

The Board for Church Deployment

A. MEMBERSHIP

Mr. Ernest N. Robinson, *Chairman*, Diocese of Chicago
The Rev. Hays H. Rockwell, *Vice Chairman*, Diocese of New York
The Rt. Rev. Scott Field Bailey, *Executive Committee*, Diocese of West Texas
The Rev. Edward R. Sims, *Executive Committee*, Diocese of Southern Ohio
Dr. Verna Dozier, *Executive Committee*, Diocese of Washington
The Rt. Rev. Matthew P. Bigliardi, Diocese of Oregon
The Rt. Rev. Joseph T. Heistand, Diocese of Arizona
The Rt. Rev. Claude C. Vaché, Diocese of Southern Virginia
The Very Rev. Gordon Charlton, Diocese of Texas
The Rev. Robert N. Davis, Diocese of Central New York
The Rev. James L. Lowery, Jr., Diocese of Massachusetts
The Rev. Henry B. Mitchell, Diocese of Michigan
Mrs. Margaret D. Fitter, Diocese of Rochester
Mr. William G. Ikard II, Diocese of Rio Grande
Mrs. Carole A. Pinkett, Diocese of Texas
(replacing Mr. H. Neuwoehner, Jr., resigned)
Mr. George H. Soule, Diocese of Pennsylvania
The Rev. Barbara Schlachter, *Consultant*, Diocese of New York
The Rev. Roddey Reid, *Executive Director*
Mr. William A. Thompson, *Associate Director*

B. SUMMARY OF THE BOARD'S WORK

The Board will have met six times by the end of the present triennium, i.e., twice each year. The Board has worked as a whole and through its committees: the Executive Committee, the Committee on Women and Minorities, the Committee on Performance Evaluation, and the Committee on Improving the Searching Process.

It is pleased to report that it has been able to accomplish its objectives as outlined on page sixteen of the Blue Book submitted to the General Convention of 1979:

Objective #1—Oversight of the Church Deployment Office (CDO)

The Board has ascertained that the CDO has continued to grow in acceptance and usefulness to the Church. When we last reported to the Convention, there were 8,538 persons registered as against 9,327 registered as of January 1982.

During 1981, CDO was requested to search its files to help the Church fill 652 vacancies. Each month 300 or more of these vacancies are listed in the widely distributed *Positions Open Bulletin*. In all, over 30,000 Clergy Profiles were sent to dioceses and parishes.

Clergy may now request searches of the Parish Data Bank to match their needs and are making good use of the Position/Institution Profiles now available. Over 9,000 copies of these Profiles were requested in 1981.

During the triennium, all manuals used by the clergy and the parishes were revised and reprinted. A new terminal and printer for the Parish Data Bank were purchased, and extensive computer program revisions were made to improve the service.

Each year CDO has conducted week-long training programs for diocesan deployment officers and has also offered one-day orientation sessions for bishops and others with interested persons. The diocesan deployment officers are encouraged to meet on a provincial basis at least once, and possibly twice, a year.

The CDO, which is financed through the General Church Program Budget, has been able to operate successfully within its allotted funds.

The Board is especially pleased to report that, after many years of hoping, the CDO has now found it possible to open its services to the lay professionals of the Church. This has been made possible by the ability of the CDO to charge for its materials and for some of its services, another measure of its importance in the eyes of the Church.

Because the Church is constantly changing and finding new ways to carry out its mission (e.g., in the important areas of evangelism, spirituality, and parish life development) the various manuals and forms offered by the CDO have all been revised to reflect these changes during the triennium. A comparison of CDO printed materials of ten years ago with those used in 1982 is a short course in the history of the Episcopal Church. We are especially pleased that our booklet *Caring for Clergy in the Calling Process* has had to be reprinted twice over. A new help for parishes, *Interviewing in the Calling Process*, will be off the press before the Convention opens.

