



*Making the best use of our
diverse, leadership
resources*

Ministry Profile and Search Resource Package

January 2014

BC Conference of the United
Church of Canada

Revised December 1, 2014	2
Please Note.....	3
Companion Document.....	3
Definitions.....	3
Layout	3
1. Notify Your Local Conference Minister.....	4
3. Committee Meetings.....	4
4. Ministry Profile and Search Report.....	6
5. Consultation.....	23
11. Pastoral Charge Meeting; BC 403 RMPS Form.....	24
13. Committee Meetings.....	26
Confidentiality and Conflict of Interest	27
Human Rights.....	28
Communication.....	28
Search Process or Settlement:.....	30
14. Recruit Applicants.....	30
17. Interviews	32
18. Reference Checks.....	33
20. Second Interview (if needed).....	35
23. Negotiating Terms.	37
Sample for a Service of Commissioning.....	40
Section B: Additional Background Information	42
Categories of eligible ministry personnel.....	42
Are you considering a reduction in ministry personnel?	46
Specialized ministries	48

Please Note

British Columbia Conference is currently undergoing a pilot project with this new Ministry Profile and Search process on behalf of the United Church of Canada, General Council. This document expresses the current practice and guidelines for this process. However, it is considered an evolving document and is subject to change. To ensure you are reading the most up to date version please consult the BC Conference website (<http://bc.united-church.ca/content/pastoral-relations>) for the most up to date forms and handbooks.

Companion Document

This is the companion document to the handbook called the *Ministry Profile and Search Handbook*. This resource package offers details and strategies for how to deal with some of the steps from the handbook. This resource is not filled with rules, rather it has strategies and ideas that may make the Ministry Profile and Search Committee's work easier. It is only necessary to read the sections that you would like guidance on, and not the whole resource. It also has a *Section B: Additional Background Information*, which addresses the topics of: categories of eligible ministry personnel, reduction in ministry personnel, and specialized ministries including Aboriginal Ministry, Ethnic Ministry, Interim Ministry, and Shared Ministry.

It is not intended that all committee members have a printed copy of this resource. Rather it will probably only need to be printed by the chair of the committee, and is to be used as needed. Committee members may wish to have it in digital format.

Definitions

There is some language used in this handbook and process that may be confusing. You may substitute the word that makes sense for your group. For example if your 'local ministry unit' is a congregation, then every time you read 'local ministry unit' you can substitute it for 'congregation'.

The governing body of the pastoral charge may be the Session/Stewards/Official Board, Church Board, Church Council, or some other structure that has been approved by Presbytery.

Layout

The next pages are in order and labeled by the number of the step that they are in the *Ministry Profile and Search Handbook*.

1. Notify Your Local Conference Minister

The Ministry Profile and Search process will be initiated in any of the following situations:

- the pastoral charge or a ministry personnel in the pastoral charge asks the Conference to end the pastoral relationship;
- the pastoral charge, its governing body, or a ministry personnel in the pastoral charge asks for Ministry Profile and Search;
- the Conference recognizes that an evaluation of the Ministry Needs is necessary
- the pastoral charge is considering reducing or increasing the number of ministry personnel positions; or
- the pastoral charge is considering changing the terms of the pastoral relationship to the disadvantage of either the pastoral charge or the ministry personnel.

3. Committee Meetings.

In order to accomplish the work of the writing the MPS Report, the committee will need to meet. Depending on the members of your committee and their working styles, this will usually be between 1-4 meetings.

The First Meeting

The first meeting is chaired by a temporary chair appointed by the pastoral charge or governing body, and will be supported by the Conference Minister. By the end of this first meeting, there will be a chair and a secretary appointed from the pastoral charge representatives. This could be a short meeting limited to the material in this section, or could be a longer meeting that begins the work filling out the Ministry Profile and Search Report.

Worship and prayer

Each meeting of the MPS committee should begin and end with worship or prayer. Prayer invites the Spirit to be part of the meeting and reminds us that God is part of the journey. Resources can be found in *Voices United* and other similar publications.

Getting to know one another

At the first meeting, take time to get to know one another:

- Express your excitement, hopes, and fears
- Share the gifts each person brings to the process
- Do you have reflections or observations on how the pastoral charge is feeling about the change?

