

Appendix one

360° Review of URC General Assembly posts at year five

Adopted by the Business Committee on behalf of the General Assembly 12 September 2024

(The process will be used for processes initiated in 2024 and 2025, and then will be reviewed, and a revised process adopted by the General Assembly at that point).

Purpose: To review AA who has served in the role as XX for five years.

From General Assembly 2024, ministers in General Assembly appointed posts shall undertake a Ministerial Development Review as part of a suite of support and accountability tools for such ministers within the United Reformed Church. As office-holding members of the church, ministers of the Word and Sacraments and Church Related Community Workers are accountable through the church's various Councils for the satisfactory performance of their ministries. Through the Councils of the Church, discernment through the Holy Spirit is found regarding: accepting candidates for ministry, the nurture and support necessary for flourishing of church and office-holder, their deployment to particular ministries, the oversight necessary for healthy discipleship and for the circumstances when it is necessary to lay down the responsibilities of being an office-holder.

This support is built on the foundation of the covenant relationship that shapes ordained ministry within the United Reformed Church and its aim is to provide an opportunity for structured reflection on ministry within individual contexts.

It is therefore appropriate at year five in a seven year termed ministry to undertake a 360° Ministerial Development Review, creating an opportunity for AA to reflect on their own vocation, and for key URC post holders to reflect the role of the XX, to consider how they perceive AA is doing in the role by reflecting on how AA's style of leadership impacts on their ministry/work.

It is hoped that this process shall increase awareness both of the XX role and of how collectively we can more effectively support and deploy AA as part of the URC body whether or not AA continues in this role.

The process shall be reviewed in light of experience after two reviews.

1. Outline of process for Synod Moderator

- 1.1 Before a General Assembly Review Panel is appointed the General Secretary shall ascertain from the Synod Moderator concerned whether, if invited, they would wish to be considered for a further term of service. (This period would normally be for five years but in exceptional circumstances, such as imminent retirement, it may be adjusted either to shorten the term or to lengthen it slightly with the consent of the Assembly Review Panel the Moderator and the Synod Executive.) This consultation should take place in time for a General Assembly Review Panel to be formed, consider the matter and reach a conclusion no later than twelve months, and preferably eighteen, before the end of the current appointment.

- 1.2 The General Secretary shall talk through the process with the Synod Moderator and the Convenor of Synod Executive or their deputy where the Synod Moderator is the Convenor so that expectations are clear.
- 1.3 AA shall be invited to reflect on their five years (see 3 below).
- 1.4 A General Assembly Review Panel of three from outside the Synod from the URC Nominations Panel elected by General Assembly ensuring a balance of diversity across the entire panel. A member of the General Secretariat shall act as an independent, non-voting convenor and shall be responsible for the timetable.
- 1.5 The Broad List of people to be invited to reflect on the XX role and AA's impact in it via an electronic form. The Convenor of the Synod Executive or their deputy where the Synod Moderator is the Convenor shall supply details of those to be asked to submit views. It is noted that the list may vary depending on role but (4) gives examples of those who may be invited to participate.
- 1.6 The Google/Teams form shall be anonymous as far as is possible. The Review Panel shall collate and analyse responses. This analysis shall also be sent to AA.
- 1.7 The Review Panel to meet in person with AA to:
 - review the post using questions below in 2 (written response sent in advance)
 - to consider with AA the google form responses
 - to identify if there are proposed amendments to be made to AA's role description.
- 1.8 The Review Panel shall write a report and shall come to a view as to whether the Moderator be invited to serve a further term of service. The convenor shall make a recommendation to the Nominations Committee who shall bring a resolution to Assembly Executive or General Assembly no later than twelve months before the conclusion of the appointment.
- 1.9 The member of the General Secretariat shall communicate the recommendation both to the Moderator and also to the Synod via the Convenor of the Synod Executive or their deputy no less than 24 hours after the Review meeting in 1.7. The information to the Synod which gives the reasons for the Review Panel's recommendation should be in a form which might be published for the wider members of the Synod to receive.
- 1.10 Should it be recommended that the Moderator is not to be re-appointed, the General Secretary and the Convenor of the General Assembly Review Panel should take all necessary steps to ensure appropriate pastoral care for all concerned.
- 1.11 If either the Synod, or those appointed to act on its behalf (eg an Executive Committee), or the Moderator concerned wish to challenge the recommendation of the Review Panel, they must ask for the recommendation to be reviewed by the Business Committee within one month of its being made, and before it is considered by Assembly Executive or General Assembly.
- 1.12 The Review Panel's costs shall be borne by Assembly funds.