Objective #2—Openness to New Developments

The Board has from the beginning been aware of the role its Church Deployment Office can play in promoting equal opportunity and affirmative action, to use secular terms, within the Church.

- a) It has a well-publicized policy of not permitting its data to be searched on the basis of sex, race, age, or marital status, except in cases of affirmative action.
- b) Its *Positions Open Bulletin* gives all clergy and lay professionals equal access to all openings known to CDO.
- c) Openings where applications from women and minorities are especially desired are so identified in the *Positions Open Bulletin*.

For many reasons the number of clergy being asked to resign their cures has alarmingly increased in the last decade. The Board has taken note of this unhappy turn of affairs and has helped finance a study of the problem by the Alban Institute and has sponsored seminars for bishops in all the provinces within the United States. These have been well received and appreciated.

Presently the Board is sponsoring an experimental program in six dioceses in parish and clergy performance evaluation. If successful, the results will be offered to the Church as a whole.

Finally, the Board again calls the attention of the Convention to the ever growing number of clergy and the ever shrinking number of full-time positions available.

C. FINANCIAL REPORT

	1980	1981	1982 (to 3/31)
Income			
Appropriated by the Convention	\$11,854	\$11,800	\$11,324
Expenses	10,876	9,476	-0-
	\$ 978	\$ 2,324	

THE BLUE BOOK

D. OBJECTIVES AND GOALS

Overall Objective

To help the Church identify the best possible leadership through the use of modern technology and theologically sound policies of deployment.

- *Objective #1.* To continue to oversee the Church Deployment Office and to hold it to the same high standard of performance.
- *Objective #2.* To promote the use of the system by qualified lay professionals.
- *Objective #3.* To study and be acquainted with ever changing deployment issues in the Church, especially in the areas of women and minority clergy, performance evaluation, involuntary terminations, career planning, and retirement.

E. REQUEST FOR APPROPRIATION

Resolution #A—52.

Resolved, the House of _____ concurring, That there be appropriated from the Expense Budget of the General Convention the sum of \$49,800 for the triennium of 1982-84 for the expenses of the Church Deployment Board.

F. SPECIAL RESOLUTIONS

The Board is aware of, and has unanimously endorsed, the proposed Canon which, if passed, would establish the Board by Canon. Should the Canon fail of passage however, the Board hereby submits the following resolution:

Resolution #A—53.

Resolved, the House of _____ concurring, That the 67th General Convention hereby continue the Board for Church Deployment and reaffirm for it the same authority and responsibilities as in the action of the 66th General Convention.

G. HISTORY

The Church Deployment Office* and its Board (1967-1980)

Margaret Delano Fitter
September, 1980

Part I

“At Seattle, in September of 1967, the General Convention of the Episcopal Church called for a change in the 178-year-old method by which clergymen of our Church find jobs and asked that a modern system of deployment be proposed which might enhance the professional development of ministers and forward effectively the mission of the Church.”

*Formerly *Clergy* Deployment Office.

So begins the *Report of the Joint Commission on the Deployment of Clergy* to the Special General Convention at Notre Dame, September, 1969. The Report continues, "That the Episcopal Church must act *now* to improve its clergy deployment procedures becomes quickly evident to anyone who takes time to observe the tragic results of our present 'lack of system.' To cite for a few of these:

- "1. Parish and special ministries often remain vacant for many months to the detriment of the situation.
- "2. Clergymen 'don't know where to turn' and may waste many man-hours in futile job hunting.
- "3. Some areas are oversupplied with clergy, others have difficulty filling vacancies.
- "4. Some bishops receive hundreds of resumes yearly, others receive very few; all have difficulty in evaluating credentials and knowing whom to nominate and to what cure.
- "5. Vestries and calling committees have little to guide them; there are few sources of information about available candidates and, except for the most resourceful parishes, little rational basis for selection.
- "6. Clergymen's jobs are often ill-defined; ministers must operate on assumptions that are often not related to the goals and expectations of the parish or mission.
- "7. Priests rarely get the kind of evaluation and 'feedback' that can aid them in making career choices.
- "8. The lack of career opportunities and of clear avenues of advancement, combined with frustrations of ill-defined roles, are frequently cited as reasons for leaving the ministry."

