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# CALLING A MINISTER

## Guidelines for presbyteries, interim moderators and search committees

The Presbyterian Church in Canada  
1999 (updated 2019)

**Calling a Minister: Guidelines for Presbyteries, Interim Moderators and Search Committees  
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## PREFACE

*Calling a Minister* summarizes procedures to be followed when a congregation or multiple-point charge is looking for a new minister of word and sacraments or diaconal minister. It contains practices approved by various General Assemblies and draws on years of experience in bringing together suitable candidates and congregations.

Christ provides “pastors and teachers, to equip the saints for the work of ministry . . .” (Ephesians 4:11-12 NRSV). Following the biblical model, ministry of word and sacraments or diaconal ministry involves working within a congregation to support its ministry to its people, the community, and the world.

The blending of congregational ministry and a particular minister’s pastoral skills and interests is complex. Interim moderators, sessions, search committees, congregations, candidates and presbyteries all have a role in this discernment.

### Using this Resource

This document has been divided into sections for ease of use by each group involved in the process. The presbytery and interim moderator require familiarity with all steps.

Presbytery	p. 6
Interim Moderator	p. 10
Session	p. 17
Board of Managers	p. 21
Search Committee	p. 23

### Concerning Diaconal Ministers, Associate or Assistant Ministers, Multiple-Point Charges

For the sake of simplicity, the word “congregation” refers to a single or multiple-point charge. The word “minister” refers to ministers of word and sacraments in sole, lead, associate or assistant positions or to diaconal ministers, noting clarification where necessary.

### Acts and Proceedings (A&P)

[presbyterian.ca/acts-and-proceedings](http://presbyterian.ca/acts-and-proceedings)

The Acts and Proceedings are the official minutes of General Assembly. References to an Acts and Proceedings in this document will use the short form “A&P,” followed by the year.

### Book of Forms (BF)

[presbyterian.ca/gao](http://presbyterian.ca/gao)

The Book of Forms contains the rules and procedures with which The Presbyterian Church in Canada regulates its life and practice. References to the Book of Forms in this document will use the short form “BF,” followed by the section number. Whenever the section number begins with a letter, the section is found in one of several appendices, all identified by a letter. For instance, section A-29, “call to a minister of Word and Sacraments and guarantee to presbytery of stipend,” is found in Appendix A.

## CALLING A MINISTER: AN OVERVIEW

### SUMMARY OF TASKS

#### FIRST STEPS

##### A. BEFORE THE MINISTER LEAVES – PRESBYTERY TASKS

- Cite congregation to address question of minister leaving; hear congregational representatives; make decision to dissolve congregation-minister pastoral tie
- Set date for pulpit to be declared vacant
- Appoint Interim Moderator
- Formal notifications: Ministry and Church Vocations re posting pulpit vacancy; General Assembly Office re changes to Presbytery Roll
- Ensure Interim Moderator informed:
  - church's search, selection and call procedures
  - stipend and allowances (General Assembly minimums or higher presbytery standards)
  - presbytery to receive minister's vulnerable sector police records check when call considered

#### DURING MINISTERIAL VACANCY

##### B. PRESBYTERY

- Consult departing minister (exit interview)
- Consult session
- Inform session about honorarium and expenses for Interim Moderator
- Receive session report re accommodation to be offered – manse, rent, housing allowance
- Consider interim ministry, when appropriate

##### C. INTERIM MODERATOR

- Preside at session and congregational meetings
- Participate in all search committee meetings, but do not serve as committee convener
- Arrange pulpit supply
- Contact Ministry and Church Vocations for personal profiles of potential candidates for call
- Contact potential candidates – forward congregational profile to interested candidates
- Communicate with those contacted as to timeline
- Check references

##### D. SESSION

- Work with Interim Moderator and arrange for pastoral care, including visiting
- Revise roll of professing members, as needed
- Notify Interim Moderator of all baptisms, marriages and funerals. If Interim Moderator declines to conduct, then Interim Moderator must give consent to another minister.
- Appoint Search Committee
- Approve congregational profile, prepared by Search Committee
- Set stipend and allowances, in consultation with Board of Managers – meet or exceed General Assembly or presbytery minimums
- Ensure congregation prepared to fulfill employer obligations, including payroll administration
- Re multiple leet (three candidates preach for call): not recommended by General Assembly or permitted by all presbyteries. To use this approach, prior presbytery permission is required.
- Consider Search Committee recommendation re selected candidate(s). Session approval is required to proceed.
- Invite candidate(s) to preach for call

- Set date for congregational meeting to decide on call

**E. BOARD OF MANAGERS**

- With session, set stipend and allowances to be offered
- Re housing options: If a manse, inspect with Interim Moderator and ensure it is well maintained. If housing allowance, recommend suitable figure.

**F. SEARCH COMMITTEE**

- Keep minutes of all meetings
- Complete congregational profile. Present to session for approval.
- Make regular reports to session – session then makes regular reports to update congregation
- Keep confidentiality of all candidates
- Recommend to session the candidate(s) to preach for call, with reasons

Finding potential candidates

- Personal profiles from Ministry and Church Vocations
- Personal profiles sent directly from ministers and certified candidates for ordination wishing to be considered
- Suggestions from congregation

Who can be a candidate?

1. Candidates certified for ordination
2. Graduating students, conditionally certified for ordination (February 1 or October 1, final semester)
3. Presbyterian Church in Canada ministers in good standing
4. Ministers of other churches declared eligible by General Assembly

\* Anyone who might candidate for call, including graduating students, should not supply the pulpit.

Interviews

- Ask same questions of all interviewed candidates, with care to safeguard their human rights
- Conduct interviews in person or by conference call/video conference
- Can ask candidates for audio tape, video tape/ DVD of worship services they led
- Search committee can visit congregations of potential candidates
- Travel and other expenses covered for interviewed candidates

**CONCLUDING STEPS**

**G. ISSUING THE CALL**

- With Interim Moderator, session ensures congregational members and adherents informed of candidate's visit to preach for call and subsequent congregational meeting
- Church regulations for dealing with a call are followed carefully
- Interim Moderator presents signed call documents to presbytery for approval

**H. AFTER THE CALL IS ACCEPTED**

- Formal notifications: Ministry and Church Vocations re removal of pulpit vacancy from listing; General Assembly Office re changes to Presbytery Roll
- Congregation hosts service of induction, conducted by presbytery

With thanks, this summary adapts a resource developed by Donna McIlveen, Clerk, Presbytery of Seaway-Glengarry.

## **A. BEFORE THE MINISTER LEAVES**

### **A.1 Role of the Minister**

- 1.1 A minister intending to retire or resign applies to the presbytery first, then advises the session and congregation of his/her intention (BF 244-45).
- 1.2 A minister who is leaving should not try to influence the choice of a successor.
- 1.3 A minister who is leaving should ensure that appropriate action is taken to bring about closure to this chapter of the congregation's life and ministry (Supplement 12, p. 59). An associate, assistant or diaconal minister should confer with the lead minister about action planned for this same purpose.

### **A.2 Role of the Congregation**

- 2.1 The search for a candidate does not begin until the presbytery appoints an interim moderator.
- 2.2 The session may ask the presbytery to appoint a particular person as interim moderator, but the presbytery may choose another person.

### **A.3 Role of the Presbytery**

- 3.1 The presbytery arranges for a citation to be read to the congregation: when it receives a call addressed to one of its ministers (BF 228, A-21; [diaconal minister, BF A-22]) OR when a minister requests permission to retire or resign (BF 244, A-23; [diaconal minister, BF A-24]).
- 3.2 If a minister is retiring, particularly after a long time in that congregation, appointed representation of the presbytery should meet with the session and congregation to help consider future directions for the congregation. (A&P 1992, p. 390, 63. See Supplement 16, #6, p. 66.)
- 3.3 The presbytery may appoint a group of people to do some preliminary work before the interim moderator's duties begin. The presbytery may choose to use an existing committee or make other arrangements to ensure that these tasks are completed for the presbytery.
- 3.4 The presbytery should not appoint as interim moderator either the departing minister or any other minister currently serving in the same pastoral charge.
- 3.5 The presbytery may decide that the interim moderator's duties are to begin before the incumbent minister leaves, provided the incumbent and the session agree and the presbytery believes it is in the best interests of the congregation. (See Supplement 16 #2, p. 66 and BF 244-245.)

### **A.4 Tasks of a Presbytery Pastoral Relations/Ministry Committee**

In this document, "Presbytery Pastoral Relations/Ministry Committee" refers to the committee that is assigned the first steps in the pastoral transition as outlined in this section.



#### 4.1 Consulting the Session and Congregation

1. Help prepare a response to the presbytery citation.
2. Get to know the congregation's situation and begin discussing its needs and expectations.
3. Outline the role of the presbytery in the call process, which is particularly necessary for congregations that have not been through the procedure for a long time.
4. Where applicable, discuss reasons for the minister's leaving.
5. Discuss with the session and congregation the merits of appointing an interim minister. The interim moderator will consult Ministry and Church Vocations for the list of interim ministers (Supplement 2, p.38).

#### 4.2 Consulting the Minister

1. Conduct an exit interview.
2. If the minister is retiring, discuss the necessity of worshipping in another congregation, suggesting the merits of perhaps offering to be minister-in-association with a congregation other than the one that the minister is leaving.
3. Ask for an overview of the congregation's current life and work and of the person's ministry there. Ask for comments regarding, for instance, three or four achievements during the minister's pastorate, three or four disappointments, and the status of the congregational leadership both active and untapped.
4. Inquire into any indebtedness or mortgages between the minister and the congregation. This should be determined before the pastoral tie is dissolved (BF 232.1).

#### 4.3 Deciding How to Proceed

Recommend to the presbytery how to proceed with the vacant ministerial position.

#### 4.4 Recommending an Interim Moderator

After interviewing the session, congregation and minister, recommend to the presbytery the name of a suitable person as interim moderator.

#### 4.5 Meeting with the Interim Moderator

Before the interim moderator begins work to fill the ministerial vacancy, discuss with the interim moderator the presbytery committee's interviews with the session, congregation and departing minister.

Be available to the interim moderator in an advisory capacity through the search process. (The committee may assign this responsibility to a couple of its members.)

## **B. PRESBYTERY**

### **B.1 Initial Steps**

#### 1.1 Report from the Presbytery Pastoral Relations/Ministry Committee

The presbytery will consider the report and recommendations of the Presbytery Pastoral Relations/Ministry Committee on how to proceed with the ministerial vacancy.

#### 1.2 Appointing the Interim Moderator

The presbytery will appoint an interim moderator of session (BF 213, 232) after considering the recommendation of the Presbytery Pastoral Relations/Ministry Committee. (If the opening is for a diaconal minister or an associate or assistant minister, an interim moderator is still required.)

1. The presbytery should avoid appointing the same few people to serve as interim moderators. Equal consideration should be given to both women and men to serve as interim moderators.
2. The law of the Church does not permit discrimination against women ministers. The presbytery shall instruct interim moderators when proceeding with a call to give equal consideration to women candidates. Any who, in the view of their presbytery, have exhibited discriminatory behaviour toward women shall not be appointed interim moderators (A&P 1980, p. 398, 64; A&P 1988, p. 391-92, 21).
3. The presbytery will ensure that the interim moderator is in a secure and stable ministry and is not likely to consider a call to the vacant position. This will ensure fair treatment for all candidates (A&P 1987, p. 363).
4. Neither the departing minister nor any other minister currently serving in the same pastoral charge should be appointed interim minister or interim moderator.

#### 1.3 Instructions to Interim Moderators

The presbytery is responsible to ensure that its interim moderators understand which categories of people are eligible for a call (section C.6.2, p. 13 of this document and BF 215-215.1).

#### 1.4 Formal Notifications

1. The presbytery sets the date for the pulpit (position) to be declared vacant (BF 232), at which time the interim moderator reads, or appoints another person to read, the presbytery announcement (BF A-25). If the departing minister is not the sole or lead minister, the position should be declared vacant.
2. As soon as the presbytery has set the date to declare the pulpit (position) vacant, the clerk of presbytery informs Ministry and Church Vocations of the ministerial opening and the name of the interim moderator and whether the congregation is free to proceed to a call immediately (A&P 1987, p. 363, 31).

3. The presbytery, usually through its clerk, advises the congregation of any of the presbytery's own requirements for the calling of ministers, such as an honorarium for the interim moderator, hearing and voting on only one candidate at a time, and minimum stipend, allowances, study leave and annual vacation that may exceed the General Assembly's requirements.

#### 1.5 Payment for the Interim Moderator

The presbytery is to have a clear policy on honoraria or fixed stipends for interim moderators (A&P 1988, p. 390) and is to inform the session. The session is to arrange for the congregation to pay the interim moderator monthly, or at least quarterly. The congregation will also pay the interim moderator's expenses such as postage, long-distance telephone calls, and travel expenses at the presbytery-approved rate.

#### 1.6 Proceeding before the Minister Leaves

If it is in the best interest of the congregation and if the departing minister agrees, the presbytery may direct the interim moderator to begin work before the departing minister leaves (Supplement 16 #2, p. 66).

#### 1.7 Interim Minister

The presbytery and the interim moderator may decide that an interim minister would be helpful. A list of interim ministers can be obtained from the Ministry and Church Vocations office. An interim moderator appointed to a congregation is not permitted to serve as its interim minister (Supplement 2, p. 38).

Below are a few guidelines for the placement of an interim minister:

1. After a long ministry, or where healing needs to take place in a congregation, the presbytery may appoint an interim minister for a specified term of up to two years.
2. In many such cases, the congregation shall not be listed with the Pulpit Vacancies posted on the denominational website ([presbyterian.ca/vacancies](http://presbyterian.ca/vacancies)) from the beginning of the interim ministry appointment, but only when the presbytery gives the congregation permission to proceed to a call.
3. The new minister will not be inducted (installed) until the presbytery has terminated the appointment of the interim minister.

## **B.2 During the Ministerial Vacancy**

- 2.1 The presbytery and the congregation should agree on suitable accommodation for the minister before any candidates are considered for the position. (A&P 1989, p. 215, 62. See Supplement 16 #4, p. 66 of this document; also sections E.2, p. 21, E.3, p. 21 and F.3, p. 24.)
- 2.2 The presbytery will receive regular reports from the interim moderator on the progress of the search for a minister, and on the congregation's life. (In the case of a diaconal minister, the session is required to submit a position description to the presbytery [BF 112.7].)
- 2.3 When a ministerial vacancy extends for several years, the presbytery may consider a change of interim moderator every year, or every two years at most.

## **B.3 Issuing a Call**

### **3.1 Preparation before the Meeting**

1. The clerk of presbytery should make sure the interim moderator knows the guidelines concerning the minimum established by the General Assembly or the higher standards set by the presbytery for stipend, allowances, study leave and vacation period.
2. Presbyteries are required to ensure that their ministers have a vulnerable sector police records check conducted at the time of a new call and submit the resulting report to the presbytery. (See section 3.10 of the *Leading with Care Policy*, A&P 2005, p. 345-46; Supplement 3, p. 40.) No call should be considered by a presbytery until it has received a satisfactory vulnerable sector police records check, completed within recent months.
3. The clerk of presbytery will give the call to the appropriate presbytery committee to determine that proper procedures have been followed. Has the call been adequately signed? Does the guarantee of stipend and allowances meet the required minimums? (In the case of a diaconal minister, is the submitted position description suitable?) If the congregation is providing a loan for a down payment on accommodation, are the terms of repayment clearly defined? Any unsatisfactory matters should be corrected before the call is presented to the presbytery.
4. When all matters pertaining to the call appear to be in order, the clerk of presbytery will provide a place for consideration of the call on the docket of the presbytery.
5. It is the duty of the clerk of presbytery to find out whether a minister-elect is on the Pension Fund in good time before the service of induction/installation (BF 233.2).
6. The presbytery, through its clerk, is advised to learn from the presbytery of care whether the minister-elect has completed courses mandated by the General Assembly, e.g. courses in the Policy for Dealing with Sexual Abuse and Sexual Harassment. (See Supplement 16 #7, p. 66.)
7. If the candidate is a graduating student, see Supplement 5, page 46.
8. If the call is to part-time ministry, the presbytery will ensure that the congregation will be adequately served, and that the person called receives adequate stipend and benefits (A&P 1992, p. 396). (See Supplement 6, p. 48.)
9. If the call is to an ordained minister who will serve in a congregation with more than one ordained minister, see Supplement 7, page 51.
10. If the call is to a clergy couple, see Supplement 8, page 54.
11. If the call is to a diaconal minister, see Supplement 9, page 55.

