

Episcopal Transitions and Elections Project

2008 Survey Preliminary Draft Report:

Partial Results Overview

Presented to the Task Force
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Executive Summary

The 2008 Episcopal Transitions and Elections Project survey to evaluate election and transition processes between 2002 and 2008 and identify where additional resources and support were needed, solicited 1072 possible responses from 11 different stakeholder groups. Overall response rate was 54%.

The search process overall was quite highly regarded by all respondents, including nominees and their spouse/partners. Areas where improvements could be made included the clarity and accuracy of the financial package information, explicit discussion of special needs, updating OPD resources for the search process, and improving the interaction between Search and Transition Committees as the process moves from one to the other. What appears to be needed but isn't widely available includes more materials in Spanish, Inc. contact network with other search committees, and a more interactive use of the web for resource sharing and communication.

The transition process generally was well regarded by respondents across different groups. Aspects that work particularly well include the WalkABOUTs, the use of shepherds, the electing convention and subsequent communication with the bishop-elect. The consent processes and the ordination also tend to go smoothly. Areas where improvements can be made include a tendency for disparate treatment of petition nominees, communications across committees and with the diocese, and especially with the nonelected nominees and their spouse/partners. Resources that need improvement include updating the manual and other national church materials, and making more available in electronic form. Needed resources perhaps to be developed or marketed more visibly include protocols on visiting bishops and for the Presiding Bishop's visitation.

Overall, there is good clarity to the search and transition process both within the dioceses and for nominees and their families. The process generally tends either to fit or adapt to diocesan culture. Influences on the process generally tend to be regarded as positive and appropriate. Overall areas for improvement include role clarity among the various committees involved in a search and transition, and intercommittee coordination and communication. By far, the step taken with the most detrimental effect on search and transition processes was the moratorium on further elections, resulting in, a loss of momentum and high turnover within both committees and candidates. Of those resources not available but most needed are tools that increase the ability to respond to change.

Pastoral aspects of the process that went well include a good balance of spiritual discernment and hiring practices, according to both committees and nominees. The role of the chaplain to search committees also was quite highly regarded, as was the use of shepherds for nominees. Areas for improvement include more attention to pastoral care for nonelected nominees and their spouse/partners, and increased development of a sense of mutual pastoral support within committees and as part of the ethos of all aspects of the search and transition process. Evidently not available but much needed were practices for better transition and appropriate closure at the end of committee work.

Finally, the data hold a wealth of experiences, suggestions, and vision for the Task Force subcommittees to study as they evaluate and consider revisions. Hundreds of participants also have volunteered their names for interviews, which holds the potential to build on these research findings for years to come.

Introduction

Every 10 years, the College for Bishops and the Office for Pastoral Development (OPD) review the practices in use for bishop search and transitions, and the adequacy of resources to support dioceses undergoing them. To date, there has been no systematic way of evaluating how well the prevalent search and transition practices and related resources have served the needs of widely differing diocesan contexts across the Church. In Summer 2007, the Episcopal Transitions and Elections Project (ETEP) Task Force decided to undertake a national survey that would gather detailed and systematic feedback on specific aspects of the process from a spectrum of perspectives. The goal was to identify what is working well, what needs improvement, and what would be helpful in the future.

Key topics of the survey were the search, the transition (pre-election, election, post-election, and long-term) and pastoral care given throughout the process. Most of the questions addressing these topics focused on obtaining specific feedback on the process for improving it and developing additional resources, procedures, or policies. Some also sought to identify goodness of fit of the process to diocesan culture and the extent to which regional, national or Anglican Communion issues may have influenced the search, election and transition process.

Research design and data

The survey's scope was refined and expanded throughout Fall 2007 and early 2008. Key stakeholder constituencies whose inclusion was critical to the survey were identified as well as desired input in areas specific to their role or participation. During Spring 2008, a draft survey for bishop nominees and their spouses/partners was developed, and a paper version was pilot tested in May. The results clearly revealed a need for specific surveys for each of the four groups involved in the sample (elected nominees, nonelected nominees, and their respective spouses/partners). This need for specificity became yet more important when developing the survey for the other stakeholder groups.

Eleven distinct surveys were to sign, each specific to a particular constituency, with both group-specific content and questions that carried across most or all of the other surveys (where appropriate). These were developed and then reviewed at the Fall 2008 Task Force meeting. An online version of each of the surveys was developed, using SurveyMonkey, resulting in nine distinct surveys in online form.¹

Sample

The survey population includes all who had the following roles in a diocesan Episcopal search and transition processes between 2002 and 2008: finalist nominees (slate and petition) elected and nonelected, nominee spouses/partners, Search (or Nominating) Committee Chairs (or key members), Transition Committee (or equivalent) Chairs (or key members), Standing Committee Chairs (or members), Consultants, outgoing bishops and their spouse/partners, diocesan staff and those other material roles.

At the end of November 2008, a survey invitation was sent to a total of 853 individuals, with a request that they fill out a survey for each role that they may have had during any Episcopal election during the survey range (2002-08). A follow-up e-mail one week later directed them to the College for Bishops website where both a survey link and downloadable PDF version were available

¹ Questionnaires for elected and non-elected nominees and those for their respective spouse/partners nested into two separate questionnaires 1) for nominees and 2) for spouses/partners, through the use of skip logic, which eliminated two of the eleven surveys in online form.

for each of the target groups. Announcement of the survey also resulted in ENS media publicity, including a potential significance of the results for future bishop search and transition processes in the Church.

Potential respondents were offered an incentive—a copy of Consultant Judy Stark’s Christmas stories—which was sent to all during the third week of December. A reminder e-mail was sent on January 5. At the Task Force’s January 2009 meeting, target groups with a lower-than-expected internal response rate were identified and an effort made to contact potential respondents whom the Task Force members knew. The stated cutoff date for data-gathering was January 15, although responses were received until the end of January.

Of 1072 possible responses, which included those who had participated in more than one search and transition process, the response rate was 54% (of all possible responses).

The internal response rate for each group was:

Table 1 Response rate by respondent’s role

Search Committee (N=62)	91%	Nominee spouse/partner (N=109)	53%
Consultants (N=35)	78%	Standing Committee (N=32)	49%
Nominees, elected (N=41)	77%	Outgoing Bishop (N=17)	36%
Nominees, nonelected (N=168)	68%	Various roles (including diocesan staff) (N=77)	31%
Transition Committee (N=29)	62%	Outgoing Bishop spouse/partner (N=12)	30%

About two-thirds of the respondents were involved in diocesan bishop transitions; others were for bishop coadjutor (22%) and bishop suffragan (11%). The percentage of diocesan bishop transitions was slightly higher for Nominees,² Transition Committee, and Consultant respondents, and slightly lower for nominee spouse/partners, outgoing bishops and their spouse/partners, and diocesan staff.

