

A CABINET RESPONSE TO INEFFECTIVE PASTORAL LEADERSHIP

Approved by Cabinet 12/9/16 and Approved by BOM 2/18/17

Approved by S.C. Annual Conference 6/5/17

I. A Process for Complying with Par. 334.3,4 2016 Book of Discipline

- a. Identify (Par. 334.3,4 – First Sentences) Use Par. 340 of the 2016 Book of Discipline
- b. Use Par. 334.2 of the 2016 Book of Discipline
- c. Each Full Elder will be asked to read and sign a copy of this Effectiveness Policy document during their annual consultation with their District Superintendent. (This is to ensure that all Full Elders are aware of and informed of this process).

II. Pastoral Ineffectiveness

Definition of Ineffective Pastor: An ineffective pastor is characterized by one or more, but not limited to, the following characteristics:

- a. Unwillingness to focus on the work of the parish
- b. Poor relational skills
- c. Inability to work through conflict in a healthy, effective way
- d. Indolence – sloth – “laziness”
- e. Failure to fulfill the requirements of Par. 340 of the 2016 Book of Discipline

III. Potential Reasons for Alleging Ineffectiveness

- a. Service record – frequent moves (for example, three consecutive appointments lasting only one or two years)
- b. S.C. Clergy Assessment Documents from the local church SPRC
- c. Reports and reviews of District Superintendents
- d. History of church's effectiveness before and after the “ineffective” pastor
- e. Pattern of ineffectiveness as defined in Section II above

IV. Recommendations for Responding to the Ineffective Pastor

- a. Identify areas that need to be strengthened. The District Superintendent will also share a copy of the policy on pastoral ineffectiveness with the pastor and have him or her initial the copy after reading.
- b. Identify resources that offer the pastor opportunities to strengthen the areas, and develop a plan to strengthen ministerial skills.
- c. Review previous evaluations (five years of evaluations to be kept in pastor's file if possible) including personal notes of evaluation provided annually. These personal evaluations include supervisory notes updated annually such as phone conversations, meetings with pastor and communications from SPRC.
- d. Use pastor's profile (updated annually in pastor's file) to establish appointment record.
- e. Review local congregation's effectiveness in years prior and following pastor's tenure.
- f. Present name to Bishop and Cabinet. Gather information from other Superintendents for the file. The Cabinet votes to identify specific clergy-person as one whose “effectiveness is in question.”

V. Communicate & Intervene

- a. Bishop and Superintendent identify specific concerns. (334.3a, 2016 BOD)
- b. The District Superintendent, as an extension of the Bishop's office, shall work in consultation with the Bishop, to carry out the following supervisory process:
- c. Supervisory conversations with elder identifies the concerns, and designs collaboratively with the elder a corrective plan of action (334.3b 2016 BOD)

During this supervisory process, we plan to accomplish the following:

1. provide the pastor with a written statement of concerns
2. provide an opportunity for pastor to respond to those concerns
3. develop a corrective plan of action (334.3b 2016 BOD)

1. A corrective plan of action will ordinarily include appropriate activities that enhance the pastor's self-development and growth. This plan shall be approved by the District Superintendent, in consultation with the Cabinet and the SPRC. See Addendum for the list of resources available to clergy.

Appropriate activities may include, but are not limited to, the following:

- a. Meeting regularly with one or more of the following: a trained clergy mentor, a certified coach, a professional counselor, a certified spiritual director.
- b. Engaging in continuing education that addresses areas in need of improvement.
- c. Continuing education and spiritual growth leave (P. 350.3 2016 BOD)
- d. Participation in a clergy covenant learning/support group.
- e. Assessments of emotional, mental, or physical health.

2. Ongoing Supervision. Superintendents will monitor progress as follows:

- a. Regularly scheduled meetings as agreed upon with District Superintendent and pastor
- b. Review of SC Clergy Assessment Document, feedback from Staff/Pastor Parish Relations Committee, feedback from assigned coaches, counselor, mentor, etc., and observation of the pastor in leadership within the congregation.

3. Request release of information authorization from coaches, counselor, mentors, or any professional assigned to guide pastor in corrective plan of action.

4. These plan elements may be added to, deleted from, or altered as circumstances dictate.

VI. Evaluate and Conclude (334.3c 2016 BOD)

- a. If sufficient improvement occurs within twenty-four months, (or at any time prior to the end of twenty-four months) the Superintendent will resume normal supervisory activities and the corrective
- b. If at any time the plan is clearly not being followed by the pastor or there is not measureable improvement, (334.3c 2016 BOD) or if the conditions stated in (334.4 2016 BOD) are found to exist, the Bishop and Superintendents may invoke the provisions of P. 359.2, 2016 BOD.