### **3.2 Meeting to Consider the Call**

1. When the presbytery deals with the call, it will hear a report of the interim moderator's stewardship of the congregation during the search, particularly in connection with the steps leading to the call.

2. If the interim moderator's conduct is approved by the presbytery, the court receives the call.
3. The presbytery will hear from congregational representatives appointed to support the call.
4. The steps to be followed by the presbytery are outlined in the Book of Forms sections 220 – 232. This process involves the presbytery where the candidate resides, which is usually a different presbytery than the calling presbytery.

## **B.4 After the Call is Accepted**

### **4.1 Keeping File Copies of Calls**

When a call is given to a minister, the clerk of presbytery should place the following items on file:

- a photocopy of the initial page of the call
- the guarantee of stipend, and a position description, if available
- any other relevant material relating to the call (A&P 1990, p. 436)
- terms of repayment if the congregation has made a loan to the minister

### **4.2 Induction/Installation Service**

1. The moderator and clerk of presbytery, in consultation with the interim moderator, shall make arrangements for the induction/installation service.
2. The presbytery clerk prepares the Edict of Induction/Installation (BF A-17, A-19; [diaconal minister A-18, A-20]).

## **B.5 Welcoming a New Minister**

The General Assembly has instructed synods and presbyteries to provide orientation for ministers new to the region, drawing upon the resources of the Church's colleges and area workers, with assistance from Ministry and Church Vocations as needed (Supplement 14, p. 62). This would include the provision of any General Assembly mandated courses that the minister has not yet completed. (See Supplement 16 #7, p. 66.)

## **C. INTERIM MODERATOR**

### **C.1 Ethical Considerations for the Interim Moderator**

A minister is not to accept appointment as an interim moderator if interested in being a candidate in that congregation. Similarly, the interim moderator will resign immediately if seriously considering becoming a candidate. He or she should also resign if a relative or person whose relationship could place the interim moderator in a conflict of interest becomes interested in being a candidate (A&P 1987, p. 363).

### **C.2 Before the Minister Leaves**

If there is a lengthy period between the minister's resignation and the dissolving of the pastoral tie, the interim moderator, with the permission of the presbytery and the departing minister, may meet with the session to set up a search committee and begin to conduct the congregational self-analysis. (See C.5.1, p. 11 and F.1, p. 23.)

### **C.3 Formal Notifications**

- 3.1 Read to the congregation, or appoint another person to read, the presbytery announcement declaring the pulpit vacant (BF A-25).
- 3.2 Once the presbytery has agreed that the congregation can proceed with a call, send the appropriate contact information to Ministry and Church Vocations for posting on "Pulpit Vacancies" on the denominational website ([presbyterian.ca/vacancies](http://presbyterian.ca/vacancies)).

### **C.4 Continuing the Life and Work of the Congregation**

- 4.1 As soon as possible, the interim moderator will meet with the session, or in a multiple-point charge, hold a joint meeting of the sessions, to ensure that the life of the congregation continues smoothly during the search process.
- 4.2 Session meetings continue during the ministerial vacancy, with the interim moderator chairing meetings of both session and congregation. In special circumstances the interim moderator may ask another minister from presbytery to preside at the meetings.
- 4.3 The interim moderator arranges pulpit supply. The session may make suggestions, but responsibility for providing supply rests with the interim moderator. Anyone who might be a candidate for the call, including graduating students, should not be invited to supply. (See Supplement 16, #5, p. 66.) A stated supply appointment by presbytery is another option. (See Supplement 2, p. 38.)
- 4.4 The interim moderator will oversee preparation of the worship bulletin and any other congregational publications, ensuring that necessary announcements are included and items that may cause conflict are omitted.
- 4.5 The interim moderator is not expected to carry out all the pastoral care of the congregation. The session, working with the interim moderator, will arrange for visitation of church members in hospital and others needing pastoral care.
- 4.6 Baptisms, marriages, or funerals shall not be conducted by any minister without the knowledge and consent of both the interim moderator and the session (BF 247.1).

- 4.7 Church regulations require sessions to revise the Communion Roll before calling a minister if they have not revised it within the past year. The procedure allows candidates a true picture of the congregation's size and allows the presbytery to compare the number of people signing the call with the true number of active members. Note, however, that names can be removed from the roll only after one year's notice (BF 125.4, 125.5).

4.8 Congregation as Employer – Payroll Administration

The session is responsible for ensuring that the congregation fulfills its obligations as an employer in a competent and timely manner. The interim moderator shall lead the session in assessing the congregation's preparedness for this important work.

Typically, congregations assign to a congregational treasurer or bookkeeper the functions of payroll administration that all employers are required to complete for their employees. With respect to the minister's stipend and allowances, this involves such tasks as: determining which components of the minister's remuneration are subject to taxes and deductions, calculating deductions from the monthly stipend and allowance cheques, forwarding remittances (both employer and employee amounts) to the Canada Revenue Agency and to the national office of The Presbyterian Church in Canada, and preparing T-4 slips.

For a template to assist with salary calculations and deductions for ministers, see the resource "Salary Calculations & Deductions" (formerly referred to as the "X and Y Form"), which is forwarded to congregational treasurers each January by the Financial Services office of The Presbyterian Church in Canada and posted on the denominational website. Resources for employers can also be found on the government of Canada website.

4.9 In multiple-minister congregations

Continuing the life and work of the congregation is not the interim moderator's responsibility when an associate, assistant, or diaconal minister is being called.

When a lead minister is being called in a multiple-minister congregation, the interim moderator in consultation with the staff and the session may expand or redistribute ministerial responsibilities for the interim period.

## **C.5 Searching for a Minister**

5.1 Appointment of a Search Committee

At the first meeting of the session, the interim moderator directs it in appointing a search committee. (See D.3, p. 17.)

The session determines how often the search committee will report to the session and identifies decisions that require session approval - for example, whether the services of an interim minister should be sought, the name of the candidate invited to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9, p. 55), the date for preaching for a call, the date and time of the congregational meeting to decide on a call.

Normally sessions present to the congregation only one candidate for the call. This approach, referred to as "sole candidacy," has been recommended by the General Assembly and is

## INTERIM MODERATOR

required by some presbyteries. Moreover, many ministers will refrain from considering a call where more than one candidate is to be presented to the congregation. Nevertheless, if presbytery regulations permit presentation of more than one candidate and a session chooses this approach, the “leet” – an old Scottish word meaning list – should include three names (A&P 1960, p. 335). (See Supplement 10, p. 56.)

### 5.2 Establishing Stipend, Allowances and Accommodation

#### 1. Stipend and Allowances

The interim moderator should hold a joint meeting of the session and the board of managers to decide the amount of stipend. In a multiple-point charge, a joint meeting of boards of managers and sessions should be held to recommend both a stipend figure and the amount (or percentage) to be paid by each congregation.

The interim moderator will ensure that the board of managers knows the General Assembly minimum standards for stipend and for allowances such as study leave and vacation, and the higher presbytery minimums, if any. The presbytery clerk can provide these figures. (See section G.3.4, p. 30.) If the position is part-time, see Supplement 6, p. 48.

Decisions to change the ministry position from full-time to part-time or vice versa or to change the percentage of part-time require the approval of the presbytery.

#### 2. Accommodation

Before the search committee considers candidates, the interim moderator will present to the presbytery the session’s agreement on suitable accommodation for the next minister. (See section B.2.1, p. 7.)

#### 3. Manse

If there is a manse, the interim moderator should inspect it with the manse committee or members of the board of managers and ensure that good maintenance measures are followed and necessary repairs completed during the search period.

NOTE: Consideration of replacing or selling the manse should take place at two times only: before any candidates are considered, or after a call has been extended, sustained, and accepted.

### 5.3 Meeting with the Search Committee

The interim moderator attends all meetings of the search committee, but it is recommended that a member of the search committee should convene the meetings. Minutes should be kept of all meetings.

### 5.4 Congregational Analysis and Future Planning

These activities may be led by the interim minister, if there is one.



The interim moderator leads the search committee in congregational analysis and setting goals for the future. (See F.1, p. 23.) If the congregation has a member experienced in goal setting, this person may lead the process.

The interim moderator helps the search committee to complete the Congregational Profile Form available from Ministry and Church Vocations, and to send a copy to Ministry and Church Vocations asking for personal profiles of potential candidates (Supplement 1, p. 37). The congregational profile includes a position description for the minister. (In the case of a diaconal minister, the position description should be submitted to the presbytery [BF 112.7].)

#### 5.5 Reporting to the Session and Congregation

The interim moderator arranges for the search committee to make frequent reports to the session and for the session to keep the congregation informed about the call process during worship or through a newsletter. Names of possible candidates should not be mentioned in these reports (D.7 and D.8, p. 19).

### C.6 Dealing with Prospective Candidates

#### 6.1 Equal Consideration for All

The interim moderator shall ensure that the search committee understands and endorses the principle that no one will be disqualified because of age, gender, race or marital status (Supplement 15, p. 64).

1. The interim moderator shall ensure equal and full consideration for all candidates whether male or female (A&P 1980, p. 398, 64).
2. Candidates from more distant places should receive full consideration. Arrangements may be made to interview such candidates by conference call or video conference, or to have them provide a video or audio recording of a sermon (diaconal ministers, a relevant video or audio presentation; see Supplement 9, p. 55). No candidate should be disqualified on the basis of living far away from the congregation. The cost of moving a minister should be considered an investment over the years of that person's ministry.

#### 6.2 Who can be a Candidate?

Book of Forms sections 215 and 215.1 list the categories of people who are eligible for a call (diaconal ministers, BF 174.4, 174.4.3 and 112.7.3).

Interim moderators may introduce as candidates ONLY:

- Ministers of The Presbyterian Church in Canada in good and regular standing
- Candidates certified for ordination (designation) in The Presbyterian Church in Canada
- Graduating students who have been certified for ordination (designation) in The Presbyterian Church in Canada conditional upon graduation with the diploma of the college and who have received faculty permission to begin seeking a call as of February 1 or October 1, whichever date falls in the student's final semester
- Ministers or licentiates of other Churches who, following application to the Committee on Education and Reception, have been declared eligible for reception by the General Assembly

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If there is any uncertainty about an individual's eligibility, the interim moderator should consult with Ministry and Church Vocations.

### 6.3 How to Find Candidates?

The interim moderator may receive:

- personal profiles sent by candidates who wish to be considered for the call
- personal profiles sent by Ministry and Church Vocations at the candidate's request

The interim moderator can request the Ministry and Church Vocations office to search the personnel database of the profile referral system for candidates whose ministry priorities match the congregation's priorities. (See Supplement 1, p. 37 for more information about the Congregational and Personal Profile Forms.)

Members of the congregation may suggest candidates. This is quite appropriate.

### 6.4 Graduating Students Require Permission

All graduating students require permission before discussing a possible call with an interim moderator.

Graduating students who are certified candidates for ministry require permission from two sources:

- the presbytery has certified the candidate for ordination, conditional upon graduation
- the college has given faculty approval for the student to begin seeking a call as of February 1 or October 1, whichever date falls in the student's final semester (Supplement 5, p. 46)

Graduating students who are ordained ministers:

Some ordained ministers are assigned theological studies by the General Assembly as a condition of their eligibility for reception. These ministers do not complete the church's candidacy process involving certification and recertification by a presbytery, and hence when these ministers are graduating students, they require permission from only one source:

- the college has given faculty approval for the student to begin seeking a call as of February 1 or October 1, whichever date falls in the student's final semester (Supplement 5, p. 46)

Interim moderators may approach graduating students about a possible call after February 1, for students who anticipate graduating in the spring, or after October 1, for students who anticipate graduating in December. However, conversation about the matter cannot take place until the students confirm that they have received the required permission.

### 6.5 Obtaining Information about Candidates

Ministry and Church Vocations will provide the personal profile (Supplement 1, p. 37) of each person it suggests.

If a candidate has been suggested by a member of the congregation, the interim moderator can request the individual's personal profile from Ministry and Church Vocations.

## 6.6 Considering Prospective Candidates

Search committees shall give equal consideration to candidates regardless of age, gender (A&P 1980, p. 398, 64), race, marital status or geographical location.

Within the limits described in 6.2 “Who can be a Candidate?”, the interim moderator and the search committee shall consider as a candidate all individuals:

- who forward their personal profile to the interim moderator
- who request that Ministry and Church Vocations forward their personal profile to the interim moderator
- who are suggested by Ministry and Church Vocations
- who are suggested by members of the congregation

## 6.7 Communicating with Candidates

Contact with candidates should be made only by the interim moderator.

*Candidates who forward their personal profile to the interim moderator*

- Interim moderators should reply immediately to all individuals who forward their personal profile to the interim moderator, confirming receipt of their documents and, if possible, advising how long it may be before they are contacted again by the interim moderator. A profile sent by Ministry and Church Vocations at the request of the candidate should be treated in the same manner.
- As the search committee makes decisions about the candidacy of these individuals, the interim moderator should continue to keep them informed. Such communication could include a request for an interview or audio or video recording, or an indication of continuing interest, or a decision not to pursue the individual’s candidacy further.

*Candidates suggested by Ministry and Church Vocations or members of the congregation*

- Profiles sent at the suggestion of Ministry and Church Vocations or of members of the congregation need not be acknowledged with a reply to the candidate.
- As the search committee makes decisions about the candidacy of these individuals, interim moderators are not required to inform them about such decisions unless the interim moderator has made some direct contact with them.

## 6.8 Vulnerable Sector Police Records Check

Ministers are required to have a vulnerable sector police records check conducted at the time of a new call and to submit the resulting report to their new presbytery. (See section 3.10 of the *Leading with Care Policy*; A&P 2005, p. 345-46; Supplement 3, p. 40.) Interim moderators shall inform candidates that the presbytery will not consider a call to a minister until it has received a satisfactory vulnerable sector police records check, completed within recent months.

## 6.9 Reference Checks of all Short-listed Candidates

Only the interim moderator should check references.

The interim moderator should contact the following places for references:

## INTERIM MODERATOR

- the individuals whom the candidate has named for this purpose on the personal profile form
- Ministry and Church Vocations, to enquire if the individual's file contains a record of any presbytery decisions that have resulted in judicial censure. Presbyteries are required to report to the Ministry and Church Vocations office all decisions of the presbytery that have resulted in judicial censure that places any restriction on the minister, noting the nature of the restriction (BF 201.3). Interim Moderators are required to consult with Ministry and Church Vocations regarding the files of candidates for calls and appointments (BF 215.2).
- the clerk of the presbytery that has care for the candidate, to enquire if there are any matters pertaining to discipline of the candidate that are in progress or pending

### 6.10 Interviewing

See Supplement 4, p. 42.

### 6.11 Contact with candidates regarding the call

When the interim moderator contacts a candidate to ask the person to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9, p. 55), it is important to inform the candidate if he or she is the sole candidate or part of a leet.

Near the end of the process, when the congregation has decided to extend a call:

1. The interim moderator should contact the successful candidate by telephone immediately, then follow with a letter.
2. As soon as the successful candidate indicates his/her intention to accept the call, the interim moderator should notify the other candidates by telephone, followed by a letter.

If the candidate does not accept the call, however, the interim moderator should let the other candidates know that the process continues and whether their candidacy is still being considered.