The Data

Nearly all respondents (98%) completed the survey online through SurveyMonkey. The other survey responses (2%) were returned via fax or mail, then manually entered into the online data base.

For this preliminary report, analysis of the data is primarily descriptive. Data files are capable of analysis with SPSS in the future, with some reformatting. The qualitative comments hold potential for further systematic analysis using NVivo software. Additionally, names respondents willing to be interviewed were collected for further research.

² There was no difference between elected and nonelected nominees.

Survey Findings

The Search Process

At the start of a search, several steps normally take place. A majority of Search (or Nominating) Committee³ members found both the initial meeting to develop protocols and the calendar and the organizing retreat to be especially helpful (as did Transition Committee⁴ members and consultants to the process). Discernment techniques used at the outset of their work, and the self-study of the episcopacy also were seen as helpful. A meeting or retreat with diocesan clergy, or with the bishop and diocesan staff, tended less often to occur, although these were viewed as helpful when they *had* taken place.

The diocesan profile was generally regarded as timely, easy to get, informative, accurate, and helpful by those involved with various aspects of the search, including nominees and their spouse/partners (all aspects were rated 3.0 or higher on a 4.0 scale).⁵ Information for the profile came primarily through surveys and focus groups, as well as TEC national trends and other demographic data sources. A few criticisms emerged regarding profiles tending to be too superficial and masking issues the diocese faced⁶, but this was not widespread.

The timeline for receiving nominations has worked well, according to both Search Committees and nominees (for both, 84% or more agreed). Search Committee members felt that the candidate pool met their expectations (88% agreed), were well-qualified (97% agreed) and was reasonably diverse (81% agreed). They also were *highly* satisfied (77%) with the process used to determine the slate of finalists. Nearly all (97%) of Search Committee respondents felt that the profile had been followed *very* or *somewhat* closely when selecting the slate.⁷

About half of the searches did not recruit candidates from specific groups, although many Search (or Nominating) Committee members commented that they had been hopeful that a diverse group of candidates would apply, and were pleased that this occurred.⁸ About a quarter of the searches sought female candidates. Underrepresented racial or ethnic groups were also targeted (21%), as was sexual orientation diversity (9%). Other types of diversity mentioned included younger age, Spanish language, and holding a D.Min. degree. Overall, Search (or Nominating) Committee respondents felt that the slate represented the diversity of the diocese; this perspective was supported by respondents of the related surveys as well (ratings of 3.1 or higher on a 4-point scale).⁹

³ Several names were used for the committee responsible for candidate search and nomination, including Nominating Committee. For brevity, the term “Search Committee” will be used inclusively to represent all those committees with this primary function, except where it was performed by another type of committee (e.g. Standing Committee).

⁴ For brevity, the term “Transition Committee” will be used inclusively to represent all committees having the election and transition as its primary responsibility, except where some functions were retained by the Search (or Nominating) Committee or others.

⁵ Nominees and their spouse/partners were not asked about the profile’s timeliness since this was more internally relevant to developing the search prior to the call for nominations.

⁶ Criticisms came primarily from nominees and their spouse/partners, and from Transition Committee respondents.

⁷ A few exceptions involved nominee withdrawals, personal chemistry during the screening, a candidate coming into the process by petition, or in one case “members of council simply nominated eligible clergy.”

⁸ Consultants affirmed this, and noted that some committees would have recruited from target groups if the pool hadn’t contained sufficient diversity.

⁹ Other groups included Standing Committee, Transition (or equivalent) Committee, outgoing bishops, consultants, and diocesan staff. The diocesan staff (and those who responded to the Various Roles

Interviews (telephone, at candidate location, and in the electing diocese) were considered to be both very informative and helpful by both Search Committee members and nominees. Committees also found candidates' written responses to questions, and interviews with candidate's bishop and others to be both informative and helpful. The Committees also felt strongly that application materials, contacts, and inquiries regarding the candidates had been handled sensitively (rating of 3.8 on 4.0 scale). Consultants agreed.

Communication overall has gone well throughout the search process. Both committee members and other respondents felt that communication between the Search Committee and the diocese had been both timely and helpful. Additionally, Search Committee respondents felt that communication with potential applicants, and both those selected as finalists and not selected went well.¹⁰

Nominee perspectives

Nominees, both elected and nonelected, held positive attitudes toward the search and candidate selection process, the orientation to the diocese they received, and the interview processes (rating average for both groups was 3.2 or higher on a 4.0 scale for all of these aspects), and the timeliness and helpfulness of their communication with the Search Committee. They felt that the nomination form had been easy to get, that the timeline for receiving nominations and the overall search and election process had been clearly communicated (rating of 3.7 or higher on a 4.0 scale). They also held high regard for how sensitivity and confidentiality had been respected, including background and reference checks, the examinations, and for all agreements being honored.

Some disparities emerged, however, regarding the position description and financial information available. Nonelected nominees were positive about the clarity of the position description, but those who were elected held a less positive attitude: *34% somewhat or strongly disagreed with its clarity and accuracy*. Both elected and nonelected nominees expressed concerns about the clarity and accuracy of the employment and financial package information that was presented. In several instances, the package presentation didn't occur. Similarly about one-third of both elected and nonelected nominees observed that special needs had not been discussed.

Nominee spouse/partners also praised those dioceses that had allowed them to visit before the slate of finalists was announced so that they could gather information about housing, schools, and spouse/partner employment opportunities. Others spoke of the frustration of trying to get enough information to make a major decision for their families when an early informal visit wasn't possible.

Resources

The resources from other dioceses or church offices most often used for the search, reported by Search Committee members were a consultant (96%), prayers for a bishop search (93%), an organizing retreat (92%), timelines (91%), and nomination forms (87%). Standing Committees (86%) also reported using the Development of Committees. Other resources used but not listed on the questionnaire were materials that the committees wrote on their own, which included those for diocesan communication and translation into Spanish, manuals provided by the OPD office, and communication with chairs of other diocesan search committees.

Resources least often used by Search Committees were the pastoral retreat, surveys from other dioceses, reading materials for committees and other groups, education materials on a bishop

questionnaire) were somewhat less positive about the effectiveness of the selection process than the other groups.

¹⁰ Committee members were aware that there could be some improvement in communication with those *discerning* whether to apply, but only 2% saw this as an explicit concern. Consultants responded similarly on this point.

search for group presentations, and committee position descriptions. Consultants also saw bishop position descriptions as being less frequently used.

Perceived to be the most helpful, either if actually used or if they could have been used, were the prayers for a bishop search (82%), discernment and candidate screening (76%), resources for checking references (76%), timelines (72%), and nomination packets (73%). Also mentioned as helpful in comments were the websites and profiles from other dioceses. Standing Committee respondents also found the Office of Pastoral Development (OPD) resources (75%), the development of committees (73%), and the organizing retreat (72%) to be especially helpful.¹¹ Consultants felt the most helpful resources were guidelines for committee members, the pastoral retreat, and those offered by the OPD. Also noted as helpful overall were the excellent skills of committee chairs and co-chairs, and the committee chaplain's ability to work with conflict.