The Joint Commission*, chaired by the Rt. Rev. John H. Burt of Ohio, was instructed to "investigate and study (with a view to making recommendations thereon) such matters as current and future manpower needs, methods for the more efficient deploying of the Church's ordained ministry, means for facilitating the process of clergy placement, types of auxiliary ministries, tenure and continuing education."**

At Notre Dame the Joint Commission submitted as part of its first report a "Model Deployment Plan" which they recommended be adopted in "a series of steps culminating five years from now in the General Convention at Jacksonville." The Joint Commission called for the immediate establishment of a national Clergy Deployment Office as the first step.

In essence the Model Deployment Plan was comprised of seven elements:

1. A written *position description* (or "role profile") for every job.
2. An annual *performance review* of every clergyman.
3. A central data resource and consultation service in a national *Clergy Deployment Office* (C.D.O.).
4. A new *partnership between bishop and vestry* in the filling of parochial vacancies.
5. A policy for regular *continuing education* for each clergyman.
6. *Review of tenure* for all clergy (including bishops) at appropriate intervals.
7. An *appellate procedure* to protect clergy against injustice in all deployment procedures.

* See Appendix 1 for list of members of Commission.

** 1967 Journal, page 365.

The Clergy Deployment Office was to "consist of a small professional staff headed by a director responsible for its over-all administration and effective operation. He will report to a Board of 12 directors elected by the General Convention and consisting of three bishops, four clergy and five laity." (The balance was corrected at General Convention, 1973, by adding one bishop. A resolution also requested that the term of a Board member be reduced from nine to six years.) The Joint Commission was to serve as this Board and be replaced with a permanent Board by General Convention at Houston, 1970.

The proposed budget for the first year (which included implementation) was \$107,300. The second and subsequent years' budgets were to be \$90,365.*

Part II

In July of 1970, Bishop Burt reported to the House of Bishops on developments in clergy deployment since the special Convention at Notre Dame in 1969.

The Clergy Deployment Office (C.D.O.) had opened its doors on April 1, in the Episcopal Church Center. Funding for the first year was provided by the Special Assessment voted by Convention and a \$69,000 implementing grant from the Episcopal Church Foundation.

A key feature of the C.D.O. was the data bank. The Joint Commission joined forces with the Lutheran Church in America, the American Baptist Convention, and the Ministries Division of the National Council of Churches to create an ecumenical model. The cooperative effort was strengthened by a grant of \$136,000 from the Rockefeller Brothers Fund. Each denomination was to maintain separate clergy files, the Episcopal file to be stored in the Church Pension Fund computer.

An important goal in the opinion of the Joint Commission was the achievement of an open employment policy for the Episcopal Church. "Specifically we have in mind the provision of greater job opportunities for clergy of racial and ethnic minorities or for those men greatly limited by identification with a given geographic location."**

A special responsibility given to the Joint Commission at Seattle was the preparation of a "manpower analysis of the Church." Bishop Burt reported that to accomplish this they had joined forces with the Board for Theological Education, the House of Bishops Committee on the Pastoral Care of the Clergy, the Executive Council's Section on Professional Leadership Development and the Joint Commission on the Structure of the Church. The report was to be circulated in a separate document to the bishops and deputies of the General Convention in Houston (1970) and was designed to "undergird all that is being said in this present report."

The Joint Commission traveled a somewhat bumpy road as criticism was leveled at it for the Model Deployment Plan and the concept of a National Clergy Personnel Inventory. In his report to the House of Bishops (July, 1970), Bishop Burt felt it necessary to remind the Church that the Joint Commission had not dreamed up the idea but that it was "the command of the 62nd General Convention."