## **C.7 Issuing the Call**

See section G (p. 30) for the particular responsibilities of the interim moderator in this phase.

## **C.8 After the Call is Accepted**

See section H (p. 35) for the particular responsibilities of the interim moderator in this phase.

## **D. SESSION**

### **D.1 Honorarium for the Interim Moderator**

The presbytery will have provided the session with its policy on honoraria or fixed stipends for interim moderators. The session is to arrange for the congregation to pay the interim moderator monthly, or at least quarterly. The congregation will also pay the interim moderator's expenses such as postage, long-distance telephone calls, and travel expenses at the presbytery-approved rate.

### **D.2 Congregational Profile and Position Description**

The session is responsible for the development of a congregational profile including the position description for the minister (Supplement 1, p. 37). (In the case of diaconal minister, the position description should be submitted to the presbytery [BF section 112.7]; See Supplement 9, p. 55.)

Frequently the session assigns these responsibilities to the search committee.

### **D.3 Appointment of a Search Committee**

3.1 The session is responsible for establishing the search committee and determining the size of the committee and the method of appointing members. The committee should have representatives from the session and other congregational groups and reflect the age and ethnic mix of the congregation.

3.2 The session may appoint a convener for the search committee.

3.3 The session determines how often the search committee will report to the session and identifies decisions that require session approval - for example, whether the services of an interim minister should be sought, the honoraria (subject to the General Assembly minimum) to be paid to candidates who come to neighbouring congregations to be heard by the search committee, the name of the candidate invited to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9, p. 55), the date for preaching for a call, the date and time of the congregational meeting to decide on a call.

In most cases, sessions present to the congregation only one candidate for the call. This approach, referred to as "sole candidacy," has been advocated by the General Assembly and is required by some presbyteries. Moreover, many ministers will refrain from considering a call where more than one candidate is to be presented to the congregation. However, if presbytery regulations permit presentation of more than one candidate and a session chooses this approach, the "leet" – an old Scottish word meaning list – should include three names. (See Supplement 10, p. 56.)

### **D.4 Determining Appropriate Accommodation**

Before the search committee considers candidates, the presbytery and the congregation need to agree on suitable accommodation for the minister. The session should consult the search committee and the board of managers in making this decision. (A&P 1989, p. 215, 62. See Supplement 16 #4, p. 66 and Supplement 11, p. 57 of this document; also sections E.2, p. 21, E.3, p. 21 and F.3, p. 24.)

## **D.5 Establishing the Stipend and Allowances**

- 5.1 The session and the board of managers will have a joint meeting to determine the stipend and allowances to be provided.
- 5.2 The General Assembly sets the minimum rates for stipend and allowances. Information for the next year is published in the current Acts and Proceedings, in the “Minimum Stipend and Allowance Schedule” presented in the report of the Assembly Council. If the position is part-time, see Supplement 6, p. 48.
- 5.3 When presbyteries set minimum rates for stipend and allowances that exceed those set by the General Assembly, congregations are required to meet these higher standards.

## **D.6 Continuing the Life and Work of the Congregation**

- 6.1 The interim moderator will give leadership in continuing the life and work of the congregation. (See C.4, p. 10.)
- 6.2 Congregational leaders need to be willing to bear additional responsibility during the search process rather than marking time until a new minister arrives. The appointment of an interim minister should be considered. In any case, the session needs to work with the interim moderator to visit church members in hospital and others needing pastoral care.
- 6.3 Baptisms, marriages, or funerals shall not be conducted by any minister without the knowledge and consent of both the interim moderator and the session (BF 247.1).
- 6.4 Church regulations require sessions to revise the Communion Roll before calling a minister if they have not revised it within the past year. The procedure allows candidates a true picture of the congregation’s size and allows the presbytery to compare the number of people signing the call with the true number of active members. Note, however, that names can be removed from the roll only after one year’s notice (BF 125.4, 125.5).
- 6.5 Congregation as Employer – Payroll Administration

The session is responsible for ensuring that the congregation fulfills its obligations as an employer in a competent and timely manner. For fuller discussion of matters pertaining to payroll administration, see sections C.4.8 (p. 10) and D.13.4 (p. 20) of this document.

- 6.6 In multiple-minister congregations

Continuing the life and work of the congregation is not the interim moderator’s responsibility when an associate, assistant, or diaconal minister is being called.

When a lead minister is being called in a multiple-minister congregation, the interim moderator in consultation with the staff and the session may expand or redistribute ministerial responsibilities for the interim period.

## **D.7 Reports from the Search Committee**

The search committee will make frequent reports to the session about its progress in fulfilling its mandate. These reports will not break any confidences by revealing, for instance, the names of candidates or any other information that might help identify them.

**D.8 Reports to the Congregation**

The session will make regular reports to the congregation during worship or through a newsletter. Names of possible candidates should not be mentioned in these reports.

**D.9 Invitation to Preach for a Call**

9.1 If the session agrees to invite a candidate to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9, p. 55), it will choose a date for hearing the candidate, avoiding special Sundays like Communion, Christmas, Easter, or Thanksgiving.

9.2 At the same meeting, the session should also set the date and time for a congregational meeting to decide on the call.

**D.10 Terms of the Call and Guarantee of Stipend**

10.1 In consultation with the board of managers, the session is to confirm the guarantee of stipend and allowances. (See G.3.4, p. 30.)

10.2 At the congregational meeting, the congregation decides whether to proceed with the call. (For a fuller description of this meeting, see G.3 "Congregational Meeting," p. 30.)

10.3 If the decision is to proceed, the meeting will appoint representatives to attend the presbytery to speak in favour of the call.

**D.11 Signing the Call**

11.1 Professing members in good standing, whose names are on the congregation's roll of professing members, are permitted to vote at the congregational meeting. They may sign the call forms if they wish to approve the call (BF 216, A-29; [diaconal ministers, A-30]).

11.2 Adherents of the congregation are permitted to express their concurrence in the call by signing a separate section of the call document (BF A-36).

11.3 Elders will visit or phone members and adherents not present at the congregational meeting to secure the signatures of any who wish to indicate their approval of the call (members) or their concurrence in the call (adherents) (BF 217). The elders should ensure that all who sign the document know the relevant information contained in it.

11.4 The elders are required to attest all signatures that they submit. They may write in the names of members or adherents who ask them to do so. (See BF A-37, A-38, A-40 and A-41.)

**D.12 The Call is Presented to the Presbytery**

Before the call can be accepted by the candidate, it is dealt with by the presbytery of the congregation and transmitted to the presbytery of the candidate. For more details, see G.8 "Presenting the Call to Presbytery," p. 34.

## **D.13 After the Call is Accepted**

### 13.1 Moving Day

The interim moderator should ensure that arrangements have been made to welcome the new minister and the minister's family on the day they move in, and to make sure that meals and accommodation are looked after until the furniture is unloaded and appliances are operating.

### 13.2 Welcoming the New Minister

The interim moderator or the session should acquaint the new minister and the minister's family with the community - shopping, schools, hospitals and community support systems. A special emphasis should be placed on making each member of the family feel welcome in the community.

### 13.3 Induction/Installation Service

(If the person being called is a diaconal minister, the service is an installation.)

The interim moderator will prepare the church bulletin for the induction (installation) service. If an interim minister was appointed, a liturgy of farewell should be included prior to the act of induction (installation).

It is customary for the session, guided by the interim moderator, to arrange for a reception for the minister and the minister's family following the induction (installation), and to invite ministerial and community representatives to bring greetings.

### 13.4 Congregation as Employer – Payroll Administration

The session is responsible for ensuring that the congregation fulfills its obligations as an employer in a competent and timely manner.

Typically, congregations assign to a congregational treasurer or bookkeeper the functions of payroll administration that all employers are required to complete for their employees. With respect to the minister's stipend and allowances, this involves such tasks as: determining which components of the minister's remuneration are subject to taxes and deductions, calculating deductions from the monthly stipend and allowance cheques, forwarding remittances (both employer and employee amounts) to the Canada Revenue Agency and to the national office of The Presbyterian Church in Canada, and preparing T-4 slips.

For a template to assist with salary calculations and deductions for ministers, see the resource "Salary Calculations & Deductions" (formerly referred to as the "X and Y Form"), which is forwarded to congregational treasurers each January by the Financial Services office of The Presbyterian Church in Canada and posted on the denominational website. Resources for employers can also be found on the government of Canada website.



## **E. BOARD OF MANAGERS**

In this document, “board of managers” refers to the group responsible for the financial management of the congregation. In some contexts, this role is assigned to the Finance Committee of the session.

The board of managers will review with the interim moderator the rates for pulpit supply and travel and ensure that such are paid promptly to those who provide pulpit supply during the pulpit vacancy.

The board of managers will keep the session informed about the congregation's financial situation while there is no minister or during the interim ministry.

### **E.1 Stipend**

- 1.1 The stipend figure should be set at a joint meeting of the board of managers and the session. In a multiple-point charge, a joint meeting of boards of managers and sessions should be held to recommend both a stipend figure and the amount (or percentage) to be paid by each congregation.
- 1.2 The stipend, allowances, study leave and vacation period cannot be set below the General Assembly minimums. In cases where presbyteries have set minimums above those set by the General Assembly, these presbytery minimums must be met or exceeded. The presbytery clerk can provide these figures. The congregation, of course, may be more generous. (See G.3.4, p. 30 in this document.)
- 1.3 If the ministry will be on a part-time basis, stipend and allowances are to be pro-rated on the basis of 45 hours being a normal work week for full-time ministry. (A&P 1991, p. 344. See Supplement 6, “Prorating Stipend and Allowances,” p. 48)

### **E.2 Accommodation**

- 2.1 The manse committee or members of the board of managers are to inspect the manse, accompanied by the interim moderator.
- 2.2 The board of managers is to ensure that the manse is well maintained during the search period.
- 2.3 If the manse needs major repairs, the board of managers should complete them early in the search period.
- 2.4 If redecoration is needed, consultation is advised with the new minister about preferences in colours and design. This work should be completed before the new minister moves in.
- 2.5 If the incoming minister does not own a refrigerator, stove, washer, and dryer, the board of managers is encouraged to supply them for the manse.

### **E.3 Housing Allowance**

If a congregation provides an accommodation allowance, the board of managers will review the amount to determine its suitability for the congregation and the current market, and prepare a report for the session and search committee for inclusion in the congregational profile. This report

## BOARD OF MANAGERS

should include the dollar amount of the allowance, the arrangements concerning cost of utilities, specific details about whether the congregation provides mortgage assistance and any other pertinent information. For guidelines for congregational housing loans to ministers, see Supplement 11, p. 57.

### **E.4 The Call Is Presented to the Presbytery**

Before the call can be accepted by the candidate, it is dealt with by the presbytery of the congregation and transmitted to the presbytery of the candidate. (For more details, see G.8 "Presenting the Call to the Presbytery," p. 34.)

### **E.5 After the Call is Accepted**

- 5.1 The interim moderator will arrange for members of the board of managers to meet with the presbytery before the induction (installation) service begins, to answer any questions about congregational finances.
- 5.2 As soon as the induction/installation has taken place, the church treasurer will pay the new minister the first month's stipend and allowances, and assure the presbytery that this has been done.
- 5.3 The board of managers is responsible for making moving arrangements for the new minister. The board shall ensure that the new minister knows what expenses will be covered. Normally these include: moving company charges, including packing and unpacking of dishes and other fragile items by the moving company; travel, accommodation and meals for all family members; and insurance on personal effects.

## F. SEARCH COMMITTEE

### F.1 Congregational Self-Analysis

1.1 Early in the search process, the search committee shall study the goals and needs of the congregation, both long-range and current, to help identify the roles and expectations of both minister and congregation.

#### 1.2 Congregational Involvement

It is important to expand the thinking of the congregation beyond finances and church attendance, by asking questions such as:

- What is our identity as a congregation? What are our strengths and weaknesses? What are our challenges?
- What is special about us and our history?
- What is our potential as an agency in the mission of Christ? What changes are taking place in the community?
- What are the new opportunities for nurture, fellowship, witness, service and worship?
- What changes can we make to meet new opportunities? How willing are we to change?
- How are we perceived by others?

#### 1.3 Benefits

The search period is an opportunity for the congregation to examine its readiness to grow both spiritually and numerically. Your congregation may need to be reminded that its future is bright. Specific goals for growth may be helpful, and ministers who are interviewed for the call should be questioned about their own interests in fostering church growth and development.

Self-analysis is difficult for some congregations. However, it can help a congregation to see itself clearly, and thus provide a more accurate basis for assessing the suitability of a particular candidate for that congregation.

#### 1.4 Congregational Profile Form

The Congregational Profile Form provided by Ministry and Church Vocations ([presbyterian.ca/mcv](http://presbyterian.ca/mcv)) provides a structure for self-analysis. When completed, the profile will provide general information about the congregation and community, the goals and objectives of the congregation, the pastoral skills it needs, and a position description for the minister. Upon completion, a copy of the form is sent to Ministry and Church Vocations, 50 Wynford Drive, Toronto ON M3C 1J7 or [profiles@presbyterian.ca](mailto:profiles@presbyterian.ca).

(In the case of a diaconal minister the position description must be submitted to the presbytery by the session [BF section 112.7].)

#### 1.5 Other Resources

- For the self-analysis, the interim moderator may invite the assistance of someone with particular planning skills such as a consultant. This may be done by the interim minister if one has been appointed.

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- Supplement 17 (p. 69) has other resources for search committees.
- The Canadian census can be helpful in identifying the makeup of the community and any changes in recent years. It is gathered every five years and available a year later in major libraries.

### **F.2 Reporting to the Session**

The search committee will report regularly to the session on its progress (see D.3.3, p. 17), without breaking any confidences by revealing, for instance, the names of candidates or any other information that might help identify them.

### **F.3 Accommodation**

Before the search committee starts to prepare a list of candidates to be considered, the congregation and the presbytery need to agree about appropriate accommodation. The session should consult the search committee and the board of managers in making this decision. The agreement should indicate one of the following three options, or the congregation can agree to more than one option, providing it can outline specific details of its plans, leaving the final decision until after the new minister has accepted the call:

- 3.1 The minister will live in the manse.
- 3.2 The congregation will rent appropriate accommodation. (Give specific details, e.g. detached, semi-detached, apartment, number of rooms.)
- 3.3 The congregation will provide an accommodation allowance, stating the dollar amount and whether it includes the cost of utilities. Also specified are details about whether the congregation provides mortgage assistance, and any other pertinent information. For guidelines for congregational housing loans to ministers, see Supplement 11, p. 57.

(A&P 1989, p. 215, 62; see Supplement 16, #4, p. 66.)

For fuller discussion of matters pertaining to accommodation, see sections E.2 (21) and E.3 (p. 21) of this document.

### **F.4 Stipend and Allowances**

Before the search committee begins to interview candidates, it should consult the session and board of managers so that it knows what stipend and allowances will be provided.

### **F.5 Dealing with Candidates**

#### 5.1 Confidentiality

The search committee will maintain strict confidentiality at every step of the process and keep private the names of all prospective candidates.

#### 5.2 Contacting Ministry and Church Vocations

Congregational Profile: A copy of the completed Congregational Profile Form is sent to Ministry and Church Vocations, 50 Wynford Drive, Toronto ON M3C 1J7 or profiles@presbyterian.ca. (See Supplement 1, p. 37.)

Personal Profiles of Candidates: When asked by the interim moderator, Ministry and Church Vocations will send profiles of candidates whose interests and preferences match what the congregation has identified in the Congregational Profile Form.

Profiles of particular candidates may be obtained from Ministry and Church Vocations, provided the candidates have authorized their release.

### 5.3 Who can be a Candidate?

Book of Forms sections 215 and 215.1 list the categories of people who are eligible for a call [diaconal ministers, BF 174.4, 174.4.3 and 112.7.3].