The desired resources or support that committee members would have liked, if available, were an organized form of contact with other ongoing diocesan searches, and more effective use of the web for resource sharing and communication (e.g. blogsites). Consultants also mentioned a need for more resources in Spanish.

Resources viewed as least helpful (either if used or not) by Search Committee respondents were surveys from other dioceses, resources for a pastoral retreat, resources from the OPD, statements of mission or vision, and budgets. From their comments, the main concern about OPD resources was their being out of date. Also, some concern was raised when contacting national offices, such as minority ministries, and not receiving as much support as anticipated. Consultants regarded as least helpful the bishop position descriptions from other dioceses. Consultants also suggested that resources need to focus specifically on the particular type of bishop search (diocesan vs suffragan) and in accord with the size of the diocese, as smaller dioceses can feel overwhelmed by the expected process for larger dioceses.

Influences and challenges

While the search and nominating process appeared to be straightforward and well-regarded by Search Committees and others overall, influences on the process were felt. Many influences were viewed more helpful than unhelpful, however. Particularly helpful for the search process were the consultants and the Standing Committee.¹² Most Search Committee respondents (69%) indicated that their outgoing bishop's perspectives had been solicited during the process, which generally were perceived as quite helpful. Both they and most outgoing bishops were respectful of boundaries for not interfering with the process.¹³

Unhelpful influences, according to several committee members, ranged from the moratorium and subsequent pressure from TEC and the Anglican Communion to not elect an openly gay or lesbian nominee, to pressing local concerns. Some of these involved the tendency for special interest groups to caucus as a block, which had a potentially polarizing effect. Others included diocesan pressures to nominate a particular candidate, or politics favoring one candidate over others. A theme repeatedly surfaced regarding double standards, where candidates who were resident in the diocese had access that outside candidates either did not have or were explicitly

¹¹ Alternatively, they thought these would have been helpful if used. The data do contain the ability to determine helpfulness, distinguishing between whether resources had been used or not, but that analysis involves more complexity than this preliminary descriptive stage.

¹² Respondents also noted as helpful influences the input of clergy spouses and seminarians, and also by the bishop and spouse who "set the stage for how to treat the candidates" (comment).

¹³ Where perspectives were not solicited, the bishops either were not on site or had left under negative circumstances.

denied. Other themes emerged among *nonelected* nominees about the lack of transparency, and a sense of tokenism (nominated only to represent diversity on the slate).

Several Search Committee members noted that they sought in their work to keep polarizing pressures and influences from becoming a litmus test on who was electable. They also noted that they tried to maintain balance and use inclusiveness as a tactic to bring disparate groups into the process.

Major challenges for the search process tended to focus on neutralizing unhelpful influences and in developing good communication and working relationships with the Transition Committee, particularly at the point where responsibilities for the process moved from one committee to another. In some searches, tensions also existed between the Search and Standing Committees. Other aspects that committee members felt did not work as well as hoped, was the co-chair system, which could create tension if one co-chair was not carrying his or her load, and also could lead to triangulation with other committees, the consultant, and in diocesan communication.

Respondents also added that personally, the most difficult aspects involved synthesizing information for the profile, deciding on a slate, making sure that petition nominees were treated equally with those on the slate, personal contact with nominees no longer being considered the intense workload and time commitment involved, patience with others, letting go of the process when their work was done, and lack of closure as a committee.¹⁴

Committee members offered several suggestions for what could've been offered or done that would've been helpful to the search process. These included developing specific criteria for selecting Search Committee members with skills needed for the process, such as website management, interviewing or personnel background, and diocesan-level experience. Other suggestions included the importance of an organizational retreat, providing for needs related to youth members (under age 18), developing accurate committee job descriptions, bilingual support, and the availability of a consultant without "fear of cost" (comment). Members also felt that additional support from outside the diocese could include automatic access to the CDO process, and a database of other search committee leaders for help and mutual support.

Overall, Search Committee members felt the most rewarding aspects of their participation were getting to know others in the diocese (90%) and a sense of presence by the Holy Spirit and of Christ in their midst (81% or higher). They also emphasized the value of personal relationships they had built, and helping to create an outcome that would improve the diocese.

In sum, the search processes tend to be very well-regarded committee members and others in the diocese, as well as nominees and their spouses/partners, although there still appear to be some minor aspects where continued improvement can be made.

The Transition Process (partial results)

Overall, the Transition Committee members had high regard for the effectiveness of the transition and various steps that it had involved. They believed that sensitivity and confidentiality had been respected and that all agreements had been honored (3.8 rating on a 4.0 scale). They also felt that special needs had been discussed (3.6). However, they admitted that improvement could be made in communicating with the diocese, both timeliness and helpfulness. Because of the many steps involved, discussion will focus on those transition steps from the announcement of the slate of finalists to the election, and the election and post-election transition steps.

¹⁴ One younger leader noted having others "repeatedly question my ability," because of age.

Announcement of the slate to election.

Transition Committee members felt strongly positive about all of the initial transition steps, from the presentation of the nominees and Walk About to the nominees' conversations with the Chancellor and Treasurer. They felt the use of shepherds had gone well, and that spouses/partners of nominees had been very well provided for.¹⁵ Search and Standing Committee respondents also agreed, giving strong positive ratings (3.4 or higher).

Transition Committee members felt that their communication with nominees prior and during the election was timely, but about half of respondents thought that improvement could be made in its helpfulness. Nominees were let much less positive about communication with the Transition committee overall, the one exception being communication with (elected) nominees just prior and during the election (3.6 on a 4.0 scale).

Nominee perspectives

Both elected and nonelected nominees held positive feelings toward the Walk About and with contact just prior and during the election (3.0 or higher on a 4.0 scale). Predictably, elected nominees felt somewhat more positive (3.4 or higher) about these steps. Other ways that finalist nominees were presented to the diocese received somewhat less support, although still somewhat positive. Nominees by petition (nonelected) tended to note in their comments that inequalities in treatment were pronounced between themselves and those announced the slate, with examples of not being allowed to travel with the others and other forms of exclusion.

The presentation of compensation and benefits, however, aroused much more concern, especially among nominees who would be elected (2.73 on a 4.0 scale), with more than one-third somewhat to very negative. Also, worth noting, 30% of nonelected nominees said that the presentation did not occur.

Although Transition Committee members had felt positively about their provisions for nominee spouse/partners, nominees felt less positive: *about 30% of elected nominees and somewhat more nonelected nominees either were somewhat to very negative or indicated that provisions hadn't occurred.* Nominee spouse/partners agreed. Spouse/partners noted that there was an expectation that they would participate, but further clarity or support wasn't always forthcoming. A professional spouse/partner, for instance, participated in the Walk About because the expectation to do so was clearly made. Yet, during the event, spouse/partners were not allowed to answer questions, raising a question over the purpose and value of their participation.