**Addendum to Cabinet Response to Ineffectiveness Pastoral Leadership
Resources for Enhancing Pastoral Effectiveness**

1. Ministry Development Services – ministerial assessments, vocational counseling, coaching and counseling
<http://www.ministryds.org>
6100 Sardis Road, Charlotte, NC 28270
(704) 554-9222, mdvs@ministryds.org
 2. Mediation Skills Training Institute for Church Leaders
Lombard Mennonite Peace Center, www.LMPeaceCenter.org
 3. Mark Tidsworth – M.Div, Master of Education in Clinical Counseling, Ordained Cooperative Baptist Minister, Licensed Marriage and Family Therapist, Licensed Professional Counselor, Trained Congregational Consultant, Certified Leadership Coach, Certified Life Coach, Certified Peoplemap Trainer, EQi Emotional Intelligence Inventory Provider
Pinnacle Leadership Associates, <http://www.pinnaclelead.com>
mark@pinnaclelead.com, (803) 673-3634
574 Foxstone Drive, Chapin, SC 29036
 4. Rev. Regina Henderson Moore
Extension Ministry: The Riverside Group, NC Conference, UMC
Certified PIP Coach
102 Falling Leaf Lane, Elgin, SC 29045
919-616-4462, rmoores@nccumc.org
<https://www.linkedin.com/in/regina-henderson-moore-517759118/>
 5. Mrs. Toni Taylor – (wife of Rev. David Taylor)- trained, certified coach
tonitaylor@gmail.com, 864-420-4606
 6. WaterRock Institute, Rev. Heidi Campbell-Robinson - Certified Life Coach and Licensed Pastoral Counselor. Offices in Spartanburg and Asheville.
<http://waterrockinstitute.org>
heidi@waterrockinstitute.org
hcampbell-robinson@umcsc.org
828-393-4190
 7. Dr. Bonnie J. Montgomery
Consultant, Coach, and Licensed Clinical Psychologist
1528 Blanding Street
Columbia, SC 29201
803-252-9444
bonnie@bonniejmontgomery.com
 8. Rev. Kathy Heustess – UMC Deacon; licensed professional counselor
Coastal Samaritan Counseling Center
<http://www.coastalsamaritan.org/>
(843)448-4820
ktheustess@umcsc.org
901 North Kings Highway
PO Box 2967, Myrtle Beach, SC 29577
 9. Mt. Hebron Counseling Services, Mt. Hebron United Methodist Church
<http://www.mthebroncounseling.com>
(803) 791-0495
3156 Leaphart Road, West Columbia, SC 29169
 10. Gayle Hickman, LISW—AP & CP/S, Marriage and Family Therapist
125 Alpine Circle, Columbia, SC 29223
 11. The Intentional Growth Center
<http://www.lakejunaluska.com/igc>
959 North Lakeshore Drive
PO Box 546, Lake Junaluska, NC 28745
1-800-482-1442, 828-454-6720
 12. General Board of Higher Education and Ministry has been nurturing United Methodist clergy coaches with Certification from the International Coach Federation (ICF) since 2013 as a response to increasing demand for coaching for pastoral leadership. We have produced approximately 30 Associate Certified and Professional Certified United Methodist clergy coaches. These clergy coaches are committed to serving the church with their coaching skills. <https://www.umccybercampus.com/coaching/find-coach/> at the UMC Cyber Campus website, www.umccybercampus.com, and utilize UMC ICF certified coaches for clergy assessment, leadership development, the ordination process, and to nurture clergy effectiveness. To learn more about our Clergy Coach Training program, please go to <https://www.umccybercampus.com/coaching/>.
 13. Catherine Powell - Spiritual Director, The Anchorage
<http://www.theanchorage.org/spiritualdirection.htm>
PO Box 9091, Greenville, SC 29604
(864) 232-5683, cathie@theanchorage.org
 14. Seminaries offer leadership and continuing education, including but not limited to: Duke Divinity School, Candler School of Theology, ITC, Gammon, Lenoir Rhyne/Lutheran Theological Seminary, Wesley Seminary Center for Church Leadership
 15. S.C. Board of Ministry Continuing Education Covenant Groups
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