Interim moderators may introduce as candidates ONLY:

- Ministers of The Presbyterian Church in Canada in good and regular standing
- Candidates certified for ordination (designation) in The Presbyterian Church in Canada
- Graduating students who have been certified for ordination (designation) in The Presbyterian Church in Canada conditional upon graduation with the diploma of the college and who have received faculty permission to begin seeking a call as of February 1 or October 1, whichever date falls in the student's final semester
- Ministers or licentiates of other Churches who, following application to the Committee on Education and Reception, have been declared eligible for reception by the General Assembly

If there is any uncertainty about an individual's eligibility, the interim moderator should consult with Ministry and Church Vocations.

Within the limits described above, the interim moderator and the search committee shall consider as a candidate all individuals:

- who forward their personal profile to the interim moderator
- who request that Ministry and Church Vocations forward their personal profile to the interim moderator
- who are suggested by Ministry and Church Vocations
- who are suggested by members of the congregation

Search committees shall give equal consideration to candidates regardless of age, gender (A&P 1980, p. 398, 64), race, marital status or geographical location.

### 5.4 Candidates from a Distance

Candidates from more distant places should receive full consideration. Arrangements may be made to interview such candidates using conference call or video conferencing, or to have them provide an audio or video recording of a sermon (diaconal ministers, to provide a relevant video or audio presentation; see Supplement 9, p. 55). No candidate should be disqualified simply on the basis of being far from the congregation. The cost of moving a minister should be considered an investment over the years of that person's ministry.

## SEARCH COMMITTEE

### 5.5 Contact with Candidates

Contact with candidates should be made only by the interim moderator.

*Candidates who forward their personal profile to the interim moderator*

- Interim moderators should reply immediately to all individuals who forward their personal profile to the interim moderator, confirming receipt of their documents and, if possible, advising how long it may be before they are contacted again by the interim moderator. A profile sent by Ministry and Church Vocations at the request of the candidate should be treated in the same manner.
- As the search committee makes decisions about the candidacy of these individuals, the interim moderator should continue to keep them informed. Such communication could include a request for an interview or audio or video recording, or an indication of continuing interest, or a decision not to pursue the individual's candidacy further.

*Candidates suggested by Ministry and Church Vocations or members of the congregation*

- Profiles sent at the suggestion of Ministry and Church Vocations or of members of the congregation need not be acknowledged with a reply to the candidate.
- As the search committee makes decisions about the candidacy of these individuals, interim moderators are not required to inform them about such decisions unless the interim moderator has made some direct contact with them.

### 5.6 Hearing Candidates

Members of the search committee may visit the churches of potential candidates, but they should be cautioned against being unduly influenced by impressions during a casual visit without an in-depth knowledge of the congregation.

Ministers or graduating students in whom the search committee is interested should not be invited to preach as supply for the congregation.

Ministers from a distance may be brought to a neighbouring congregation to be heard by the search committee. The searching congregation should pay travel expenses and other costs, including hospitality, preferably in a hotel, and pay an honorarium as agreed upon by the session (subject to the minimum set by General Assembly).

### 5.7 Making a Short-List

Before any interview, a copy of the Congregational Profile Form should be sent to each candidate being considered seriously by the search committee.

Each presbytery is required to report to Ministry and Church Vocations all of its decisions that have resulted in judicial censure that places any restrictions on the minister, noting the nature of the restriction (BF 201.3). Interim moderators are required to consult with Ministry and Church Vocations regarding the files of candidates for calls and appointments (BF 215.2). Only the interim moderator should make these enquiries.

### 5.8 Interviewing Candidates

The candidate's profile is compared with the congregational profile for suitability.

All candidates considered suitable for the position should be interviewed by the entire search committee, which determines in advance the questions to be asked during each interview (Supplement 4, p. 42 and Supplement 15, p. 64).

It is recommended that the search committee interview more than two candidates.

The congregation will pay the travel and any other expenses of the candidates that they invite for an interview.

The stipend and allowances, including housing arrangements, that the congregation is offering in the call should be discussed with all candidates who are interviewed.

#### 5.9 Vulnerable Sector Police Records Check

Ministers are required to have a vulnerable sector police records check conducted at the time of a new call and to submit the resulting report to their new presbytery. (See section 3.10 of the *Leading with Care Policy*, A&P 2005, p. 345-46; Supplement 3, p. 40.) Interim moderators shall inform candidates that the presbytery will not consider a call to a minister until it has received a satisfactory vulnerable sector police records check, completed within recent months.

#### 5.10 Multiple-Staff Churches

In multiple-staff churches, the existing pastoral staff should be given the opportunity to meet candidates that are being considered seriously.

#### 5.11 Candidates Dealing with More than One Congregation

There is no denominational policy about ministers being active in more than one call process at a time. As congregations are free to consider the candidacy of a number of interested individuals, so candidates may seek consideration by more than one congregation.

#### 5.12 Choosing a Candidate to Present to the Congregation

In consultation with the interim moderator, the search committee will determine which candidate it will recommend to the session should be invited to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9, p. 55). Effort should be made to reach a consensus in the search committee.

The General Assembly recommends that congregations have only one candidate at a time preaching for a call. Moreover, some presbytery regulations require sole candidacy. Many ministers will refrain from considering a call where more than one candidate is to be presented to the congregation.

Nevertheless, if presbytery regulations permit presentation of more than one candidate and a session chooses this approach, the “leet” – an old Scottish word meaning list – should include three names. (See Supplement 10, p. 56.) When more than one candidate is to be heard, the order of hearing should be decided impartially. Candidates should know from the beginning of the process that a leet is being used.

## SEARCH COMMITTEE

### 5.13 Preaching is not Required

Church law does not require a congregation to hear a candidate preach before proceeding with a call. The Form of the Call (BF A-29) speaks of “being well satisfied with your faithfulness to the Gospel and your qualifications for the ministry of Word and Sacraments and confident that the Holy Spirit has led us to you.”

### 5.14 Recommending to the Session

The search committee will recommend to the session a person to be invited to preach for the call, with reasons for the choice being given.

If the session agrees with the recommendation, it chooses a date for the congregation to hear the candidate (avoiding special Sundays like Communion, Christmas, Easter, or Thanksgiving).

### 5.15 Contacting Candidates

The interim moderator will check with the candidate about the suitability of the date. The interim moderator will ensure that the candidate has been informed, preferably in writing, of the stipend and allowances, including housing arrangements, that the congregation is offering in the call.

As soon as the candidate who is being invited to preach for the call has agreed to do so, other potential candidates should be informed of the situation by the interim moderator.

### 5.16 The Candidate’s Visit

The interim moderator should send a letter to inform all members and adherents that a candidate is to preach for the call, stating the date and time of that service and indicating that there will be an opportunity to meet the candidate. Include in the letter the date and time of the congregational meeting to consider the call. Make sure that this information is also announced several weeks in advance during Sunday worship and included in the worship bulletin (BF 152).

The search committee will make arrangements for the candidate’s visit to the congregation. If the candidate is married, the candidate’s spouse should be invited as well. Search committees and congregations should focus their attention only on the candidate. The spouse is not being called.

Consider the following:

Invite the candidate to the community for Saturday as well as Sunday. Have someone meet the candidate if the arrival is on public transportation. Where possible, accommodate the candidate in a hotel at congregational expense rather than in a private residence. Escort the candidate to the accommodation. Show the candidate around the manse and community. Make certain the candidate is familiar with the order of worship for the Sunday service. Arrange for specific people in the congregation to extend hospitality to the candidate. Arrange for the candidate to meet members of the session and other congregational leaders and officers. Allow time for the candidate to meet with the search committee again. Ensure



that the candidate has been informed about the stipend and allowances, including housing arrangements, that the congregation is offering in the call.

#### 5.17 Completion of Duties

The search committee tasks are completed when a candidate is presented to the congregation and the congregation decides to issue a call. Now the session will oversee the rest of the process (D.9 to D.13, p. 19). The convener and members of the committee, however, will likely play an important role in supporting the call in the presbytery and in welcoming the new minister.

## **G. ISSUING THE CALL**

### **G.1 Informing the Congregation**

The interim moderator will ensure that a letter is sent to each member and adherent family in the congregation telling of the candidate's visit to preach for a call (diaconal minister, to participate in the service and make a relevant presentation; see Supplement 9, p. 55) and the subsequent congregational meeting.

### **G.2 Regulations Pertaining to Calls**

A careful following of the Church's regulations is required in dealing with a call. A full description is in the Book of Forms sections 214 – 232. If the candidate is a graduating student, see Supplement 5 (p. 46). If the call is to part-time ministry, the presbytery will ensure that the congregation will be adequately served and that the person called receives adequate stipend and allowances (A&P 1992, p. 396; Supplement 6, p. 48). If the call is to an ordained minister who will serve in a congregation with more than one ordained minister, see Supplement 7, page 51. If the call is to a clergy couple, see Supplement 8 (p. 54). If the call is to a diaconal minister, see Supplement 9, page 55.

### **G.3 Congregational Meeting**

#### **3.1 Date**

At the session meeting where it is agreed to invite a candidate to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement 9 p. 55), the session should also set the date and time for a congregational meeting to decide on extending a call.

Sometimes sessions plan to have the congregational meeting a few days after the candidate has been heard, to allow the congregation time for reflection.

#### **3.2 Notice**

The interim moderator will make certain that due notice is given for the congregational meeting (BF 152).

#### **3.3 Multiple-Point Pastoral Charge**

In a multiple-point pastoral charge, the congregations should meet together to consider the call.

#### **3.4 Preparing the Guarantee of Stipend**

The General Assembly sets the minimum rates for stipend and allowances. Information for the next year is published in the current Acts and Proceedings, in the "Minimum Stipend and Allowance Schedule" presented in the report of the Assembly Council. If the position is part-time, see Supplement 6, p. 48.

In the early stages of the search process, the interim moderator will have learned from the clerk of presbytery the current minimum standards for stipend and allowances established

by the General Assembly or the higher standards set by the presbytery. These figures are the lowest a congregation is allowed to provide. It may, of course, be more generous. Stipend figures for the congregation will have been set by a joint meeting of the session and the board of managers, and discussed with the candidate. Now the board of managers, in consultation with the interim moderator, prepares the guarantee of stipend and the session confirms the guarantee. (See BF A-29 [diaconal ministers, BF A-30]. To prepare the document, go to [presbyterian.ca/documents/calldocs](http://presbyterian.ca/documents/calldocs).)

Travel allowance for ministers is usually included in the stipend figure. When this is the case, the travel allowance is included in taxable income, with the ministers being responsible for claiming allowable automobile expenses as deductions from taxable income when filing their annual income tax returns.

Where there is no manse and the congregation decides to rent accommodation for the minister, the congregation pays the rent or fair rental value.

Manse or residence utilities are also paid by the congregation: basic telephone, heat, electricity and water.

If a clergy couple is being called, see Supplement 8 (p. 54).

Moving expenses are paid by the congregation extending the call.

Annual study leave of two weeks with cost of pulpit supply, (diaconal minister, with cost of assistance required by the congregation during the period of study leave), and with an allowance for expenses is provided. The study leave and allowance may accumulate for up to five years. Some presbyteries set their own minimum standards for annual study leave time and expense allowance.

### 3.5 Preparation of Call Forms

In advance of the meeting, the interim moderator will arrange for the preparation of call forms for signing at the meeting (BF A-29 [diaconal ministers, BF A-30], A-35 to A-41). (To prepare the documents, go to [presbyterian.ca/documents/calldocs](http://presbyterian.ca/documents/calldocs).)

### 3.6 Steps

1. The interim moderator will preside at the meeting and open it with a brief devotional period, including prayer.

The steps to be followed at this congregational meeting are outlined in the Book of Forms section 214 and should be followed in strict order.

2. Willingness to Proceed

Having determined that due notice of the meeting has been given, the interim moderator asks: Is the congregation prepared to proceed with a call? Someone moves that the congregation proceed with the call.

## ISSUING THE CALL

If a significant number in the meeting do not wish to proceed with a call, the interim moderator may stop the proceedings and discuss the situation with the session, the presbytery's pastoral relations/ministry committee, or the presbytery itself.

### 3. The Terms of the Call

If the congregation is prepared to proceed with the call, the terms are read (BF A-29, [diaconal ministers, BF A-30]).

Someone moves that the congregational meeting approve the terms of the call and the guarantee of stipend and allowances.

### 4. Nominations

After it has been determined that the congregation is ready to proceed with the call, and after the terms of the call and the guarantee of stipend have been approved, only then are nominations received for a name to be inserted in the call.

### 5. Voting

The method of voting will be determined by the meeting, but a secret ballot avoids the situation where people look to see how others vote before making their decision.

Only professing members may vote on the name to be inserted in the call (BF 216). Voting by proxy is not permitted (A&P 1989, p. 144, 34).

Adherents are given an opportunity later to sign the call indicating their concurrence with it (BF A-36).

### 6. Unanimity

It is desirable that a call be unanimous, but unanimity should not be forced (BF 214.1).

The interim moderator should explain that a vote to make the call unanimous may be moved only by someone who has voted with the minority.

### 7. Significant Opposition

In the case of significant opposition, where problems are evident and there is no move for unanimity, the interim moderator may ask for adjournment of the meeting to meet with the presbytery's pastoral relations/ministry committee before taking further steps.

### 8. Appointing Representatives to the Presbytery

When the congregation has decided to proceed with the call and identified the candidate they want, the meeting will appoint representatives to attend the presbytery to speak in favour of the call.

## **G.4 Signing the Call**

### 4.1 At the Meeting

Members and adherents present at the meeting are permitted to sign the call forms, the preparation of which the interim moderator will have arranged in advance (BF A-29 [diaconal ministers, A-30], A-35, A-36 and A-39). (To prepare the documents, go to [presbyterian.ca/documents/calldocs](http://presbyterian.ca/documents/calldocs).)

### 4.2 Through Elder Contact

Elders will visit or phone members and adherents not present to secure the signatures of any who wish to support the call (BF 217). They should ensure that all who sign the document know the relevant information contained in it.

The elders are required to attest all signatures that they submit. They may write in the names of members or adherents who ask them to do so (BF A-37, A-38, A-40 and A-41).

## **G.5 Contacting Candidates**

5.1 The interim moderator should notify immediately the minister who has been called. If a graduating student, the person being called must indicate to the interim moderator within seven days a willingness for the call to proceed (Supplement 5, p. 46).

5.2 If there are unsuccessful candidates, they should be notified immediately also.

## **G.6 Contacting the Presbytery**

6.1 The interim moderator will advise the clerk of presbytery that the call is being processed in the congregation.

6.2 The interim moderator will bring the call to the clerk of presbytery who will give it to the appropriate presbytery committee to determine that proper procedures have been followed. Has the call been adequately signed? Does the guarantee of stipend and allowances meet the required minimum? If the congregation is providing a loan for a down payment on accommodation, are the terms of repayment clearly defined?

The interim moderator will confirm with the presbytery clerk that the minister to be called has had a vulnerable sector police records check conducted within recent months and that the minister will submit the resulting report to the presbytery before it reviews the call.

Any unsatisfactory matters should be corrected before the call is presented to the presbytery.

6.3 When all matters pertaining to the call appear to be in order, the clerk of presbytery will provide a place for consideration of the call on the docket of the presbytery.

## **G.7 Before the Presbytery Meeting**

7.1 If the candidate is a graduating student, see Supplement 5 (p. 46).

## ISSUING THE CALL

- 7.2 If the call is to part-time ministry, the presbytery will ensure that the congregation will be adequately served and that the person called will receive adequate stipend and allowances (1992, p. 396; Supplement 6, p. 48).
- 7.3 If the call is to an ordained minister who will serve in a congregation with more than one ordained minister, see Supplement 7, page 51.
- 7.4 If the call is to a clergy couple, see Supplement 8, page 54.
- 7.5 If the call is to a diaconal minister, see Supplement 9, page 55.