Resources

The most common resources listed in the questionnaire that Transition Committee members relied upon prior to the election were Rules of Order for the electing convention and the use of shepherds. They also were viewed these as very helpful. Resources on Walk Abouts were perceived by 85% of respondents as being very helpful, although only about half had used them. The least used resources were on transition budgets, and protocols for behavior by candidates or toward candidates. Ironically, protocols for behavior toward candidates was seen as potentially the most helpful of available resources, had it been used.

Other resources used although not listed in the questionnaire included holding a retreat for candidates and their spouse/partners with the Chaplain prior to the Walk About, which both committee members and candidates had felt was helpful. Comments offered creative examples of Walk Abouts and other pre-election activities with the finalists that had been helpful. A Search Committee respondent in charge of the Walk Abouts, spoke favorably of undertaking a "Magical Mystery Bus Trip" of candidates and spouse/partners, which also included some Search, Transition and Standing Committee members, and a diocesan website blogger. Another held a dinner for

¹⁵ Committee members rated Their provision for spouses/partners as 3.5 on a 4.0 scale.

nominees and co-chairs of the committees during the Walk About week, as a means to relax and socialize.

Election and post-election process.

Transition Committee members felt that organizing the electing convention had gone especially well (3.9 on a 4.0 scale). Standing Committee respondents agreed (3.7). Standing Committees also felt that the consent process, both with other diocese and General Convention, had gone well.

Although Transition Committee members regarded communication with the elected nominee as both very timely and helpful, they recognized that improvement could be made in communicating with those not elected, both timeliness and helpfulness. Nonelected nominees strongly agreed, indicating that in over 20% of the time, post-election communication didn't occur at all. Where it did occur, about 30% held somewhat to very negative feelings about the contact.

Transition Committee members also felt highly positive about the ordination service, the departure celebration for the outgoing bishop, and the overall transition of the new bishop into the diocese (3.5 or higher on a 4.0 scale). Standing Committee respondents agreed, although Search Committee members were slightly less enthusiastic (3.2). Transition Committee members also generally felt that arrangements with the outgoing bishop had been clearly discussed (3.3).

Although members felt positive about how the contributions of the outgoing bishop's spouse/partner had been recognized, they indicated that improvement could be made. This need also was identified by other groups.¹⁶ The spouse/partners of outgoing bishops, however, generally felt that the recognition had been effective (3.2). They were much less positive about communication with the Transition Committee being timely (2.0) or helpful (2.0).

Resources

The most common resources that Transition Committee members used following the election were guidelines for ordination and support for the bishop-elect and family. These were seen as very helpful. Resources on Episcopal gifts and accoutrements were regarded as very helpful, although it was apparent that not all had actually used them. Resources used but not listed in the questionnaire including interviews with retired bishops and their spouse/partners regarding their experiences in election and transition processes.

The least used resources were support for the outgoing bishop and family, and care of nonelected nominees. This latter finding was interesting, given the concerns expressed by nominees who weren't elected regarding communication and closure, and suggests a need for their use. The largest concern expressed about resources was that those from the national church tended to be dated.

Transition Committee members noted that what was needed most but not provided was more detailed support on expectations and protocols regarding entertaining visiting bishops, and the Presiding Bishop's spouse, as well as the Presiding Bishop's visitation during the time of the ordination. Some also expressed the hope that other, less costly ways of doing an Episcopal ordination might be set forth, particularly for dioceses with few financial resources. Other resources that the Committee would have liked included specific how-to aspects, timeframes, or checklists, especially electronic form, and for communicating and negotiating financial arrangements. In comments, some offered to share resources they have developed with other dioceses.

Bishop-elect and spouse/partner perspectives

Transition Committee members saw its relationship with the bishop-elect as very helpful (3.8 on a 4.0 scale). Elected nominees largely felt positive (3.4 on a 4.0 scale) about communication in

¹⁶ Search Committee respondents rated such events only as 2.9 on a 4.0 scale.

preparation for the ordination. About three-fourths also felt that both the ordination site and the liturgy had been very effective. They were much less enthusiastic about overall communication with the Transition Committee: *about one-third had thought it was somewhat to very ineffective* (rated 2.3 on a 4.0 scale). They also felt that both their overall transition as bishop into the diocese and that of their spouse/partner were only somewhat effective: *one-fourth of respondents felt that both transitions were somewhat to very ineffective*.

The bar chart (Appendix 1) compares the perspectives of bishop-elects on the ease of their transition on fourteen items over three time periods: election to ordination, year one, and year two. During the period from election to ordination, the areas of strongest agreement was in their ability to transfer skills to their new position and in the helpfulness of the Living our Vows program and the College for Bishops. Over their first and second years of transition, both of these continued to provide valuable help.

Of greater concern during these transition periods was the ease of transition for spouse/partners and for other family members, although concern appeared to soften to some extent by the second year (Appendix 1). The responses also show a steady erosion across these three intervals in the perspective that transition into the diocese has been easy. Similarly, respondents indicated that by year two their transition into the episcopate had been less easy than thought in the previous intervals. Nonetheless, there was a constant sense that their expectations had been met (3.5 moving to 3.6 over time, on a 4.0 scale).

By the end of the third year, two-thirds indicated that they had no lingering needs or concerns related to their transition. Of the remainder, lingering needs and concerns tended to be few.

Although Transition Committee members saw its relationship with the spouse/partner as generally very helpful (3.6 on a 4.0 scale), spouse/partners were somewhat less enthusiastic about the amount of transition support extended. The most common forms of support offered for spouses/partners, according to Transition Committee members, were contacts or resources to help them, a familiarization tour of the area, and a tour or resources regarding housing (offered at least 80% of the time). Also, job or career relocation assistance was offered about 40% of the time. While some praised the support of the Transition Committee, others noted that little support had been given.

Responses also were mixed regarding contact with the outgoing bishop's spouse/partner. Some found that individual very helpful, while others found what contact there was to be unhelpful.

Resources that spouse/partners found most helpful during their transition period included other new bishops and their spouses/partners, the transition conference, the spouse network, and the diocesan staff. Aspects that made the transition more difficult included the challenges of finding suitable work, moving to an area with a high cost of living, stress of the bishop's job, lack of clarity about the transition package, and expectations to be "Mrs. Bishop" (comment). What could have been helpful, if available, would have been a better sense of which events the spouse/partner and family were traditionally expected to attend, a mentor network, and contacts regarding job search and housing options. Skills that a few spouse/partners said they would appreciate developing included better public speaking, memory training for remembering names and faces, and ways to draw people into conversation.

The Search and transition process: an overview (partial results)

Overall, respondents found the process for the search and transition to be somewhat clear at the outset, with increasing clarity by the end. The overall timeline seems to have been clearly

communicated, and generally the respondents felt well-informed by the diocese throughout the process .