2. Outline of process for other General Assembly Appointed posts

- 2.1 Before a General Assembly Review Panel is appointed the General Secretary shall ascertain from AA whether they wish to be considered for a further term of service. This period would normally be for five years but in exceptional circumstances, such as imminent retirement, it may be adjusted either to shorten the term or to lengthen it slightly with the consent of the Assembly Review Panel and the General Secretariat. This consultation should take place in time for a General Assembly Review Panel to be formed, consider the matter and reach a conclusion no later than twelve months, and preferably eighteen, before the end of the current appointment.
- 2.2 The General Secretary shall talk through the process with AA so that expectations are clear.
- 2.3 AA shall be invited to reflect on their five years (see 3 below).
- 2.4 A Review Panel of three shall be appointed from the URC Nominations Panel elected by General Assembly ensuring a balance of diversity across the entire panel. A member of the General Secretariat shall act as an independent, non-voting convenor and shall be responsible for the timetable.
- 2.5 The Broad List of people to be invited to reflect on the XX role and AA's impact in it via Google/Teams form. AA's ministry support/line manager shall supply details of those to be asked to submit views. It is noted that the list may vary depending on role but (4) gives examples of those who may be invited to participate. It is noted that the list may vary depending on role but (5) gives examples of those who may be invited to participate.
- 2.6 The Google/Teams form shall be anonymous as far as is possible. The Review Panel shall collate and analyse responses. This analysis shall also be sent to AA.
- 2.7 The Review Panel to meet in person with AA to:
- review the post using questions below in 3 (written response send in advance)
 - to consider with AA the google form responses
 - to identify if there are proposed amendment to be made to AA's role description.
- 2.8 The Review Panel shall write a report and shall come to a view as to whether AA be invited to serve a further term of service. The convenor shall make a recommendation to the Nominations Committee who shall bring a resolution to Assembly Executive or General Assembly no later than twelve months before the conclusion of the appointment.
- 2.9 The member of the General Secretariat shall communicate the recommendation to AA no longer than 24 hours after the Review meeting in 2.7.
- 2.10 Should it be recommended that AA is not to be re-appointed, the General Secretary and the Convenor of the Assembly Review Panel should take all necessary steps to ensure appropriate pastoral care for all concerned.

- 2.11 If AA wishes to challenge the recommendation of the Review Panel, they must ask for the recommendation to be reviewed by the Business Committee within one month of its being made, and before it is considered by Assembly Executive or General Assembly.
- 2.12 The Review Panel's costs shall be borne by Assembly funds.

3. In person MDR with the Review Panel with AA reflecting on last five years

AA to write responses which the Panel shall have in advance of meeting with AA in person. These should reflect the Marks of Ministry or Core Competencies.

Questions: In relation to each of the areas of the XX Role Description (see below) reflect on the past five years of your ministry; reflections should be specific.

- What has gone well?
 - What do you value about this element of your ministry?
 - What have you learnt?
 - What gifts and graces are you using, and which are lying unused?
 - What would you do differently?
 - What needs still to be addressed?
 - What insight does ordination offer in each area?
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- What has not gone so well?
 - What have you learnt?
 - What would you do differently?
 - What might you want to happen now to enhance or improve your current ministry?
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- Are any areas for the job/role description no longer relevant?
 - What is possible to delegate?
 - What does not belong in the XX role?
 - What shall your priorities be if reappointed?

4. Broad list of people to be invited to reflect on AA's role and AA's impact in it

Synod Moderators

List to include:

- Synod Officers (ie Clerk and Treasurer)
- Synod Executive or equivalent (if only been in post one year, ask previous persons in role)
- Committee Convenors
- PA
- Office staff
- Ecumenical Partners (to be identified)
- All serving ministers (Ministers of the Word and Sacraments and Church Related Community Workers)
- Eight other church leaders (Synod Executive or equivalent to supply names)
- Synod Moderators
- Members of the General Secretariat

- Appropriate young people.

Other GA Appointed posts

List to include:

- Main committee the post identifies with
- Ministry Support or Line Manager
- PA
- Office staff
- Discipleship Team
- Church House Connective
- Other Teams (eg TDO+ Network)
- Ecumenical partners/external groups/areas of expertise
- The Business Committee.

General Secretary

List to include:

- Synod Moderators
- Synod Clerks
- Committee Convenors
- Church House Connective
- PA
- Officers of Assembly
- Ecumenical Partners (to be identified)
- Networks: GEAR, Multi-Racial Network,
- The Business Committee.

In each case the Review Group is empowered to determine the final membership of those to be consulted in the 360 process.

5. Questions for Broad List

1. Please read the XX's Job/Role Description. Responding through the form, please let us know which elements of the Job/Role Description have the greatest impact on the flourishing of:
 - a) The URC?
 - b) Your ministry/work?
2. Can you provide up to three areas where AA is performing particularly well. Where you can, please give specific examples which demonstrate AA's performance.
3. Can you provide up to three areas in which AA might be able to improve their performance. Where you can, please give specific examples which demonstrate AA's performance.
4. Is there anything you would like to add about AA's leadership style?
5. Is there anything you would add to or remove from this Job/Role Description?
6. We are inviting this Broad List to respond through the electronic form by...
7. After the review is complete, the responses shall be destroyed.