### **G.8 Presenting the Call to the Presbytery**

- 8.1 When the presbytery deals with the call, it will hear a report of the interim moderator's stewardship of the congregation during the search, particularly in connection with the steps leading to the call.
- 8.2 If the interim moderator's conduct is approved by the presbytery, the court receives the call.
- 8.3 The interim moderator introduces congregational representatives appointed to support the call.
- 8.4 The steps to be followed by presbytery in dealing with the call are outlined in the Book of Forms sections 220 – 232. This process involves the presbytery where the candidate resides, which is usually a different presbytery than the calling presbytery.

## **H. AFTER THE CALL IS ACCEPTED**

### **H.1 Keeping File Copies of Calls**

When a call is given to a minister, the clerk of presbytery should place the following items on file:

- a photocopy of the initial page of the call
- the guarantee of stipend, and a position description if available
- any other relevant material relating to the call (A&P 1990, p. 436)
- terms of repayment if the congregation has made a loan to the minister

### **H.2 Formal Notifications**

The interim moderator shall:

- 2.1 Inform Ministry and Church Vocations (MCV@presbyterian.ca) that the search has been completed.
- 2.2 Advise Ministry and Church Vocations of the name of the successful applicant so that the circulation of his or her profile can cease.
- 2.3 Manse

The interim moderator may wish to consult the incoming minister about preferences for colours and design in further manse renovations. Major renovations will have been completed earlier in the search process.

### **H.3 Induction/Installation Service Preparation**

(If the person being called is a diaconal minister, the service is an installation. For the sake of simplicity, the word induction will be used to refer to both services in this section.)

- 3.1 The moderator and clerk of presbytery in consultation with the interim moderator shall make arrangements for the induction service.
- 3.2 The presbytery clerk prepares the edict of induction (BF A-17 to A-20). The interim moderator arranges for the edict to be read to the congregation on the two Sundays immediately preceding the service of induction.
- 3.3 The interim moderator will prepare the church bulletin containing the order of worship for the induction service, including the preamble and the questions addressed to the minister and the congregation, and if possible, a brief biography of the incoming minister. (See Book of Common Worship, p. 347 [diaconal minister, p. 387].) If an interim minister was appointed, a liturgy of farewell should be included before the act of induction.
- 3.4 It is customary for the session, guided by the interim moderator, to arrange for a reception for the minister and family (if any) following the induction, and to invite ministerial and community representatives to bring greetings.

#### **H.4 Moving Day**

The interim moderator should ensure that arrangements have been made to meet the new minister and the minister's family (if any) on the moving day, and make sure that meals and accommodation are looked after until the furniture is unloaded and appliances are operating.

#### **H.5 Day of Induction/Installation**

5.1 The interim moderator should arrange for members of the board of managers to meet with the presbytery before the induction service begins to answer any questions about congregational finances.

5.2 As soon as the induction has taken place, the church treasurer will pay the new minister the first month's stipend and allowances and assure the presbytery that it has been done.

#### **H.6 Welcoming the New Minister**

6.1 The interim moderator or the session should acquaint the new minister and the minister's family (if any) with the community – shopping, schools, hospitals, and community support systems. A special emphasis should be placed on making each member of the minister's family feel welcome in the community.

6.2 The interim moderator will introduce the new minister to the presbytery, provide a copy of the court's standing orders and try to make the new minister feel welcome.

6.3 The interim moderator should help the new minister to give high priority to establishing a mentor system or pastoral support team consisting of members of the presbytery, members of the congregation or others to provide an opportunity for support of, and reflection by, the minister. The interim moderator should be willing to serve on this team (Supplement 14, p. 62).

6.4 The presbytery should make arrangements for the new minister to attend any orientation or required training events provided by the synod or the presbytery (Supplement 14, p. 62).

6.5 The interim moderator will ensure that the new minister has been given the items on the orientation list (Supplement 14, p. 62).

6.6 Congregation as Employer – Payroll Administration

The session is responsible for ensuring that the congregation fulfills its obligations as an employer in a competent and timely manner. For fuller discussion of matters pertaining to payroll administration, see sections C.4.8 (p. 10) and D.13.4 (p. 20) of this document.



## **Supplement 1**

### **Congregational and Personal Profile Form**

The profile referral service links individuals searching for a call with congregations seeking to call a minister. The congregational profile enables congregations to introduce themselves and their ministerial needs to ministers and candidates certified for ordination. The personal profile enables ministers and candidates certified for ordination to introduce themselves to search committees.

#### **Congregational Profile Form**

The Congregational Profile Form is designed to help congregations to communicate their understanding of themselves and their mission, and to help potential candidates decide whether they want to be considered.

Congregational Profile Forms are available online:  
[presbyterian.ca/mcv](http://presbyterian.ca/mcv)

#### **Personal Profile Form**

Who is eligible to complete a Personal Profile Form:

- Ministers of The Presbyterian Church in Canada in good and regular standing
- Candidates certified for ordination (designation) in The Presbyterian Church in Canada
- Graduating students who have been certified for ordination (designation) in The Presbyterian Church in Canada conditional upon graduation with the diploma of the college and who have received faculty permission to begin seeking a call as of February 1 or October 1, whichever date falls in the student's final semester
- Ministers or licentiates of other Churches who, following application to the Committee on Education and Reception, have been declared eligible for reception by the General Assembly

Those who are eligible to complete a Personal Profile Form may obtain a copy from Ministry and Church Vocations:

Email: [profiles@presbyterian.ca](mailto:profiles@presbyterian.ca)  
Phone: 1-800-619-7301 ext. 263

## **Supplement 2**

### **Ministry During Times of Transition**

Whenever the pastoral tie between a minister and congregation is dissolved, one major decision to be made is the type of pastoral care and leadership the congregation/pastoral charge will require during the period until a new minister is called. There are three basic types of pastoral leadership for times of transition:

1. Occasional supply refers to various individuals invited by the interim moderator to provide worship leadership Sunday by Sunday.
2. Stated supply refers to the appointment by the presbytery of an ordained minister of The Presbyterian Church in Canada for a specified period of time not to exceed 12 months. This is a sustaining ministry that ordinarily provides worship leadership and may include other pastoral duties to be determined by the session and the presbytery.
3. When there are circumstances that require more than sustaining ministry, an interim minister may be appointed. Interim ministry refers to the appointment by the presbytery of an ordained and specially qualified minister of The Presbyterian Church in Canada (or of a denomination represented in the Ecumenical Shared Ministries Handbook) for a specified period of time not to exceed two years. Such ministry will include a covenant with specified goals and a timeline agreed to by the presbytery and the session. Persons who accept the role of interim minister in a congregation are not eligible to candidate for a call in that congregation.

Each of the three types of pastoral leadership proceeds under the supervision of the interim moderator, who is appointed by the presbytery as its representative in the pastoral charge.

#### **Stated Supply**

The conditions for a stated supply appointment (BF 213.2) are:

- The person is a minister in good standing of The Presbyterian Church in Canada.
- The appointment has been made by the presbytery.
- The stated period for the appointment does not exceed one year.

Stated supply appointments may be full-time or part-time. If serving half-time or more, a stated supply minister becomes a constituent member of the presbytery. If not, the name of the stated supply minister is placed on the appendix to the roll.

Whenever the stated supply minister belongs to a different presbytery, the appointing presbytery shall take the necessary action to seek concurrence of and transfer from the stated supply minister's presbytery (BF 176.1.1).

There is no provision for a person to be ordained to the ministry of Word and Sacraments on the basis of a stated supply position.

#### **Interim Ministry**

The conditions for an Interim Ministry appointment (BF 213.3) are:

- The person is a minister of The Presbyterian Church in Canada in good standing or is an ordained minister with demonstrated good standing in denominations represented in the

- Ecumenical Shared Ministries Handbook, with the approval of the appropriate judicatory in the minister's denomination.
- The appointment has been made by the presbytery.
- A significant amount of satisfactory pastoral experience as an ordained minister is essential. Ministers appointed by presbyteries to interim ministry positions will normally provide certification of completion of or participation in interim ministry training (A&P 2012, p. 390-397, 43).
- The stated period for the appointment does not exceed two years.

Interim Ministry appointments may be full-time or part-time. If serving half-time or more, an interim minister becomes a constituent member of the presbytery. If not, the name of the interim minister is placed on the appendix to the roll.

Whenever the interim minister belongs to a different presbytery, the appointing presbytery shall take the necessary action to seek concurrence of and transfer from the interim minister's presbytery (BF 176.1.1).

Whenever the interim minister belongs to another denomination, before making the appointment, the appointing presbytery shall obtain confirmation that the appropriate judicatory of the minister's denomination has approved the interim ministry covenant.

There is no provision for a person to be ordained to the ministry of Word and Sacraments based on an interim ministry position.

#### **ADDITIONAL RESOURCES**

[presbyterian.ca/resources/resources-ministry](http://presbyterian.ca/resources/resources-ministry)

- Policy and Procedures for Interim Ministry
- Stated Supply Ministry Agreement sample template
- Interim Ministry Agreement sample template

Hardcopies of these resources are available from The Presbyterian Church in Canada:

Email: [resources@presbyterian.ca](mailto:resources@presbyterian.ca)  
 Phone: 1-800-619-7301

## Supplement 3

### Vulnerable Sector Police Records Checks

All ministers are required to have a vulnerable sector police records check conducted at the time of a new call and to submit the resulting report to their new presbytery. No call should be considered by a presbytery until it has received a satisfactory vulnerable sector police records check, completed within recent months.

Background information on this requirement is found in the following extract (section 3.10) from the *Leading with Care Policy* of The Presbyterian Church in Canada adopted by the General Assembly (A&P 2005 p. 345-46, 369, 18).

#### **OBTAIN A VULNERABLE SECTOR POLICE RECORD CHECK/VOLUNTEER SCREENING CHECK FOR HIGH-RISK MINISTRY**

##### **Screening comes prior to a Police Records Check**

Screening is a process performed by an organization to ensure that the right match is made between the work to be done and the person who will do it. The screening process includes steps such as job design, recruitment and orientation. The steps that are most important in determining the suitability of a candidate are interviews, reference checks and, when dealing with vulnerable participants, a PRC.

**NOTE: The term “Police Records Check” is a general term. In your region the check may be called a “Vulnerable Sector Police Records Check” or “Volunteer Screening Check” or another term. In addition, both the process and the pay schedules vary greatly across Canada. Ask your regional police agency for the most comprehensive type of check.**

One of the ten steps in Volunteer Canada’s Safe Steps screening program is the Police Records Check (PRC). PRCs have become a standard and accepted part of institutional and organizational procedures for those working with children, youth and vulnerable persons in schools, hospitals, communities and religious groups. However, PRCs do have limitations, and that is why they are only one part of the larger screening process.

As indicated earlier, if you discover that some of the programs which are an important part of your ministry are high-risk and cannot be adapted to make them lower risk, teachers/leaders (including clergy, elders, and paid staff) who are involved in one-on-one counselling in their ministry must have a PRC.

PRCs are mandatory for all high-risk ministries in The Presbyterian Church in Canada. Since the work/ministry of active clergy always includes times of one-on-one counselling/visiting, all active clergy must have a police records check, at the time of a new call or change of position and/or every five years. The responsibilities of elders vary from congregation to congregation. But, if an elder routinely visits people one-on-one, she/he should also have a PRC at the time of the implementation of this policy and every five years following.

##### **Handling the information**

In a similar way that an offering envelope secretary knows how much money you give to the church but holds this in confidence, so, too, the Leading with Care committee must handle some information with great care and maintain confidence. The individual who obtains a PRC check hands it to the designated person - a member of the Leading with Care committee. This person reviews the document and gives it back to the individual to whom it belongs. The person who is seeking to be a teacher/leader “owns”

his/her PRC and should keep the original. However, a copy may be given to the organization/church or the organization/church should file a record of having seen the PRC. It is important for the Leading with Care committee to handle this information with strict confidentiality.

#### **How often must a check be done?**

A PRC must be done at any of these points:

- at the time of a new call (for clergy)
- at the time of a change of position
- at a time when the ministry (job) position changes
- every five years.

#### **Who pays for the check?**

Since most PRCs require payment, your congregation may decide to pay these fees in one group, or you may ask each individual to pay for it themselves. Many people may already have a PRC from another volunteer position. (Even to make a class presentation, most people are required to present a PRC at a public school). Because teachers/leaders have to obtain a PRC for other community responsibilities, this process may be less costly than anticipated.

#### **Are there limits to PRCs?**

There are some limits, but the fact still remains: PRCs can be a positive deterrent in discouraging nefarious individuals from applying for leadership positions with children, youth and vulnerable adults. Here are some of the limitations of PRCs:

- They are only good up to the day of checking and based on the information provided.
- A person may use a false name, driver's license, or birth date, so there are no matches found in their record.
- If a conviction occurred when the person was a youth, the information is protected under the Youth Criminal Justice Act; therefore, you will not have access to this information after a certain time period.
- Some sex offenders and abusers have never been charged or convicted of a crime, so there will be no record to review.

Additional information on Police Records Checks may be found in section 4.9 of the Leading with Care Policy.

## Supplement 4

### Guidelines for Interviewing Candidates

**Purpose:**

To permit the search committee or others in a congregation and potential candidates to gain further information about each other's life and work.

**Basic Methods**

1. It is recommended that the entire search committee be present to interview each candidate.
2. The interview should be no longer than an hour. If several candidates are to be interviewed in one day, allow perhaps 30 – 45 minutes between the end of one and the beginning of the next. The time will allow for note-taking and discussion, and also permit a particular interview to go longer, should the need arise.
3. The interviewers and the interviewee should have previously secured the basic facts about the other.

The candidate needs:

- a copy of the congregational self-analysis prepared by the search committee
- the congregational profile form, if it has been filed with Ministry and Church Vocations
- role expectations for an incoming minister
- latest annual reports of the congregation
- congregational mission statement, if there is one
- short-term objectives, if they have been identified.

The search committee needs:

- the candidate's personal profile form as filed with Ministry and Church Vocations
- any additional correspondence with the interim moderator.

These documents should be reviewed by each immediately before the interview begins.

4. If the entire search committee is present for each interview, it is suggested that three or four members ask the questions. Know the questions ahead of time. Try to ask them with eye contact and a friendly manner. Other members of the committee may interject questions or make comments as the interview goes along. The interview procedure may be role-played at an earlier planning meeting so that committee members know what it feels like to be interviewed and to ask questions.
5. Make every effort to help each candidate feel at ease. The interview procedure should be explained to the candidate. For example, there will be a series of questions the candidate will answer, then a break for refreshments, following which the candidate will be able to ask questions of the search committee. The candidate should be encouraged before the interview ends to raise questions about the congregation and its expectations.
6. Since both the candidate and the search committee are being interviewed, neither should think that the other must supply all the questions or all the answers. Questions will be asked, not just to secure facts, but to listen for how the other regards and participates in the service of Christ. They should be open-ended questions, not simply calling for "Yes" or "No" answers.

Each person should listen intently, without using a tape-recorder and with a minimum of note-taking.

7. After each interview, the search committee members should compare their findings perhaps by jotting down three short paragraphs on the candidate’s overall qualifications or by filling in their assessments on a sheet headed "Strengths" and "Weaknesses." All paperwork on a candidate should be completed on the day of the interview and destroyed when the process is over.
8. The candidate should be given an opportunity to view the manse, if there is one, the church office and the sanctuary.
9. Everyone involved should remember that this is not an interview to hire an employee. Ministers are responsible to Jesus Christ and answerable to the presbytery for their ministry, and a congregation also has a stewardship of the Gospel. The process is intended to help all involved become more faithful servants of God.

**Human Rights Matter**

One critical pre-interview task is for the interviewers to ensure they are well informed about the limitations placed on employers by human rights legislation. The underlying principle is that employment decisions should be based on criteria relating to the applicant's ability to do the job in question – and not on factors unrelated to job performance. In particular, employers are prohibited from enquiries that, directly or indirectly, classify or indicate qualifications on the basis of any of the grounds protected against discrimination. These “prohibited grounds of discrimination” include characteristics such as: race; ancestry, place of origin, or ethnic origin; colour; creed or religion; sex (including pregnancy); sexual orientation; gender identity; age; marital status; family status; and disability (physical or mental).