One of the major concerns that arose was the lack of role clarity among the various committees and who was to take responsibility for the various aspects of the process. Concerns over role clarity also emerged regarding relationships with diocesan staff, including those responsible for communication, and over how much the consultant was to be involved in the process.

Another concern emerged over communication and coordination across the various committees. Even where there was a shared Communication Committee, participation was uneven. It also was suggested that the various committees meet together occasionally, partly to break down an “us & them” ethos (comment) during the process.

Resources

The questionnaire asked for input on the extent of interest in several possible resources that not yet been developed or widely available. Overall, the most popular of these resources was a set of tools that increase the ability to respond to change. Others receiving strong interest included long-range strategic planning tools, diocesan assessment tools for use once and election has been called, and tools for building teams and collaborative. Of lesser interest were tools for pre-retirement or pre-resignation preparation, although all proposed tools had some appeal, according to responses.

Other tools not listed, but mentioned as of interest, included research and planning tools, widespread training in institutional racism, decision-making processes that could mitigate open politicking on committees, evangelism discernment, and website packages.

Influences

The strongest influences on the overall process tended to be seen as the Chairs of the Search and the Transition Committees. Other important influences were the consultant and the Chair of the Standing Committee. Most influences were viewed as helpful, and respondents were prolific with examples in their comments.

Perhaps the most consistently unhelpful influence on the overall process had been the moratorium on Episcopal elections, noted frequently by respondents whose searches intersected with that time framework. The disorientation of having the search process delayed led to a high turnover of committee members and candidates, effectively resulting in two search processes for one transition. Other unhelpful influences overall included the press, particularly in dioceses where it saw the sexual orientation of one or more nominees as a potential issue or of widespread interest.

Strategies for handling unhelpful influences included naming them, identifying ways to incorporate or co-opt them where feasible, and then moving on.¹⁷ Other strategies included ignoring them, and working with the Standing Committee to develop a clearer understanding of appropriate roles and to help in dealing with “electioneering.”¹⁸ For handling the press, in one diocese the Standing, Transition and Search Committees were taught how to respond to press questions; they also delegated a spokesperson to represent the message that they wanted to communicate.

Issues

¹⁷ Some Search Committees used the nomination by petition process was one means of allowing strong voices to be heard.

¹⁸ One Search Committee appointed a member to be regular contact with an outgoing bishop who wanted to be over-involved, which also helped to control the amount and type of information that he would pass onto others.

Issues facing The Episcopal Church (TEC) and the Anglican Communion were generally seen as somewhat affecting the search and election processes. Predictably, sexual orientation was the most prominent of those issues that affected the search and election processes, particularly as both the moratorium and General Convention Resolution B033 placed restraint both on those who might consider applying and the electability of openly gay and lesbian nominees.

Age also was a prominent issue, particularly for the search and candidate selection. Age concerns emerged at both ends of the spectrum: candidates over 60 tended not to make the final slate, and candidates who were young, especially with young children, also raised concerns about their time availability. The marital history of candidates also emerged as a smaller thematic concern. Gender emerged as an issue, particularly among nominees (Appendix 2). Women represented about one-fourth of nonelected nominees, but only 3% of those elected.¹⁹ Race and ethnicity also were issues in some search processes.

Sharp differences emerged on how effectively these issues were handled. Among nominees, those who were not elected were more than twice as likely to indicate that the issue was handled very effectively than those who had been elected, although nearly one-third noted that the issue wasn't handled at all (compared to none of the elected nominees).

Other concerns emerged in some dioceses over "dirty tricks" (comment) by dissident parishes and factions who sought to disrupt the process. From some conservative dioceses, a theme that occasionally appeared was the struggle to stay within TEC and how the search and election outcome might affect that. Responses indicated a diocesan-wide desire to do so while holding a conservative-to-moderate theological perspective.

Many respondents felt that no regional or local issues sharply affected the search and election process. Of those who did, these entailed a range of concerns, from the large geographic spread of some dioceses, to those with sharp urban and rural differences where the latter tended to feel excluded. Other issues involved the need for specialized ethnic ministries, bilingualism, and multicultural sensitivity. Concerns over stereotypes also emerged, including North-South divisions, and how they might affect the candidates willing to enter the process.²⁰

Overall, respondents tended to feel that the search and transition process tended to fit the diocesan culture well. Suggestions for what could be done from outside the diocese to offer greater support included a greater latitude in developing the bishop's position.

Several suggestions were made for what diocese could be doing out to prepare for future transitions. The most prevalent were financial planning and budgeting for the future expense of an election and transition. Others included identifying and developing a good understanding of "best hiring practices," updating diocesan canons and organizational structure, creating a long-term plan for the diocese, and leadership development.

The pastoral process (partial results)

Spiritual discernment was an important part of the search and transition process for committee members and others, as it was for nominees. Overall, most felt that the process had been well balanced between spiritual discernment and hiring practices.

Overall, most felt well-treated across all aspects of the process. A few concerns did emerge from Search Committee members about the abruptness with which the committee was dismissed.

¹⁹ Although these percentages were based on respondents, they also are similar to the overall population of female nominees and electees from 2002 onward.

²⁰ One Search Committee member commented, for instance, about the stereotype that the South is "particularly Orthodox in theology," which s/he felt may have limited the diversity of their candidate pool.

Some felt that it could have been possible soften the rigid boundaries between the Search and Transition Committee activities, to help achieve better closure, such as be some inclusion in the walkabouts. Both committees referred to the need to have their work recognized and honored. In sum, there seem to be a need for transition and closure at the completion of committee tasks. Some of the simplest yet most helpful pastoral aspects mentioned by Search Committee respondents were “thank you” notes and gestures of appreciation by others.²¹

Largely, bias and unequal treatment were not major concerns for committee members. Of the few who commented, minor systemic biases of clergy distrustfulness of laity and of skepticism of younger leaders were mentioned.

Nominees

Nominees were similar overall in viewing the process as an opportunity for spiritual discernment (rated 3.5 or higher on a 4.0 scale). Pastoral care for nominees was sensed to be the strongest from the Search Committee. Both elected and nonelected nominees generally felt well-treated during the search and Walk About, but sizable differences emerged during and after the election. Predictably, those who were elected felt better treated. Of those who weren’t elected, about one-fourth felt very well treated, but another fourth felt not well-treated at all. Similar patterns emerged for the treatment of spouse/partners and other family members. Pastoral care for the family of nonelected nominees following the election was rated 0.5 (on a 3.0 scale).

Both elected and nonelected nominees felt the chaplains were not very helpful, and gave low ratings (1.4 or lower on a 3.0 scale). Responses of spouse/partners were similar. Clearly, they felt that more pastoral support could have been offered.

Overall, most felt that the pastoral care and support they received was either very or somewhat helpful. Search Committee members gave particularly high marks to the chaplain, whom they saw as very helpful overall (75%).²² However, a sizable minority noted that pastoral care did not occur. Pastoral support more often than not would have been more welcome than unwanted.