To answer some of the questions often asked, Bishop Burt appended to his report to the House of Bishops (July, 1970) a question-and-answer section. Most of the answers to questions are familiar to us as they pretty well describe the present policy of the present C.D.O. and its Board. However, one question may be of special interest to the special committee appointed to study the history and role of the C.D.O. and its Board. Question number 5 asks: "Is the Deployment Office tied in with Executive Council?" The answer was: "No. While there is informal cooperation with Executive Council staff and while

* See Appendix 2 for annual budgets.

**From Bishop Burt's report to the House of Bishops, July, 1970.

unofficial reports may be made from time to time by the Board (C.D.O.) at meetings of the elected Executive Council, the C.D.O. is independent and subject only to the direction of its Board of Directors and their parent, the General Convention."

Part III

The Joint Commission on Deployment of Clergy reported to General Convention, 1970, that "a national Clergy Deployment Office has become a reality." On April 1, 1970, in offices leased at the Episcopal Church Center, 815 Second Avenue, New York, Mr. John E. Semmes, Jr. began his work as Executive Director.

To questions asking why the Executive Director was not a clergyman, Bishop Burt pointed to the unusual professional credentials brought to the job by Mr. Semmes as former Director of Corporate Recruiting and Placement for W. R. Grace and Son. Mr. Semmes set out to find a clergyman as his principal associate. While the Rev. Roddey Reid was being interviewed for the position of Associate Director, Mr. Semmes resigned. In March, 1971, Fr. Reid was asked to be Executive Director. Mr. William Thompson, a layman with extensive experience and excellent credentials, was appointed Associate Director in October, 1971.

As expressed in the Joint Commission's report to General Convention, 1970, there was fear that the establishment of the C.D.O. at national Church headquarters would concentrate undue power there. The report assured General Convention that "clergy placement will be done at the local level with full elective power in the hands of a local vestry. . . ."

The report continues: ". . . the national C.D.O. does not serve as a placement office. No power is given it to assign men to jobs. It does facilitate placement by providing accurate up-to-date data and consultation to help local people make local decisions, if and when such data and consultation are requested. Moreover, policies governing the C.D.O. will be fashionable by a new Board of Clergy Deployment appointed by, and responsible to, the General Convention. It will not be organically related to the general Church program under the authority of the Executive Council.

In Annex I (Section C, "Personnel Inventory," paragraph #5) of the Joint Commission's report to General Convention, 1970, another sentence appears regarding the accountability of the C.D.O. "In actual operation the data bank and conceivably other personnel activities should be administered by a 'Clergy Deployment Office' (C.D.O.) responsible to an independent Board containing lay and clerical members. To locate this function elsewhere might impair its necessarily confidential and impartial image. In this latter regard access to the data bank by interested parties, such as a vestry, would require approval of a bishop."

Section G, "Research and Planning" (report to General Convention, 1970) continues by outlining some possible objectives for the C.D.O. ". . . to be specific, the C.D.O. with its data bank could, and indeed should, explore ways and means of improving the present deployment of the clergy. The end result of such exploration should be a plan or strategy for future deployment.

"Using the clergy inventory which the data bank retains, the C.D.O. could assess such strategic issues as the qualitative and quantitative nature of the demand for clergy; the adequacy of the present and expected supply to that demand; the practicality of redeploying present clergy to relieve existing imbalances; the implications which current demands have for seminaries, seminarians and post-seminary training media; and the implications which compensation trends and practices have for clergy retention, utilization and deployment. Out of these and other inquiries should come recommended programs which better coordinate clergy talents with known or foreseeable needs and

which at the same time provide individual clergymen with more effective and rewarding careers.”

Part IV

To *General Convention 1973*, the Board for the C.D.O. reported happily that “over 2/3 of the active Episcopal clergy is now enrolled and our facility is being used daily by vestries and bishops throughout the nation. . . . Well over 400 searches have been made thus far. . . .”