In preparing for conversation with the candidates, interviewers should discuss together and come to agreement on: “What topics are we permitted to raise? What questions may we ask?” Employers are expected to evaluate the suitability of the different candidates based on the position’s essential duties and bona fide requirements. Therefore, seeking information that falls outside this scope is not appropriate.

Typically, employers are not permitted to ask questions, either directly or indirectly, about one of the protected grounds. By way of illustration, this rules out enquiries such as the following:

Category	Prohibited Enquiries during Selection Process
Sex Marital Status Family Status	<ul style="list-style-type: none"> <li>– marital status</li> <li>– maiden or birth name</li> <li>– children or dependents</li> <li>– arrangements for child-care</li> <li>– child-bearing or adoption plans</li> <li>– pregnancy</li> <li>– information about spouse (e.g. is spouse willing to transfer), second income</li> <li>– sexual orientation</li> </ul>
Age	<ul style="list-style-type: none"> <li>– age</li> <li>– date of birth</li> </ul>
Citizenship	<ul style="list-style-type: none"> <li>– birthplace</li> <li>– nationality of ancestors, spouse, or other relatives</li> <li>– asking whether born in Canada</li> <li>– asking for proof of citizenship</li> </ul>

Disability	<ul style="list-style-type: none"> <li>- health, illnesses, medical history, or medication</li> <li>- physical disabilities, learning disabilities, limitations or health problems</li> <li>- applicant's use of alcohol or drugs</li> <li>- mental disorders and conditions, history of psychiatric care or hospitalization</li> <li>- whether the applicant has received worker's compensation</li> <li>- requirement that applicants undergo pre-interview medical examination</li> </ul>
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The same limitations apply to employer communication with the confidential references named by the applicant. References may be asked for information pertinent to job performance. However, it is prohibited to make any enquiry of a reference that would reveal the applicant's race, colour, sex, sexual orientation, age, marital status, family status, ethnic or national origin or ancestry, disability, or any other ground protected against discrimination.

After hiring, it should be noted that employers are permitted to ask the successful candidate:

- to answer enquiries about sex, marital status, dependents or age that are pertinent to an employee's superannuation, pension, or insurance plan
- to present documentation of eligibility to work in Canada
- to answer genuine and reasonable enquiries about disabilities that are pertinent to legitimate personnel purposes such as relating to superannuation, pension, disability, life insurance, or other benefit plan

Since human rights legislation is enacted provincially, some differences exist across Canada in the list of grounds that are protected against discrimination. As an example, some but not all provinces prohibit discrimination based on criminal conviction that is unrelated to employment or for which a pardon has been received.

For fuller discussion of the implications for employers of the human rights legislation enacted by the different provinces, refer to the web links provided in Supplement 15, p. 64.

### Sample Interview Questions

Interviewers should ask the same questions of each candidate.

The following sample questions are offered as a starting point, to be revised by the interviewers to fit the particular ministry situation.

#### Previous Ministries

1. Tell us about your experience of ministry.
2. What part of your ministry do you most enjoy? What part do you find most difficult?
3. In coming to a new charge, what changes, if any, would you like to make in your style of ministry, or in the focus of your ministry?
4. How have you used your continuing education time and funds, and how will you use it to build on strengths and weaknesses?
5. How involved have you been in the community and in the courts of the church?
6. What are some of the common themes in your sermons? What is your style of preaching? Do you follow a lectionary? (Diaconal minister: What are the common themes in your teaching or programming?)
7. Why have you decided to consider leaving your present charge?

#### The Needs of our Congregation (Based on the Congregational Self-Analysis)

1. What is your impression of our congregational analysis and mission statement?
2. What experience have you had in youth work?



3. How would you work with the congregation to attract more young people?
4. In every congregation (and often on every session) there is a strong-minded person with definite ideas about how to do things. How have you handled such a person? With what results?
5. What did you see in the material we sent you that makes you think you could have a fulfilling ministry here? What did you see in the material that prompted you to feel uncomfortable in the congregation and that you might like to change?
6. What sort of visiting and counselling have you done in your previous and present congregations?
7. Describe your style of leadership.
8. How do you handle the administrative workload? What are your expectations for support staff?
9. Describe any policies you have on whom you marry and whom you baptize.
10. What order of worship do you like to use? How satisfactory to you is our order of worship?

Personal

1. Since nurturing Christian faith and discipleship in the congregation is integral to this ministry position, describe what do you do to renew your own spiritual life.

Stipend and Housing

1. With respect to the proposed stipend, how satisfied are you that it will suit your needs?
2. How do you anticipate meeting your needs for housing? If the congregation is offering different options, which option will you select?

Timeline

1. If you were the successful candidate, when would you be free to move?

For clergy couples when the congregation is calling both ministers:

1. How do you intend to divide the responsibilities of serving the congregation, working within the position descriptions that have been developed? You may wish to comment on such things as session meetings, regular weekly work schedule, preaching schedule, vacation, study leave, visiting, participating in committee meetings and activities, weddings, funerals and baptisms.

## Supplement 5

### If the Candidate for the Position is a Graduating Student

Special provisions allow students in their final semester of theological study to seek a call to a Presbyterian Church in Canada congregation. Call procedures are followed until they are suspended at the point when, normally, the call would be placed in the candidate's hands (BF 215.1). This approach potentially shortens the time following graduation that otherwise would be necessary for the student and the congregation to meet and discern a call to minister together, to secure presbytery approval for the call, and to have the newly ordained (designated) minister settled in the congregation.

These special provisions come into effect on February 1 or October 1, whichever date falls in the student's final semester.

Graduating students may use these special provisions only after obtaining the necessary permission:

- Certified candidates require certification for ordination conditional upon graduation by their presbytery and permission of the college faculty to seek a call.
  - Ordained ministers of other denominations require permission of the college faculty to seek a call.
1. The Congregational Profile Form of pastoral charges looking for a minister is supplied to the colleges on a monthly basis by Ministry and Church Vocations. A list of interim moderators with contact information is also supplied. The up-to-date list can also be found on The Presbyterian Church in Canada's website [presbyterian.ca/vacancies/](http://presbyterian.ca/vacancies/).
  2. Interim moderators and congregations are not free to approach students until February 1 or October 1, whichever date falls in the students' final semester. After the February 1 or October 1 dates, graduating students are free to approach interim moderators and congregations or to engage in discussion with them about a possible call only after the students have obtained the necessary permission:
    - Certified candidates require certification for ordination conditional upon graduation by their presbytery and permission of the college faculty to seek a call.
    - Ordained ministers of other denominations require permission of the college faculty to seek a call.
  3. Several months before the above dates, the student should apply to the presbytery to be examined as a candidate for ordination (designation). When the presbytery sustains the examination, it certifies the candidate for ordination (designation) conditional upon graduation with the diploma of the college. The presbytery informs Ministry and Church Vocations of this action.
  4. Following the February 1 and October 1 dates, the colleges provide Ministry and Church Vocations with the names of graduating students who have been given faculty permission to seek a call.
  5. As noted in the opening paragraph of this supplement, call procedures are suspended immediately prior to placing the call in the hands of the candidate. At this point, the call of the congregation has been approved firstly by the congregation's presbytery and secondly by the student's certifying presbytery. At the time when call procedures are suspended, the student is given seven days to indicate his or her willingness for the call to proceed, the

implication being that the student will not seek other calls at this point nor consent to his or her name being placed in any other call (BF 221).

6. The certifying presbytery places the call in the hands of the graduating student once the student has graduated (i.e. once the condition placed upon the certification for ordination (designation) has been met). Thereafter, the candidate has the normal number of days to decide whether to accept or decline the call (BF 230.1).

The complete set of guidelines governing the calling of graduating students are found in A&P 1987, p. 414 – 417.

**The position must be a minimum of half-time**

A position must be a minimum of half-time for a congregation to be able to call and induct a minister. (See BF 201.1.) If the position is less than half-time, the congregation cannot offer a call to a graduating student, and therefore the student cannot be ordained, since ordination requires a call.

## **Supplement 6**

### **Part-Time Ministry**

In congregations of The Presbyterian Church in Canada, part-time ministry occurs when a presbytery approves the pastoral tie between a congregation or a multi-point pastoral charge and an ordained minister of The Presbyterian Church in Canada who will serve on a part-time basis. Part-time ministry may be carried out in one of the following ways under the same terms as full-time ministry, namely:

- in called positions (provided the part-time basis is 50% or more)
- by appointment by the presbytery, in stated supply or interim ministry positions
- by appointment by the Life and Mission Agency (Canada Ministries)

To clarify the meaning and scope of part-time ministry, the General Assembly in 1991 defined full-time ministry as normally 5 or 5.5 days (45 hours per week), plus any necessary emergency pastoral duties (A&P 1991, p. 344). Part-time ministry positions are then described as a percentage of full-time service. Apart from the prevalence of half-time (50%) positions, some part-time positions are defined according to the number of days required. For instance, the weekly requirement for a “3/5 position” is three days plus Sunday morning.

#### **Relationship to the Presbytery**

When a ministry position requires service that is 50% or more, the minister may be called by the congregation or pastoral charge and inducted by the presbytery. The minister may also be appointed by the presbytery as a stated supply minister, for a term of up to one year and with the possibility of yearly renewals, or as an interim minister, for a term of up to two years. In each of these cases, the minister’s name is placed on the constituent (active) roll of the presbytery, thereby conferring on the minister all the rights and responsibilities of a member of the presbytery.

When a ministry position is less than 50%, the minister may be settled in the congregation or pastoral charge only by presbytery appointment as a stated supply minister or interim minister. The minister’s name is placed on the appendix to the roll of the presbytery (BF sections 176.1.1; 201.1; 201.2).

#### **Presbytery Responsibility**

Presbyteries have responsibility for the care and good order of all the congregations within their bounds (BF 200), including those with part-time ministers, regardless of the percentage of full-time service. In all cases, the presbytery appoints a minister of The Presbyterian Church in Canada to serve as the moderator of the session – either the called and inducted minister, the stated supply minister, or an interim moderator. In all cases as well, the congregation or pastoral charge continues to appoint a representative elder to the presbytery. In this way, the needs and interests of the local church community may be placed before the presbytery. At the same time, the congregation or pastoral charge continues to contribute to the work of the presbytery, and also to the work of the synod and the General Assembly by taking its turn to name elders to serve as commissioners.

Presbyteries considering calls or appointments to part-time ministries are cautioned to ensure that the congregation has developed specific terms of the call or appointment, including stipend and allowances, responsibilities and hours to be worked weekly. The clear definition of the mutual expectations of the congregation and the part-time professional church worker can greatly undergird good working relationships (A&P 1991, p. 344 and A&P 1992, p. 396).

### **Prorating Stipend and Allowances**

Full-time ministry is defined as normally 5 or 5.5 days (45 hours a week), plus any necessary emergency pastoral duties (A&P 1991, p. 344). For part-time ministry, stipend and the monetary portion of allowances are determined as the appropriate percentage of the full-time figures. The portion of allowances that relates to time away from pastoral duties, such as vacation and study leave, remains the same as for full-time service. Minimums for full-time service are established by the General Assembly and published annually in the Acts and Proceedings. In addition, some presbyteries set higher minimum figures.

#### Stipend and Utilities

Stipend and utilities are prorated according to the percentage of full-time ministry.

#### Housing

If the part-time minister is provided a housing allowance, it is prorated at the same rate as the percentage of ministry.

If the part-time minister will be living in a manse, the congregation must provide the manse free for the proportion of the time the person works and may choose to give the remaining time free as well. However, the minister may be charged rent for the remaining time.

#### Medical - Dental Plan

All ministers who work 20 hours or more per week must be added to the medical-dental plan (A&P 1991, p. 213-214). The congregation must pay the full premium into the Health and Dental Plan but can request the person to repay a share to cover the portion of time the person is not working. Anyone working less than 20 hours a week does not qualify for the plan.

#### Vacation

All ministers, full-time or part-time, receive five weeks of vacation which includes five Sundays. Ministers are excused from the work they would normally complete in a five-week period. For example, a half-time minister working two and one-half days a week plus Sunday would be given those same two and one-half days plus Sunday as vacation, for each one of five weeks. The end result would be vacation of 12.5 days and five Sundays spread over 5 weeks.

#### Continuing Education

The minister who works full time receives two weeks for continuing education. The minister who works part-time will receive the days that s/he would normally work in a two-week period. The money allowance may be prorated. However, given the importance of time set aside for learning in ministry, congregations may choose to give full continuing education money allowance to their part-time ministers.

#### Pension

The congregation's obligation with respect to the church's pension plan does not change when the congregation calls a part-time minister. The congregation is assessed a certain percentage of its dollar base. The amount of employer contributions is approved each year by General Assembly.

## SUPPLEMENT 6

Ministers contribute a percentage of their pensionable income to the pension plan every month by payroll deduction. This percentage is approved each year by General Assembly. Congregational treasurers are advised to consult the Pension and Benefits office, or resources posted online for assistance with these calculations for part-time service.

### Group Insurance

All ministers working 20 hours or more per week must join the Group Insurance Plan. The premium for group insurance must be deducted from the minister's stipend (rather than the congregation paying it directly), so that if the minister receives long-term disability benefits, that income will not be subject to income tax. The congregation could make an addition to stipend to cover what the person would pay. Any person working less than 20 hours per week may join the plan but there is no long-term disability component in this category.

### Retired Ministers

When ministers retire and begin receiving monthly church pension payments, they have the option of maintaining the church's medical dental benefits and group insurance. A congregation with a retired minister serving in a part-time appointment may choose to reimburse the minister for a prorated portion of the cost of these benefits.

## Supplement 7

### Multiple-Minister Congregations

To equip the church to enter multiple-minister staffing arrangements in congregations with confidence, the General Assembly in 2008 adopted definitions, staffing configurations, and responsibilities of presbyteries and sessions as they apply in such contexts (A&P 2008, p. 369-75).

Whenever a multiple-minister congregation seeks to call a minister, presbyteries, interim moderators and search committees are encouraged to review the entire report ([presbyterian.ca/mcv](http://presbyterian.ca/mcv), under Specialized Ministries). The extract below provides a brief overview of the information it contains.

#### **What Is the Same?**

Multiple-minister and sole-minister staffing configurations have much more in common than not. First and foremost, the nature and purpose of the pastoral and teaching office is the same in both multiple-minister and sole-minister congregations. This is the case because our church's theological understanding of ministry and mission provides the framework within which the particular ministry of Word and Sacraments is carried out, regardless of how many ministers are serving in the congregation.

The relationships of authority and accountability between ministers and their presbyteries apply whether a minister is serving as the sole minister of a congregation or as one minister in a multiple-minister staff. All ministers are called by congregations with the approval of the presbytery.<sup>1</sup> All ministers are members of the presbytery, with voice and vote. All ministers serve in their congregations as the executive of the presbytery (Book of Forms, 111). All ministers are responsible to the presbytery for the conduct of their lives and ministries, and the presbytery, for its part, is responsible to care for, to guide, and if necessary, to discipline their ministers.

In a similar way, the nature of the session, constituted as one leadership team made up of ministers and ruling elders together, applies to both multiple-minister and sole-minister congregations. So too, the interactions within these covenant relationships are expected to display the same Christ-like witness regardless of the staffing configuration: patterned after Christ, they should be characterized by a spirit of mutual co-operation, respect and love.

#### **What Is Different?**

What makes multiple-minister congregations different from sole-minister ones? It is the issues of authority, responsibility and accountability that arise within the ministerial staff teams that lead to the unique and sometimes challenging dynamics within them. Central to these issues is the sharing of the responsibility for leading the congregation, in partnership with the session. There appear to be two approaches: either the ministers share this responsibility equally or they share it unequally. The decision made about this central matter, in turn, affects decisions about lines of authority and accountability among them.