Notes on specific groups (partial results)

Nominees and their spouse/partners

Nearly three-fourths of nominees were in searches for diocesan bishop. About 12% were suffragan searches. More than 60% of both elected and nonelected nominees had been contacted by someone in the electing diocese and urged to enter the process. About two-thirds found it those contacts helpful. Other significant factors urging them to enter involved spiritual discernment and the influence of friends or colleagues.

Percentagewise, more elected nominees had been nominated by Search Committees. Nonelected nominees were somewhat more likely than those elected to have been nominated by petition. While those elected were likely to have been in a previous election, nonelected nominees were much more likely to have been a candidate in multiple elections.

Differences emerged between the two groups in what they felt were the most rewarding aspects of the process. For those who were elected, it involved helping to create positive change (90%). Those who were not elected saw value in getting to know others in the diocese (82%). Both felt a strong guidance or presence by the Holy Spirit (65% or more). While such differences may

²¹ One Search Committee respondent described how helpful notes were from the Standing Committee and Joint Board.

²² Only 5% saw the chaplain as unhelpful.

seem self-evident, they also provide insight into the value that the process may hold despite the outcome, which can be helpful in providing transition or positive closure following the election.

Spouses and partners of nominees both elected and not generally held positive feelings about the search and candidate selection process, the orientation to the diocese they received, the profile, website, timeline, and the interview processes (rating 3.1 or higher on a 4.0 scale). Similarly, they typically felt that confidentiality and reference or background checks had been handled sensitively. They were much less positive regarding the presentation of the employment and financial package, and any discussion of special needs. A disparity emerged, however, on the perception of whether all agreements had been honored or not, with those whose spouse/partners were elected feeling much more positive (3.5) than those whose spouse/partners were not (2.5).

Search Committees

The Search Committee most commonly was appointed by the Standing Committee, typically with involvement from the deaneries.²³ The diocesan bishop not infrequently was involved in making appointments to the committee, typically in combination with members elected from deaneries or appointed by the Standing Committee. In a few cases, the Standing Committee functioned as the Search (or Nominating) Committee, or there was both a Search and a Nominating Committee (respondents reported these two conflicted). In one case, there was no such committee.²⁴

Overall, committee members felt that the selection process for members and chair had been very effective, and that the committee represented the diversity of the diocese.²⁵ Nearly half (48%) of respondents chaired or co-chaired their Search (or Nominating) Committee. Others primarily were members, including some who chaired subcommittees. Two respondents also were President of the Standing Committee.

The average size of Search Committees was 19 members, but ranged from 5 to 28 members. Demographic composition was 54% male, 46% female. Members were primarily Caucasian (92%); others included African Americans (4%), a Japanese American (2%) and a Hispanic (2%).²⁶ Most committee members (75%) felt that their size was about right, although a sizable minority (23%) claimed that the committee seemed too large.²⁷ Member attrition occurred in most (73%) committees. The most typical reasons were personal or family health, job relocation, decision to enter the search process, conflicting work and personal responsibilities and, for a few, conflicts with other committee members. A few members had been asked to resign because of nonattendance or inappropriate behavior.

Committee members felt that their work overall went smoothly, that goals and deadlines were met, and that they could function freely and fairly without pressures or biases. All of these aspects were rated at 3.5 or higher on a four-point scale.²⁸ They (90%) also had thought that the leadership of the committee had been *very* effective. Others also supported this view, including both Standing Committee and outgoing bishops.

²³ Often it was the joint result of Standing Committee appointments and deanery elections.

²⁴ One diocese (Texas) reported not using a search committee; rather, candidates are nominated by Diocesan Council delegates, with “various restrictions on who/how to nominate” (respondent comment).

²⁵ Consultants also agreed that the selection process for Chair was very effective (67% strongly agreed), as did Standing Committee respondents (58% strongly agreed).

²⁶ Demographic references come from self-identified race or ethnic background.

²⁷ Consultants’ responses also agreed (73%) that for the most part, the size was about right.

²⁸ There were a few strong exceptions to the positive sense of being able to function freely and fairly. Other groups also supported this view, including both Standing Committee and outgoing bishops. Consultants also agreed that the selection process for Chair was very effective (67% strongly agree), as did Standing Committee respondents (58% strongly agree).

Members generally felt positive about their relationship with other committees, the outgoing bishop, and diocesan staff. They also felt their committee met about the right number of times (93%), and that meetings were somewhat (23%) or very (75%) effective. Outgoing bishops, however, felt less positive about their relationship with the Search Committee, with 36% claiming that the relationship was somewhat to very unhelpful. They also tended to see the committee's relationship with diocesan staff as unhelpful (43%) as did some of the consultants (18%).

About 75% of members felt that their budget had been adequate. The most common administrative support was through volunteer help or hiring part-time staff. A few committees had relied on limited help from diocesan staff. Of those 13% who felt that the budget wasn't adequate, the concerns were over travel expenses, not having budgeted for a needed retreat, and unplanned expenses. Fundraising as well as parish and diocesan support were looked to for meeting deficits.²⁹ Lack of reimbursement for mileage and travel especially in geographically large dioceses was a minor yet voiced concern.

The most significant challenges the Search Committees faced was deciding on a slate of finalists and accomplishing their work according to the timeline (several references were made to the disruption that the moratorium had posed). From the consultants' perspective, the committees faced significant challenges in dioceses that had few financial resources, in dioceses where there was an ethos of political and theological strife, and in role-conflict dilemmas with the Standing Committee. Nominees also commented on what they saw as role confusion between the Search and Standing Committees.³⁰

Overall, the Search Committee felt that the time allowed for the search process had been budgeted well (89%). If more time had been available, nearly half (45%) would not have changed the process. Of those who would, the most common suggestions were for more time to develop the survey and profile, and to solicit nominations. Consultants suggested that in some cases the overall timeline for the committee had been too short. Additionally, more time could be well-spent on the episcopacy self-study, more aggressive solicitation of candidates, and more focus on the spiritual health of the committee.

Transition Committee

Committees ranged from 6 to 18 members, with an average size of 12 members.³¹ More than three-fourths of Transition Committee respondents felt their committee was about the right size, with most of the remainder preferring a larger committee. Of Transition Committee respondents, 86% chaired or co-chaired their committee; others were members. Committees overwhelmingly relied on volunteer help to manage its administrative tasks. This was achieved primarily by use of diocesan staff or with committee chairs (or co-chairs) doing the work themselves. Only 12% hired part-time staff or an administrative consultant.

Overall, the committees felt positive about their work. Subcommittees and their chairs or co-chairs were generally seen as effective (3.4 or higher on a 4.0 scale). The most positive feelings were about goals and deadlines being met (3.6). Nearly all Transition Committee members felt that their committee had met the right number of times. Two-thirds saw their meetings as being very effective, and optimally scheduled. Nearly two-thirds of the committees did have members resign, primarily to geographical relocation and time pressures from work and other commitments. Concerns with turnover and members who showed little overall commitment tended to affect the committees.