The C.D.O. was also providing an additional service to the Church — a Diocesan Talent Bank which furnished every bishop with a list containing the talents and special skills to be found among his own clergy. The C.D.O. also provided a list to bishops of their older clergy to help bishops plan retirement seminars. Seminary deans could also obtain lists of men with academic training in various subjects.

The C.D.O. had urged that bishops appoint “Deployment Representatives” (sometimes the bishop, himself). It was the C.D.O.’s and its Board’s belief that such diocesan systems and trained representatives were critical for a better deployment system and a safeguard against allowing the clergy-diocesan process to drift into becoming a national function.

During 1973, the Board of the C.D.O. voted to make Annual Performance Reviews a top priority. To that end, under the auspices of the Ministry Council, the C.D.O. held a nationwide seminar in Louisville, Kentucky. The C.D.O. also requested and received a feasibility study on Performance Evaluation by Dr. Felix Lopez. From this study guidelines emerged to assist dioceses and congregations in this delicate task of evaluation for their clergy.

The unemployed were (and still are) of particular concern to the C.D.O. Board. Brief resumes were requested from those clergy and distributed to all bishops. Profile printouts were then sent to those bishops who requested them. Each unemployed clergyman, in turn, received short descriptions of vacant positions.

The Board for C.D.O. in its 1973 General Convention report requested funds to add a limited number of qualified lay professionals to the Personnel Inventory. Indications were that Church Army officers and professed lay members of religious orders would be the first to be considered.

To *General Convention 1976*, the Board for C.D.O. reported that 7,500 clergy records were available and that over half of parishes and institutions seeking to fill vacancies were requesting and using information provided by the C.D.O.

The C.D.O. was now helping clergy think out their future ministries and was working closely with the Church Career Development Council. One director attended a two-week seminar in job hunting conducted by Richard Bolles and John Crystal. Clergy who needed extensive counseling were referred to career centers.

Clergy unemployment was growing and the C.D.O. and its Board’s concern over this problem resulted in the design of two new bulletins to be circulated monthly. The *Clergy Available Bulletin* allowed unemployed clergy to include in it a 50-word resume. The *Positions Open Bulletin* offered a coded list of openings with a brief description. This was sent to all unemployed clergy and dioceses.

The C.D.O. and its Board also tentatively contracted to work with Snelling and Snelling to assist Episcopal Clergy seeking secular positions. At the time of this report the working relationship was only beginning and results were difficult to gauge. (This relationship did not mature; Snelling and Snelling was not able to live up to promises it had made.)

The Board for C.D.O. was anxious to expand its *Positions Open Bulletin* and to make of it an "open system with clearly established procedures. . . ." To that end they asked General Convention for and received a special item of \$30,000.

The Board requested the C.D.O. to give special attention to the needs of ordained blacks and women. The Rev. Patricia Park was appointed as a consultant to the Board for guidance in the deployment of women.

Thirty-two dioceses participated in internship programs for Diocesan Deployment Officers conducted by the Executive and Associate Director at the C.D.O. office in New York City.

Executive Council has authorized approximately \$1,000 to add 200 lay professionals from the list of women church workers. Apparently this had not yet been accomplished, but plans were underway to do this with Barry Menezes and evaluate the results. (The results, in the end, were not encouraging. About 100 women registered, but there has been little call for their services.)

As reported to the 1973 General Convention, Dr. Felix Lopez developed a model for the evaluation of performance of clergy. The model was somewhat ambitious and further funds to test it out properly were unavailable. The Board reported, however, that the Episcopal Church Foundation sponsored a project which included performance evaluation as developed in several pilot dioceses and recommended that those who needed help in this area make use of these findings.