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<sup>1</sup> Exceptions include presbytery appointments of ministers to stated supply or interim ministry positions, or appointments by the Life and Mission Agency. In such cases, the full call process is not followed, but the approval of the presbytery is required still.

**Staffing Configurations**

Two staffing configurations for multiple minister congregations have been established. Both require the clear and understood expectations of the session and the congregation. In this regard, the congregation’s use of position descriptions for all its staff positions, including its ministers, will promote role clarity in the use of these staffing configurations. Collegiality among ministers is obtainable and sustainable in both. In both, the ministers can work together to enhance and strengthen the ministry of the whole congregation.

**Definitions**

In the “tiered” staffing configuration, the responsibility for leading the congregation, in partnership with the session, is shared unequally by the ministers of Word and Sacraments. In fact, the minister serving in the “lead minister” position, as the head of staff, holds responsibility, with the session, for the congregation’s overall ministry. Ministers serving in “associate minister” positions have clearly defined areas of responsibility and are accountable to the lead minister for their day-to-day work, in consultation with the session. Ministers serving in “assistant minister” positions assist others and are accountable to the lead minister for their day-to-day work, in consultation with the session. Assistant ministers are called and inducted for limited periods of time. Associate and assistant ministers, like the lead minister, are part of the session. There is no requirement that the lead minister must always serve as moderator of the session.

In the “peer” staffing configuration, the responsibility for leading the congregation, in partnership with the session, is shared equally by the ministers of Word and Sacraments.

“Staff” consists of all those individuals, ordained or lay, paid or volunteer, who, with the authorization of the session or presbytery (as appropriate), assume major responsibility for the ministry and work of the congregation.

The characteristics of the two staffing configurations are presented below.

	<b>Tiered Staffing Configuration</b>	<b>Peer Staffing Configuration</b>
<b>Congregation’s Ministry</b>	The lead minister holds responsibility, with the session, for the congregation’s overall ministry.	The ministers together hold responsibility, with the session, for the congregation’s overall ministry.
<b>Team Functioning</b>	The lead minister, as head of staff, is responsible for facilitating the functioning of the whole staff team.	The ministers together are responsible for facilitating the functioning of the whole staff team.
<b>Leadership, Vision, Encouragement</b>	The lead minister, with the session, ensures that leadership, vision and encouragement are expressed fully in the life of the congregation.	The ministers together, with the session, ensure that leadership, vision, and encouragement are expressed fully in the life of the congregation.
<b>Titles</b>	One minister is given the title “Lead Minister.” Other ministers are given the title “Associate Minister” or “Assistant Minister.”	All ministers in the team are given the title “Minister.”



<b>Areas of Responsibility</b>	Associate ministers have clearly defined areas of responsibility. These may be denoted in the position title, as “Associate Minister for (Area(s) of Responsibility).”  Assistant ministers assist others, as assigned by the lead minister in consultation with the session.	Ministers have clearly defined areas of responsibility. These may be denoted in the position title, as “Minister for (Area(s) of Responsibility).”
<b>Accountability</b>	All ministers are accountable to the presbytery for the conduct of their lives and ministries.  Associate ministers and assistant ministers are accountable for their day-to-day work to the lead minister, in consultation with the session.	All ministers are accountable to the presbytery for the conduct of their lives and ministries.
<b>Decision Making</b>	Associate ministers make decisions in their areas of responsibility, in consultation with the session. However, if necessary, the lead minister as head of staff, in consultation with the session, may override the decisions of an associate minister.  Assistant ministers make decisions within aspects of the work delegated to them, as they assist others.	The ministers make decisions in their areas of responsibility, in consultation with the session.
<b>Term</b>	Lead ministers and associate ministers are called and inducted without term.  Assistant ministers are called and inducted for limited periods of time.	All ministers are called and inducted without term.

**Other sections of the report discuss:**

- Theological Foundation
- Succession
- Responsibilities of Sessions in Multiple-Minister Congregations
- Responsibilities of Presbyteries towards Multiple-Minister Congregations
- Learning and Development for Ministers

## Supplement 8

### Clergy Couples

Clergy couples are common in The Presbyterian Church in Canada. In some congregations, they work together in team ministry, both in full-time positions; in others, they each serve half-time, thus filling one position. Some work in two different congregations. Whatever the scenario, it is a specific type of ministry with some unique aspects.

#### **Important Points to Consider**

Every minister in The Presbyterian Church in Canada, regardless of their marital status, is entitled to receive a stipend, full housing and benefits, meeting or exceeding the minimum established by the General Assembly or the presbytery. To adjust a minister's stipend, housing allowance or benefits because of marriage to another minister would be discrimination based on marital status, which is prohibited by human rights legislation in Canada (A&P 2010, p. 459-460, 39).

#### **When a clergy couple is called to the same pastoral charge:**

- When a clergy couple is called to the same pastoral charge, each minister is called separately, and is entitled to full benefits and allowances, prorated for part-time ministry if applicable. (A&P 1992, p. 223-224, 69. See Supplement 6, p. 48 for more information about part-time ministry.)
- Treasurers should consider each minister separately when preparing stipend cheques, study leave reimbursement, and other benefits.
- If the congregation owns a manse, it may be negotiated with one minister of the couple that in lieu of a housing allowance, they would live in the manse. When such an agreement is made, the congregation must still pay the other minister of the couple a cash allowance equivalent to the cost of renting a house and paying its utilities. (A&P 1989, p. 212, 58. See Supplement 16, #4, p. 66.)

#### **When ministers in a clergy couple are called by different pastoral charges:**

- When ministers in a clergy couple are called to different pastoral charges, full housing benefits must be paid to each minister of the clergy couple.
- If one pastoral charge owns a manse, the couple may live in the manse. The pastoral charge that owns the manse would pay for the manse utilities and other costs resulting from home ownership. The other pastoral charge would provide their minister with a cash allowance equivalent to the cost of renting a house and paying its utilities. (A&P 1989, p. 212, 58; A&P 2010, p. 459-460, 39. See Supplement 16, #4, p. 66.)

## **Supplement 9**

### **Calling a Diaconal Minister**

For the sake of simplicity, *Calling a Minister* uses the word “minister” to refer to ministers of word and sacraments and diaconal ministers. When different terminology is required concerning diaconal ministers, it has been added in brackets.

This supplement gives some further explanation of this special terminology.

#### **Submission of Position Description to the Presbytery**

In the case of a diaconal minister, the session is required to submit the position description to the presbytery (BF 112.7).

#### **Other Staff**

The existing pastoral staff should be given the opportunity to meet candidates that are being considered seriously.

#### **Making a Relevant Presentation**

Preaching for a call is part of the process of calling a minister of word and sacraments. Since preaching is not a primary role for diaconal ministers, preaching for a call is replaced with a presentation relevant to the position description. Such a presentation allows the congregation to experience the skills of the diaconal minister and introduces the candidate to the congregation so it can make the decision whether to call the person.

Examples of a relevant presentation: leading a workshop or a bible study; assisting in the planning of a meeting; participating in the worship service.

#### **Participation in Worship**

If the presentation is not a part of a worship service, the candidate should be asked to participate in a service of worship as well so that the whole congregation can be introduced to the candidate.

#### **Installation**

The presbytery conducts a service of installation to recognize a diaconal minister in her/his new position. (See Book of Common Worship, p. 387 and BF 414.)

## **Supplement 10**

### **One Candidate or a Three-Person Leet**

The General Assembly recommends that congregations have only one candidate at a time preach for a call. Moreover, some presbytery regulations require sole candidacy. Many ministers will refrain from considering a call where more than one candidate is to be presented to the congregation.

Nevertheless, if presbytery regulations permit presentation of more than one candidate and a session chooses this approach, the “leet” – an old Scottish word meaning list – should include three names, rather than two or four (A&P 1960, p. 334-5; Supplement 16, #1, p. 66).

When more than one candidate is to be heard, the order of hearing should be decided impartially. Candidates should know from the beginning of the process that a leet is being used.

#### **Benefits of Inviting One Candidate**

Most, if not all, ministers seeking a call greatly prefer sole candidacy. When they accept the invitation of the session to preach for the call, they do so with the confidence that the search committee and the session regard them as the candidate best suited to the congregation’s needs. Moreover, with sole candidacy it may be possible for the minister to preach for the call without the knowledge of the minister’s current congregation. However, there is much less privacy when a minister is a part of a multiple leet. In the event that the minister is one of the two ministers who do not receive the call, it may affect the relationship between the minister and the minister’s current congregation.

#### **Disadvantages of a Multiple Leet**

A multiple leet can work against the best interests of the congregation. For example, if three fine candidates are invited to preach on a multiple leet, the loyalty of the congregation may be split three ways. For lack of unanimity, all three candidates could be lost and the process needs to be started over again. There have been instances, too, where candidates withdraw after preaching for the call, leaving the congregation without the process it thought it would be following.

The multiple leet may also give undue emphasis to oratorical skills. The choice should be made on the basis of more than preaching ability. A search committee can assess competence in leadership, interpersonal dynamics, organization, counselling, teaching, theological reflection and biblical insight.

Many ministers will refrain from considering a call where they know that the congregation favours a multiple leet. Thus, the congregation may be limiting the number of candidates who might otherwise consider a call.

If a multiple leet is used, the last person to preach may have an unfair advantage because people tend to forget the presentations of the other candidates.

## Supplement 11

### Guidelines for Congregational Housing Loans to Ministers

*The following guidelines for congregational housing loans to ministers were accepted for use in The Presbyterian Church in Canada by the General Assembly in 2001. (See A&P 2001, p. 398-400, 45.)*

Many congregations are providing housing allowances to their ministers, instead of the use of a manse. In 1989, the General Assembly, through the report of the Administrative Council, noted the changing situation with regard to manses, and opened up in a more explicit way the option of home ownership for ministers. (See A&P 1989, p. 215-16.)

When a congregation or minister wishes to change from a manse to a housing allowance, a number of issues arise. If a congregation sells its manse, will it have the resources to provide adequately for the housing of subsequent ministers? How should an appropriate housing allowance be established?

When congregations wish to assist their ministers by making a loan for all or part of the purchase of a house, a number of additional issues arise. What terms should be set? How can the congregation's resources be protected if problems arise?

#### **Prior Considerations**

Presbyteries and sessions are reminded of the following responsibilities prior to consideration of housing loan arrangements:

1. Whenever a change from manse to housing allowance involves a change in the Guarantee of Stipend or appointment, the prior approval of presbytery is required.
2. The presbytery shall determine that the proposed housing allowance is both sufficient in terms of the rules of the Church, namely "fair rental value for appropriate accommodation in the community," and consistent with current tax legislation.
3. Congregations require the prior approval of the presbytery to sell the manse. In such cases, the presbytery is urged to set guidelines for the use of the funds expected from the sale. If the congregation wishes to sell the manse to the minister, the price should be established on the basis of fair market value as determined by a qualified appraiser.

#### **Considerations in Setting Up a Housing Loan**

In setting up a housing loan, presbyteries and sessions should consider the following:

1. Eligibility for housing loans would be limited strictly to ministers or professional church workers who have been called and inducted into a charge or are on a long-term appointment approved by the presbytery. Ministers or professional church workers serving short-term or interim appointments would not qualify for loan assistance.
2. When a congregation decides to make a loan to its minister to assist in the purchase of housing, the presbytery shall approve the terms and conditions of such a loan before it is signed. These terms and conditions should include the following:
  - a) the amount of the loan;

- b) the interest rate to be charged, and whether all or part of the loan qualifies for special tax consideration under current Canadian tax legislation;
- c) the repayment terms, including provision for early repayment;
- d) appropriate security: In most cases, this will be a first or second mortgage registered against the property. If the amount is small, a promissory note is sufficient. As a guideline, any amount larger than three months stipend requires a mortgage;
- e) procedures in the event of default;
- f) the requirement for repayment in full within six months of the date when the minister ceases to be minister of the congregation.

## Supplement 12

### Tasks of the Minister Who is Leaving the Congregation

1. Take control of the time remaining:
  - be intentional
  - develop a plan of action and a schedule
  - begin by listing the people who need special attention from you or with whom you need special time
2. Get affairs in order:
  - wrap up your own ministry (not the congregation's)
  - things need to be in order so successors are able to identify appropriate tasks for themselves
  - list and carry out tasks before departure
3. Try to resolve any lingering unhappy relationships for your own sake in future ministry:
  - not irresponsible "dumping" but a genuine attempt to resolve and reconcile
  - be open and vulnerable to rejection of your overtures
4. Say "Thank You:"
  - be straight with significant people about deeper feelings, disappointments, frustrations, loves, joys
  - review your total relationship with the congregation
5. Be straight and clear about reasons for leaving:
  - people normally carry sadness, confusion and guilt about the minister's departure
  - clarify your own real reasons
6. Seek to have the following characteristics of an effective end to your ministry:
  - work to be genuine and authentic throughout the process
  - remain conscientious about assignments until the end (but don't try to do everything)
  - maintain informal posture with those who are close to you
  - consider all groups and ages
  - work to develop an acceptable climate for the ministry of your successor
  - be open to personal time with others, where their feelings can be expressed
  - take control of your own farewells
  - realize that you are modelling closure for others (i.e. helping the congregation and individuals learn how to say goodbye)

*Adapted and used with permission of the Interim Ministry Network Incorporated.*

## Supplement 13

### On Saying Goodbye to your Minister

“How can we ever continue?”

“This congregation will never be the same.”

“We were just starting to improve, why now?”

“Finally!”

Members of the congregation express a variety of reactions to the news that their minister is leaving. Where there is change, there is loss, and where there is loss, there is grief. Grief calls forth a wide range of emotions, from sadness to anger.

The Alban Institute in Washington published fourteen case studies by Celia Hahn in a monograph, "The Minister is Leaving." She cited several possible responses in congregations to a minister's departure.

1. Feelings of grief, loss and sadness:  
There can be a parish grief process similar to the stages of grief outlined by Elizabeth Kubler-Ross. But, just as some people are uncomfortable speaking about death, some also find it difficult to discuss the departure of a minister.
2. Anxiety or fear:  
What will happen during the search period, which in the Presbyterian system seems rather extended? Why are some in the congregation able to slow down the process by trying to insist on their preference? If the search is too long, will many members leave for other churches or become dropouts, leaving the congregation quite weakened by the time the new minister finally arrives? Could it even result in the inability to support a new minister and force consideration of alternatives like amalgamation with other congregations?
3. Guilt and self-doubt:  
People may feel guilty about past criticism of their minister. Were they unkind in their remarks about how things were not going well? Did they seem to put all the blame on the minister, instead of shouldering some responsibility themselves? Did they fail to do something the minister expected them to do? Was there a breakdown in communication, with some of the fault theirs?
4. Anger:  
Why did the minister have to leave now, when there were so many who clearly wanted him/her to stay - or while there is still a capital debt? Or for those who feel the minister has not been measuring up, there is anger that the departure has seemed so slow in coming and that some of those always loyal to the minister have become emotional in their expression of personal appreciation.

Since in Presbyterian polity, the minister's intentions are first disclosed to the presbytery, the congregation is often the last to know. The minister, in some measure, may have been working through consideration of moving, and the personal and family implications of such a move, over a period of two or three years. For the congregation it may come, like death frequently does, as a shock and at a time that is inconvenient for the congregation's life and plans. Consequently, these guidelines suggest that the initiative to encourage the sharing of these feelings, to start the healing process, be undertaken by the



minister. Read "Tasks of the Minister Who Is Leaving the Congregation" (Supplement 12, p. 59). Additional work is needed following the minister's move from the community and the interim moderator should ensure that this is made possible.