²⁹ Consultants also noted that plans were scaled back.

³⁰ One comment made by an elected nominee referred to the Search Committee not being given information on the health of the diocese which members of the Standing Committee presumably knew.

³¹ This also was the median, halfway between the range of small to large committees.

Committee members felt that their time had been budgeted well. If there had been more time, only 4% would have made changes. Only about half of committee members felt that the budget had been adequate for the transition process; 42% felt that it wasn't. Deficits were handled most often through private donations and diocesan funds. Over one-third of members were not reimbursed for travel or other expenses related to the transition process.

Transition Committee members saw their relationship with other committees involved in the election process as generally positive. Communication between the Transition and Search Committees was not often as timely or helpful as it could have been, however. More than a quarter of Transition Committee members saw it as somewhat or very unhelpful. Similarly, Search Committee members reported concern over poor communication between the two committees. Although Search Committee respondents felt that the Transition Committee leadership was effective (3.4 on a 4.0 scale), mutual confusion over roles and boundaries also was quite apparent.³²

There also seemed to be some lack of clarity as to the extent of the Transition Committee's responsibilities, such as whether it included offering support for the outgoing bishop spouse. One comment did suggest that an interview with the outgoing spouse could have been helpful.

The most challenging aspect for the Committee overwhelmingly was the ordination service and related logistics. Also of concern was managing the internal dynamics of the committee, including conflicts that arose, and the difficulties in functioning as a coherent committee. Members also suggested that the procedure for selecting members be given more thoughtful consideration.

In some cases, challenges developed from the outset of the search. One respondent noted that the Transition Committee was not named until after the election, which created pressures to achieve what needed to be done. The respondent also was noted that Standing Committee members tended to name themselves to the committee rather than seek broader involvement.

The greatest resources that committee members felt they had were the members of their committees who worked tirelessly and with expertise. Consultants also were highly valued.

Standing Committee

Most Standing Committee respondents (90%) chaired their committees. Resources that Standing Committees would like to have had included a list of Standing Committee Presidents (presumably who had recently been through transitions) in order to discuss the process.

While the Standing Committee and its leadership were often respected, there also were instances of role confusion, particularly among the respective roles and responsibilities among the Standing Committee, the Search Committee, and the Transition Committee. Several Search Committee members reported confusion regarding the role of the Standing Committee in the search process.

Diocesan staff and others

Respondents represented a diverse group, although most held positions on diocesan staffs. The largest group of diocesan staff held financial or fiscal responsibilities (e.g. Diocesan Treasurer, Chancellor, or Business Manager) (23%), closely followed by those responsible for diocesan communications (18%), assistants to the Bishop (18%), Canons to the Ordinary (14%), and Deployment Officers (14%). Other types of positions included archdeacons, canons holding other responsibilities such as congregational development, administrators, and secretaries.

A persistent theme among the diocesan staff comments was a sense of marginalization from the process, including a lack of communication. At the same time, they held responsibilities that

³² One comment reported that a member of the search committee who was a realtor took over the housing aspect for the new bishop and family without input or agreement from the Transition Committee. A search committee comment also suggested that a group from the transition team tried to participate in the search process.

interfaced with various aspects of the process, which tended to put them in a bind when “something was dropped in our laps” (comment), when information was needed by committees, or having to pick up pieces or become involved in tasks and responsibilities.³³ The lack of communication led to anxiety, distrust, and rumors.

Diocesan staff also offered insightful comments on pressures they faced, such as a candidate within the diocese intimidating staff for special time in certain areas such as “diocesan finances and clergy.” Often, their comments showed insights into role conflicts between committees, conflicts of interest that emerged, and where the involvement of other diocesan staff members seemed to be inappropriate.

Ambiguity over the role of diocesan staff emerged as a prevalent theme. Some search committee members had felt that they had too much influence in the process. Transition Committee respondents saw their relationship with diocesan staff as generally helpful (3.4 rating on a 4.0 scale). Diocesan staff tended to be supportive yet somewhat more skeptical, perhaps because of their marginality.

Outgoing Bishops and their spouses and partners

Generally, the outgoing bishops were not involved in the search process. Many preferred it that way. Yet several also gave examples where their exclusion resulted in them feeling capable of offering help but unable to do so. They also were aware of not wanting to inappropriately interfere. However, some felt that inclusion in ways appropriate could have been helpful³⁴.

Transition Committee members saw its relationship with the outgoing bishop as generally very helpful. (3.5 on a 4.0 scale). Nearly three-fourths said that the outgoing bishop’s perspectives or suggestions had been solicited. They also claimed to have offered contacts or resources to help with the outgoing bishop’s transition and to some extent to that of the bishop’s spouse/partner.

Consultants

From respondent comments, consultants tended to be most often relied upon at the outset of the process, with less involvement during the transition phase. This pattern seemed to be determined by the electing diocese. Some consultants felt that they could be particularly helpful at the outset with the Standing Committee, as the process and committees were defined and the timeline established. Other consultants were brought into the process somewhat later, occasionally at the point when committees realized they needed help.

Search committee respondents thought that the consultant overall was very helpful (69%), with high marks for expertise (70%). The consultants working style was also viewed as very helpful (62%) as was the information and resources the consultant brought (59%). Very few regarded these aspects as unhelpful. Some of the comments were highly laudatory. Consultants held similar feelings about how helpful the committee’s relationship was. Judy Stark’s name frequently came up among search committee respondents for the excellence of the materials and support she provided.³⁵

The consultant’s expertise and helpfulness generally were held in high regard across committees. Transition Committee members saw their relationship with the consultant as generally

³³ Some reliance on diocesan staff was acknowledged by Search and Transition Committees, particular for some of the administrative work.

³⁴ Other commented that the diocesan profile contained a “great disparity” between what was assumed about Episcopal ministry and what the reality was.

³⁵ Other names specifically mentioned on several occasions were Suzanne Foucault, Gail Jennings, Bill King and Rob Voyle.

very positive. More than 80 percent had used a consultant. Bill King's name came up frequently as an excellent resource for transition processes.

Committee members saw the few problems that emerged as involving a lack of clarity in roles and expectations, a mismatch in working styles, or that the consultant hadn't gone through the same anti-racism training. A few complained about materials not being provided in a timely manner, the consultant urging them not to use the CDO, and mixed helpfulness about personal materials that the consultants provided. Several comments expressed a desire to have made greater use of the consultant if the cost weren't an inhibiting concern.