The C.D.O. published two reports on the distribution and deployment of clergy in the Church based on data in the diocesan annual reports. The report emphasized a picture of a shrinking Church and a growing body of clergy. Copies of the report were widely distributed.

To *General Convention 1979*, the Board for the C.D.O. reported that 8,000 clergy were now registered, and 30,000 copies of their profiles were being distributed to the Church each year. The C.D.O. office and its policies were now a regular part of the lives of most dioceses; most dioceses had trained Diocesan Deployment Officers and were using the Clergy Data Bank.

The Positions/Institution Data Bank was widely accepted. Hundreds of clergy had subscribed to the *Positions Open Bulletin* and many were requesting the more informative Positions/Institutions Profiles which are available at minimal cost.

The Board had defined goals and objectives for itself and the C.D.O. which, in essence, were "to provide the Church with the best of modern deployment policies and practices so that the God-given talents and experiences of individuals can be matched with the needs for mission and ministry in particular places. . . ." The report continues by listing eight ways in which this might be implemented. (See Section C in Board for C.D.O. report to 1979 General Convention.)

Concerning *general issues of deployment in the Church*, the Board had come to grips with equal opportunity, the frequent lack of courtesy and openness in the calling of clergy, the increase in the number of dissolutions of pastoral relationships, and the effects of the abundance of clergy.

In the area of equal opportunity, the Board had developed a stated policy that categories such as race, marital status, age, and sex not be used "per se" in the operation of the C.D.O. It urged all dioceses of the Church to adopt a similar policy.

The subcommittee of the Board, Women and Minorities, had explored many methods by which to persuade the Church to put aside prejudice and open the door to equal opportunities for all. Provincial Diocesan Deployment Officers for Women in Provinces II and III were appointed and a booklet entitled *Women in Ministry* was published; it is

a positive statement regarding the ministries of several very different and remarkable women.

To promote courtesy and openness in the calling of clergy, a pamphlet was prepared, printed and distributed to meet the need of parishes in considering clergy applicants to fill vacancies. The pamphlet is called *Caring for Clergy in the Calling Process*.

The increase in dissolution of pastoral relationships led the Board to become a co-sponsor (with the Alban Institute) of an ecumenical study of this problem.*

The staff of the C.D.O. had participated in the publication of the study released by the Council for the Development of Ministry concerning the abundance of clergy. The Board for the C.D.O. also recommended its triennial publication, *Distribution and Deployment of Clergy*, in which the statistics lay out how difficult is the situation which faces the Church.

A resolution put before the House of Deputies and House of Bishops to change the name of the *Clergy Deployment Board* to *Church Deployment Board* was passed by both Houses.

Part V

Plans for the future include the printing and circulation of a *Directory of Ordained Women* by January 1, 1981. Since news of this *Directory* has surfaced, more women have been motivated to register with the C.D.O. which is a prerequisite. However, a wide discrepancy still exists between the numbers of ordained women (as best we can keep track of them) and those registered. As of September 3, 1980, some 232 women have been ordained to the priesthood and 191 to the diaconate. These figures are approximate and, if anything, on the low side. As of August 31, 1980, 119 women priests and 51 deacons have registered with the C.D.O. Efforts are being made to close this gap.

The Board and the C.D.O. wrestle with the problem of the registration of Church lay professionals. According to a study issued April 16, 1980, by Barry Menuet, 4,005 potential candidates for registration are now identifiable. Of these, he says, "It is reasonable to assume that only 25-30% would be interested in participating in the C.D.O. service. Many are not Episcopalians and a great majority are not interested in moving."

The C.D.O. also works constantly to persuade all clergy to register, and, once registered, to update every two years.