An exit interview may be conducted by a committee of presbytery. Reminiscences and other personal exchanges should take place before the minister's last Sunday in the charge. The final service of worship will be memorable for all concerned, and should not be overloaded with too many things that "must be said," either during or after the service. Above all, it should be a genuine act of worship, integrated with all the worship and common life shared by minister and people during the time of the pastorate. In particular, the liturgy should afford an opportunity for minister and congregation to ask and offer forgiveness for trespasses against one another.

There will be some kind of congregational event expressing farewell to the minister and family. If the people have not been able to express naturally their real feelings about the departure, all that is said at the event may be platitudes and sugar-coated comments. But Roy Oswald in his article, "Running Through the Thistles," pleads for a meaningful and realistic celebration of the life that the minister and people have experienced together:

"Every ministry has its ups and downs; its good times and bad times. The farewell celebration needs to reflect the realism of this life that was shared. When this happens, people's humanness is affirmed and celebrated. People also feel as though their sensibilities and integrity have not been violated by such an event."

The farewell event, then, is not just an act of courtesy but a time for openly recognizing the break in the family circle of the church. There should be the greatest possible number of people there, even those who appear rather seldom. However, no one, who for personal reasons would feel extremely uncomfortable being present, should be made to feel guilty about their absence. There will be awareness that a chapter of congregational history is closing and the next one will not be quite the same. There will be personal emotions expressed, either by tears or laughter, and both will be appropriate. In summing up, let both people and minister commend each other to the continuing care and guidance of God in the future, that each may serve God wherever they are.

*Adapted from an article by William I. McElwain*

## **Supplement 14**

### **Orientation for the New Minister**

One great difficulty facing ministers who enter a new congregation, especially in a rural or remote area, is a form of culture shock. It is essential that synods or presbyteries provide one or two weeks of orientation or pre-induction training for ministers new to the region, calling upon local people as resources. During the first year in a new charge, the minister can encounter any number of unexpected concerns for which previous experience or training has not equipped him or her. Thus, it is also important that presbyteries establish a mentor system or pastoral support system, consisting either of presbytery members or of specially trained members of the congregation, to provide opportunity for support of, and reflection by the minister, for a period of one year following a ministerial transition. Where practical, the interim moderator should be a member of the support system.

Synods and presbyteries should establish orientation training events discussed above, drawing on the resources of the colleges, local people, and with assistance from Ministry and Church Vocations as needed.

Presbyteries should instruct ministers new to a charge to give high priority to establishing, with the assistance of presbytery, a mentor system or pastoral support team, consisting either of members of presbytery, members of the congregations or others to provide an opportunity for support of, and reflection by, the minister.

One of the facts of life in a small community (and thus for most rural and remote churches) is the interdependency and mutual responsibility of its members. This is also true of the sessions of these congregations. While it is important to the independence of the pulpit that the presbytery be responsible for the discipline of teaching elders, it is also important that the teaching and ruling elders be accountable to each other for their shared responsibility for pastoral care. Because of the nature of small congregations, this is best applied in an informal way.

Adapted from A&P 1989, p. 472-473, 56

#### **ORIENTATION LIST**

Items to provide the new minister, if they are available:

1. Membership list (including phone numbers, pictorial directory, family membership list, family interrelationships in the congregation)
2. Annual reports (past three years)
3. Newsletters (past year)
4. Worship bulletins; average attendance for worship and church school; is lectionary used?
5. Financial reports: current budget, proposed budget, status of indebtedness and investments
6. Minutes of committees
7. Position descriptions and specific assignments of employees and volunteer leadership
8. Listing of church officers, committees and other leaders (include church school, fellowship groups, groups renting space).

9. Calendar of regular meetings and programs
10. Calendar of special and annual events
11. Maps: location of church members, community
12. List of places where church does business (office supply, plumber, groceries, heating fuel)
13. List of “co-operative churches” (ecumenical) and regular activities
14. Church history: special information, stories
15. Policies and procedures (such as, use of building, equipment, weddings, memorial funds)
16. A system to notify the minister of pastoral care needs
17. Keys to every door that locks in the church building
18. Instructions about heating systems, sound systems
19. Worship resources: hymnbook, order of worship for special occasions, traditions and common practices and patterns, and a list of hymns known by congregation
20. Community services: school system, Welcome Wagon, hospitals, organizations and services, funeral homes
21. List of people with special care needs (shut-ins, recent changes in family or job status, people close to former minister)
22. Names of elders and people in their districts
23. Copies of the last two presbytery visitation reports
24. What is the current style of administration?
25. Objectives: long-range and short-term

*Adapted and used with permission of the Interim Ministry Network Incorporated.*

## **Supplement 15**

### **Human Rights Legislation**

Every person has a right to equal treatment with respect to employment without discrimination because of characteristics such as:

- race
- ancestry, place of origin, or ethnic origin
- colour
- creed or religion
- sex (including pregnancy)
- sexual orientation
- gender identity
- age
- marital status
- family status
- disability (physical or mental)

Since human rights legislation is enacted provincially, some differences exist across Canada in the list of grounds that are protected against discrimination. The list above contains all the characteristics common to the provincial human rights codes (as of March 2019). Some of the characteristics specified by some but not all provinces are as follows:

- gender expression
- social condition, which includes source of income, level of education and occupation
- receipt of public assistance
- social disadvantage, which includes homelessness, low levels of education, chronic low income, chronic unemployment or underemployment
- political belief, affiliation or activity
- criminal conviction (unrelated to employment or for which pardon has been obtained)
- retaliation or reprisal.

To learn more about the provincial human rights commission with jurisdiction in your location, see the web links below.

#### **RIGHTS**

Provincial codes prohibit the use of employment application forms or written or oral enquiries that, directly or indirectly, classify or indicate qualifications on the basis of any of the prohibited grounds of discrimination.

Employment decisions should be based on criteria relating to the applicant's ability to do the job in question rather than on factors unrelated to job performance.

References may be asked for information pertinent to job performance. It is inappropriate to make any enquiry of a reference that would reveal the applicant's race, colour, sex, sexual orientation, age, marital status, family status, ethnic or national origin or ancestry, disability, or any other ground protected against discrimination.

For examples of enquiries that would be prohibited during an employment selection process, see Supplement 4, p. 42.

**PROVINCIAL HUMAN RIGHTS COMMISSIONS**

Newfoundland Human Rights Commission  
[thinkhumanrights.ca/](http://thinkhumanrights.ca/)

Nova Scotia Human Rights Commission  
[humanrights.novascotia.ca/](http://humanrights.novascotia.ca/)

Prince Edward Island Human Rights Commission  
[gov.pe.ca/humanrights/](http://gov.pe.ca/humanrights/)

New Brunswick Human Rights Commission  
[gnb.ca/content/gnb/en/departments/nbhrc](http://gnb.ca/content/gnb/en/departments/nbhrc)

(Québec) Commission des droits de la personne et des droits de la jeunesse  
[cdpdj.qc.ca/](http://cdpdj.qc.ca/)

Ontario Human Rights Commission  
[ohrc.on.ca/en](http://ohrc.on.ca/en)

Manitoba Human Rights Commission  
[manitobahumanrights.ca/](http://manitobahumanrights.ca/)

Saskatchewan Human Rights Commission  
[saskatchewanhumanrights.ca/](http://saskatchewanhumanrights.ca/)

Alberta Human Rights Commission  
[albertahumanrights.ab.ca](http://albertahumanrights.ab.ca)

British Columbia Human Rights Tribunal  
[bchrt.bc.ca/](http://bchrt.bc.ca/)

## Supplement 16

### General Assembly Regulations

*The regulations that are referred to in the body of this document, but are not quoted in their original form, are printed here.*

#### **1. One Person Candidate/Three Person Leet**

In reference to the work of the interim moderator, we suggest:

- That ordinarily only single nominations for a vacancy be considered by a congregation.
- That if there must be a leet, it should be limited to three names - not two, or four, or more. (A&P 1960, p. 335)

#### **2. Commencing Procedures before the Departing Minister Has Left**

That Overture # 17, 1988 be answered in terms of the following Declaratory Act: BF sections 232, 244, and 245 are understood to allow a presbytery, when it deems it to be in the best interests of the congregation, and when it has the consent of the incumbent minister, to instruct the minister who by appointment of presbytery will serve as interim moderator once the vacancy occurs, to immediately commence the procedure which will eventually lead to the filling of the vacancy. (A&P 1988, p. 285, 34).

#### **3. Disciplinary Action**

Presbyteries are required to report to the Ministry and Church Vocations office of the Life and Missions Agency decisions of presbyteries which have resulted in disciplinary action. (BF 201.3)

Presbyteries are required to include in their standing orders that interim moderators are required to consult the Ministry and Church Vocations office of the Life and Mission Agency regarding the files of candidates for calls or appointments. (BF 215.2)

#### **4. Accommodation**

That the following guidelines be adopted in respect to appropriate accommodation: That prior to presbytery granting permission for proceedings to begin toward filling a vacancy (either by call or appointment), and before the interim moderator or the Search Committee starts to prepare a list of the names of candidates to be considered, an agreement should be made between the congregation and the presbytery regarding appropriate accommodation in respect to that specific vacancy. The agreement will indicate: (1) if the candidate is expected to live in the manse; or if not, (2) will the congregation rent appropriate accommodation and if so, list specific details regarding the rented accommodation, e.g. detached, semi- detached, apartment, number of rooms, et cetera; or if neither of the above two, (3) state the dollar amount of the accommodation allowance, whether the amount is inclusive or exclusive of the cost of utilities, specific details regarding congregational assistance with mortgage monies, et cetera; or (4) the congregation can agree to select any two or more of the above three options, giving details as required, and leaving the final decision until after the new minister has been chosen. (A&P 1989, p. 215, 62).

### Congregational Housing Loans

That the guidelines for congregational housing loans to ministers be accepted for use in The Presbyterian Church in Canada.

(A&P 2001, p. 398-400, 45. See Supplement 11, p. 57 of this document.)

### For Clergy Couples

That in the remuneration package for all minimum stipend categories, the cost of appropriate accommodation be paid as an addition to base stipend and increments (regardless of the marital status of the person involved).

(A&P 1989, p. 212, 58)

That any decisions taken by a previous Assembly, or by a committee or board of Assembly, which modifies an individual church worker's stipend or allowances on the basis of the vocation of one's spouse, be rescinded.

(A&P 1992, p. 224, 69)

It is not appropriate to develop guidelines whereby two different pastoral charges share the cost of manse utilities (and reduce the benefits given to one minister by the same amount) when their ministers share a common manse.

(A&P 2010, p. 459-460, 39)

## **5. Candidates for Position not Preaching Supply**

That the following statements be added to the guidelines for graduating students: Students taking Sunday Supply in the year in which they are to graduate should decline such supply in vacant charges in which they have an interest in seeking a call or appointment.

Interim moderators of a vacant charge should not approve as Sunday Supply students in the graduating year who are likely to have an interest in seeking a call or appointment to that charge.

(A&P 1993, p. 288, 52)

## **6. Congregational Planning before the Retirement of a Minister**

The Board of Ministry, through its Advisory Committee on Retirement Planning has been made aware of the need for careful planning and preparation on the part of a congregation before the retirement of its minister. Whenever possible, from a minimum of six months to as much as two years in advance, the congregation ought to be exploring not only the proper procedure for dealing with a pulpit vacancy, but also the unique opportunities for future directions in ministry which may be presented by the change of its pastor. This period of planning and preparation affords an opportunity to develop or revise a mission statement for the congregation, together with some goals and objectives for its future ministry. A congregational profile can be developed and a "thumb-nail" sketch of the kind of leadership the congregation will require achieving its goals and objectives.

All this may be done either before or after an interim moderator has been appointed. If it is done before the appointment of an interim moderator, it is advisable to engage the services of an outside consultant (minister, diaconal minister or lay person with appropriate skills) rather than have the incumbent minister who is about to retire giving the leadership. In this case, it may be advisable for the congregation to check with a consultative committee of the presbytery [see Calling a Minister: Guidelines for Presbyteries, Search Committees, Interim Moderators, section

A (p. 4)] before engaging a consultant. Depending on the skills of the interim moderator, it may be desirable to engage a consultant even after the interim moderator has been appointed. In that case, the consultant would be expected to work closely with the interim moderator.

In order for congregations to be made aware of the opportunities presented to them by the retirement of their minister, presbyteries ought to encourage congregations whose minister is about to retire to begin planning for that event. One opportunity for raising the matter of retirement with both the minister and the congregation would be the time of the regular visitation to the congregation by the presbytery.

Planning together for one's retirement can be a very positive thing for both minister and congregation. Instead of waiting or "coasting," it can be a time of renewed activity as well as appreciation of the ministry which is coming to a conclusion.

That presbyteries be encouraged to arrange for a time of preparation and advance planning with the session and congregation before the retirement of a minister takes place.

(A&P 1992, p. 390, 63)

## **7. Training for Ministers**

That professional church workers and students under the care of presbyteries who are preparing for ministry attend or demonstrate that they have attended a workshop on how to understand and deal with sexual abuse/harassment by church leaders.

That presbyteries continue to provide the necessary training for new leaders within their bounds for dealing with sexual abuse/harassment by church leaders.

(A&P 1994, p. 385, 44; 1996, p. 363, 37)



## Supplement 17

### Resources

Some of the following resources may prove helpful to search committees in their process of congregational self-analysis. Other resources may be useful in finding a match between minister and congregation.

#### PRINT RESOURCES

Avery, William. *Revitalizing Congregations: Refocusing and Healing through Pastoral Transitions*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 2002.

Cionca, John R. *Before You Move: A Guide to Making Transitions in Ministry*. Grand Rapids: Kregel Academic and Professional, 2004.

Gripe, Alan. *The Interim Pastor's Manual*. Louisville, Kentucky: Geneva Press, 1997.

Hudson, Jill M. *Evaluating Ministry: Principles and Processes for Clergy and Congregations*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1992.

Ketcham, Buntly. *So You're on the Search Committee*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 2005.

Mead, Loren B. *Critical Moment of Ministry: A Change of Pastor*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 2012.

Nicholson, Roger S. *Temporary Shepherds: A Congregational Handbook for Interim Ministry*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1998.

Oswald, Roy. *New Beginnings: The Pastorate Start-Up Workbook*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1989.

Oswald, Roy. *The Pastor as Newcomer*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1998.

Oswald, Roy. *Running through the Thistles: Terminating a Ministerial Relationship with a Parish*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1998.

Oswald, Roy M., and Robert E. Friedrich, Jr. *Discerning Your Congregation's Future: A Strategic and Spiritual Approach*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1996.

Oswald, Roy M., et al. *Beginning Ministry Together: The Alban Handbook for Clergy Transitions*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 2003.

Phillips, William Bud. *Pastoral Transitions: From Endings to New Beginnings*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1994.

Schaller, Lyle. *The Interventionist*. Nashville: Abingdon Press, 2007.

Vonhof, John. *Pastoral Search: The Alban Guide to Managing the Pastor Search Process*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1999.

White, Edward A. *Saying Goodbye: A Time of Growth for Congregations and Pastors*. Washington, D.C.: The Alban Institute/Rowan & Littlefield Publishing, 1990.

## **WEBSITES**

<https://alban.org> – Alban at Duke Divinity School

When the Alban Institute closed in 2014, Duke Divinity School received its intellectual property and Alban at Duke Divinity School was created. Alban helps leaders connect and learn from one another by sharing practical wisdom, stories of thriving congregations and transformational models of ministry. Archived articles from Alban Weekly and Congregations Magazine on topics like conflict, transition, mission in congregational, and ministerial life are also available.

<https://thecrg.org> - Congregational Resource Guide

The Congregational Resource Guide (CRG) is a unique online guide to resources for congregations and those who serve them. The CRG is an effort of the Alban Institute in consultation with the Indianapolis Center for Congregations and other specialists. It exists to help congregational leader connect with resources that will enable them to face challenges and foster vitality in their communities of faith.

<https://imnedu.org> – Interim Ministry Network

The Interim Ministry Network strengthens the spiritual and organizational health of the congregation by equipping and supporting those who lead during times of transition.