Particular resources related to the search process that consultants would liked to have had included more guidance in the Manual for Episcopal Transitions, particularly in relation to access to information by clergy and laity; an experienced mentor for those beginning the consulting process, and a DVD or PowerPoint presentation for the initial retreat. They found the Episcopal Election Consultants network to be a very helpful resource, as well as the consultant e-mail list and conference calls (one concern was expressed about the declining frequency of the calls, especially given that some issues should not be put in e-mail). Also helpful was the new Compendium of Materials. One consultant referred to a report by Paul Cooney (2002) as a source of excellent recommendations for improving search processes.

Preliminary conclusions

Since the preliminary findings from the survey are only partially set forth, definitive conclusions will be made at the next stage. The depth and detail of the data are remarkable, and have yet to be fully explored. Clearly, they provide a strong affirmation of parts of the search and transition processes that have been going well, particularly those involved with the search. Despite some ambiguity of roles and lack of clarity over what its responsibilities involve, Transition Committee members were highly enthusiastic about their work and it was generally well-regarded by others involved in the process. The consultants and the sharing of resources from other searches appear to provide a profoundly important glue that makes cohesion possible all the while respecting the needs and integrity of different diocesan cultures and needs.

The areas that indicate further work might be helpful in the next phase of the ETEP Task Force's work involve developing the types of resources and support that can make the Transition Committees and processes as smoothly functioning and pastoral to participants as the Search Committees have done. A second need is for improving the interface and role clarity of the various committees, and above all their communication patterns. Communication is foundational to good working relationships. While confidentiality and boundaries need to be respected, this can be achieved without stifling communication.

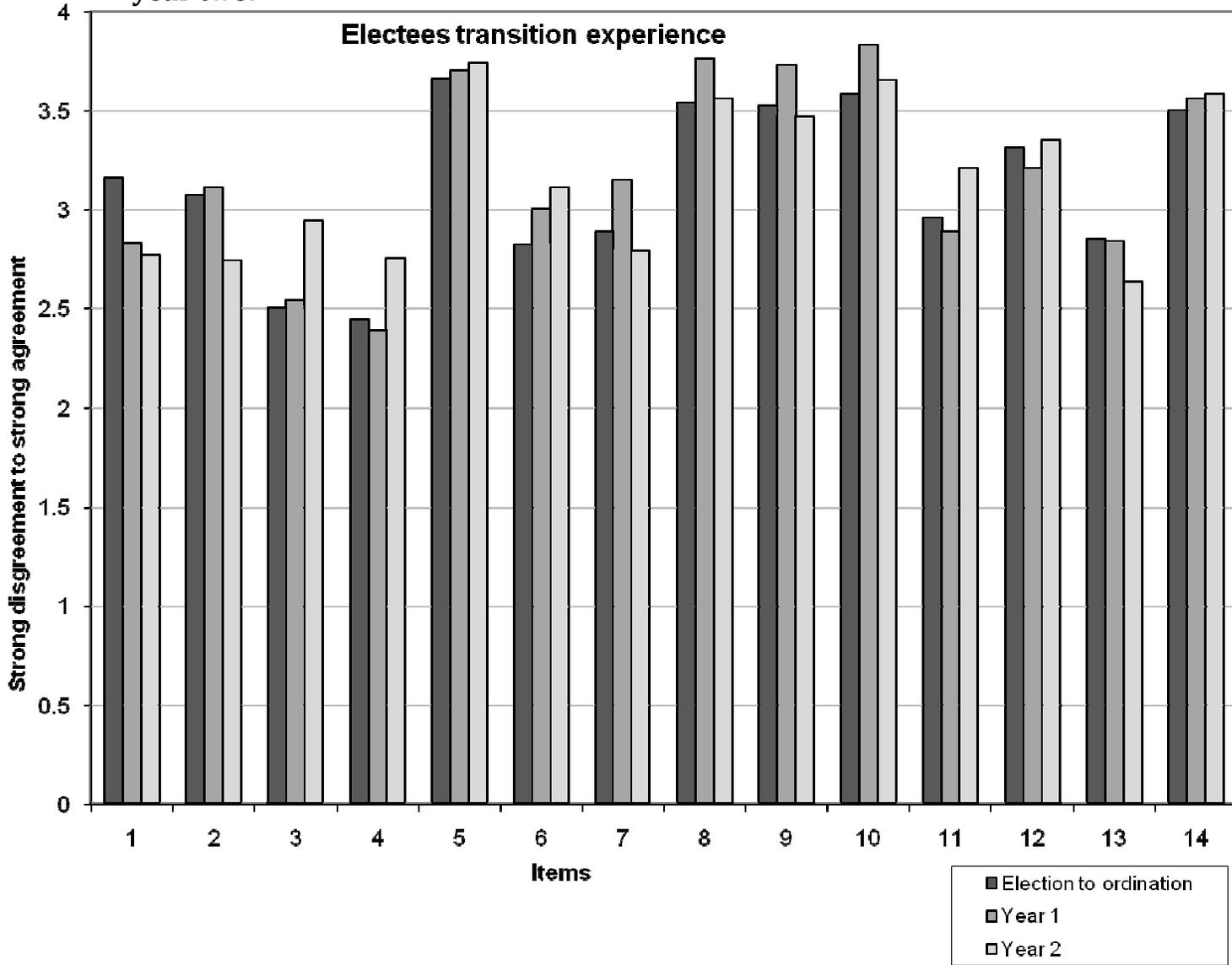
Improved communication also was identified as a pressing need across the various groups who participated in the surveys. Of particular need are ways to keep diocesan staff appropriately informed, and communication with the spouse/partners of both nominees and the outgoing bishops. Most urgent is to improve communication practices with nominees and their spouse/partners who are not elected, both as a professional courtesy and a pastoral practice.

Developing a deeper understanding of the search and transition from a pastoral framework also is an important area for future work. Committee members, nominees and their spouse/partners all responded positively to those parts of the survey that probed for their experience or need for pastoral support. Many comments of offering mutual support suggests that potential pastoral resources are abundant within committees and the diocese as participants increasingly integrate a pastoral framework into the process. From responses, such an investment

can pay huge dividends in minimizing burnout and reinforcing a sense of spiritual centeredness to the work that is involved in a search and transition.

Finally, It also is clear that participants value and want resources that can help to improve their process. In many cases, they valued resources has very helpful but hadn't used them. This indicates that more work may need to be done in communicating their availability and urging them to try them. The comments also contain a wealth of expressed interest resources not listed in the survey, as well as offering resources that respondents have encountered or developed. These can be a source of evaluation and development for the foreseeable future.

Appendix 1. Transition experience of bishop-elects, from election through year two.



1	Transition into diocese was easy	8	College for Bishops was helpful
2	Transition into episcopate was easy	9	College for Bishops continuing education was helpful
3	Transition was easy for spouse/partner	10	Living our Vows was helpful
4	Transition was easy for other family members	11	Position is as thought it would be
5	Transfer skills	12	Diocese is as thought it would be
6	Acquire new skills	13	Encountered avoidable surprises
7	Skills still needed	14	Expectations met

Appendix 2. Issues affecting diocesan searches, perceived by nominees.