All in all (except for registration of Church lay professionals) the C.D.O. and its Board appear to have achieved (and are still working to implement more perfectly) what the Joint Commission for the Deployment of Clergy hoped for it in 1967-1970. The decision to ordain women to the priesthood in 1976 added responsibilities which were, understandably, not laid out. Naturally this has increased the workload, but the C.D.O. and its Board have worked hard to discharge all their responsibilities and continue to look for new ways in which to be of service to the Church.**

*This study is now available. It is called *A Study of Involuntary Terminations in Some Presbyterian, Episcopal and United Church of Christ Congregations*. It is compiled and written by the Rev. Speed Leas.

**For personnel of Church Deployment Office and job descriptions, please see Appendix 3.

APPENDIX #1

Original Members of the Joint Commission:

The Rt. Rev. John H. Burt, *Chairman*, Ohio
 The Rev. Jones B. Shannon, *Secretary*, Massachusetts
 The Rt. Rev. Roger W. Blanchard, Southern Ohio
 The Rev. Quintin E. Primo, Jr., Delaware
 Mr. Daniel Carroll, Chicago
 Mrs. Robert Ledbetter, Washington
 Mr. Martin Ohlander, Colorado
 Mr. L. Dale Pederson, Oregon
 Mr. Donald Putnam, Connecticut
 Rear Admiral Edward K. Walker, USN retired, Newark

APPENDIX #2

At first, all funding for the C.D.O. and its Board came from General Convention. In 1976, the work and salaries of the C.D.O. became part of the General Church Program. The Board for C.D.O. is still funded by General Convention.

A schedule of fees which began somewhat modestly now develops about \$25,000 annually.

Budget History of Board for Deployment

C.D.O. Budgets:

1970	\$ 37,650	Board and Office
1971	87,615	Board and Office
1972	99,215	Board and Office
1973	120,665	Board and Office
1974	135,500	Board and Office
1975	137,000	Board and Office
1976	141,700	Board and Office
1977	182,500	Office only
1978	181,500	Office only
1979	178,400	Office only
1980	188,400	Office only

C.D.O. Board Budgets:

1977	\$ 7,333
1978	7,333
1979	7,333
1980	9,300

APPENDIX #3

As the scope of the work of the C.D.O. and its Board have broadened, the number of personnel working at the C.D.O. has gradually increased in an effort to keep pace with the needs of the Church.

In the structure of committees of Executive Council of the Church, the C.D.O. falls under the category of Education for Ministry. Staff person for this committee was Bishop Richard Martin, who has since retired and been replaced by Bishop Elliott Sorge.

Personnel of Church Deployment Office

An Executive Director

1. Overall supervision and responsibility for C.D.O. operation and policies.
2. Relate C.D.O. to clergy, dioceses and parishes through correspondence, telephone, travel, etc.
3. Work with Associate Director in day-to-day operation of C.D.O.
4. Create and administer budget.
5. Cooperate and coordinate with Executive Council.
6. Report to and execute policies of Deployment Board, e.g., creation of reports.
7. Report to the Church through news stories, speeches, letters, etc.

An Associate Director

1. Supervise and train support staff.
2. Program computer search requests.
3. Assist in creation, oversight, maintenance of forms, manuals, and instructions.
4. Consult with Executive Director in formation of policies.
5. Assist with training programs, counseling, and correspondence.
6. Coordinate C.D.O. applications of computer technology with The Church Pension Fund.
7. Relate to Diocesan Deployment Officers on search matters.

Support Staff

1. *Secretary*
Opening and distributing mail, mailing out of materials, correspondence, reports, inventory, check requisitions, files, conferences, editing *Clergy Available Bulletin*.
2. *Personnel Records and Process Clerk*
Maintenance of file of 8,500 clergy records, and diocesan search records, assembling, copying and mailing out of profiles, supplies, etc., to dioceses.
3. *Clergy Coding Editor*
Editing of all Clergy Profiles, maintenance of mailing lists: the unemployed, subscriptions, Board members, etc.
4. *Parish Profile Coding Editor*
Editing and data entry of Parish Profiles, Parish Profile maintenance, and distribution to clergy. Distribution of *Positions Open Bulletin*.