to transform us and renew us
in knowledge and understanding
in ideas and actions
in commitments and explorations
in relationships and work
in communities and organizations.

Bless us, Father, Son and Holy Spirit.

May we live our lives for you and each other.
May we trust your love and calling in our lives.
May we know your forgiveness and forgive others.
May we see your Kingdom-its beauty, love and justice as we co-operate with you in making a better world.

Bless us, Father, Son and Holy Spirit.

May we know you as God in all the challenges
in all the opportunities
in all the people and situations of our lives.

Bless us, Father, Son and Holy Spirit.

Help us, as we commit ourselves to work with others, to join with you in making all things new. May the God who created all things, the God who saves us the God who longs to lead us into all truth Bless us all, now and in the future. **Amen**

(Diocese of Llandalff Spirituality Group)