Choosing the chair

The MPS committee chooses a chair, which is responsible for:

- calling and chairing meetings of the MPS committee after the first meeting
- communicating with the pastoral charge about the progress of the MPS committee (this can be done at board/council meetings, at worship, or in a newsletter—refer to step 6)
- ensuring that all necessary tasks are completed

Note- The chair for the subsequent meetings may be the same as the temporary chair for the first meeting, if the temporary chair is from the pastoral charge.

Choosing the secretary

The secretary keeps the minutes/record of each meeting. The minutes/record should include:

- the attendance
- an overview of discussions
- a description of the work of the MPS committee
- any motions

Quorum

During the first meeting of the Ministry Profile and Search Committee, the committee sets the quorum for the group and decides on how to consult with the congregation around ministry personnel needs. **The committee is free to assign tasks to people outside the membership of the committee, if it is necessary or helpful.**

Reviewing the process outlined in the handbook

It may be useful to the committee members to have a 'road map' of what the Ministry Profile and Search process, and their time on the committee, will look like. The committee goes through the checklist together and looks at the Ministry Profile and Search Forms needed for the Ministry Profile and Search Report.

Collecting contact information

You may wish to compile a contact list of all members of the MPS committee and the Conference Minister.

Meeting schedule

It is important to establish a schedule for meetings so the committee can accomplish its tasks in a timely manner.

Confidentiality and Conflict of Interest

As a participant in the Ministry Profile and Search Committee, it is important to be mindful of the issues of confidentiality and conflict of interest.

Confidentiality in the Ministry Profile and Search process means that no individual should be recognizable in a comment or in summaries of information

Conflict of interest may be monetary or non-monetary.

- A monetary conflict arises where the committee is considering a decision that may have a monetary effect, either positive or negative, on a member of the committee or a person close to the member (relative or friend).

- A non-monetary conflict arises in any circumstance where a member of the committee is constrained in any way from acting in the best interests of the United Church. That could occur when a member of the committee or person close to the member stands to gain a benefit in some non-monetary way from a decision that the committee is considering.

It is important to remember that even if there is not actual conflict of interest, from the outside it may look like there is a conflict of interest. It is critical to avoid both actual and perceived conflict of interest. If someone participates in a decision when she or he is in a conflict of interest, either real or apparent, the decision may be subject to appeal or a legal challenge as a result.

Subsequent Meetings.

The primary focus of subsequent meetings will probably be answering the questions in the *Demographic, Financial and Community Profile* and the *Ministry and Mission Profile*. Once those two forms have been filled out, then the *Ministry Position Description* can be written, and the MPS Report finalized.

There are many working styles that a MPS committee could have. One style would be to assign each of the forms to a committee member or smaller group of committee members and have drafts of the forms filled out between meetings. When the MPS committee meets together again, they can read through the drafts and approve them. Another style would be that the MPS committee fills out the forms during meeting time, and approves them later on. Another style would be a combination of the first two styles, or something completely different. It is also possible to do the whole ministry profile process in a single day. You will have to plan ahead and make sure that part of the day is consultation with the congregation, but aside from that the profiles can be completed in several hours.

The MPS committee should discuss and pick the style that will work best for them. Remember to tailor your working style and meeting schedule to fit in appropriate times to consult.

4. Ministry Profile and Search Report.

The Ministry Profile and Search Report does not need to be more elaborate than the report found on the BC Conference website (<http://bc.united-church.ca/content/pastoral-relations>). You may write a longer, more detailed report, but it isn't necessary. It is important to remember that the purpose of writing the Ministry Profile and Search Report is to present an honest snapshot of your faith community to support the recommendations about ministry personnel needs that you are making to the governing body and pastoral charge.

Filling out the MPS Report

Make sure to fill out the details on the cover page with your pastoral charge's information. There is also a space for the recommendation of the MPS committee to be filled out. This recommendation will be the final step of completing the MPS Report.

Demographic, Financial, and Community Profile

The *Demographic, Financial, and Community Profile* is part of the final MPS Report. This profile invites your committee to think about and describe the community in which your pastoral charge is located, the pastoral charge itself, and its relationship to the community. Honesty is very important. In this section you state simply, "This is who we are, and these are the resources we have."

The objectives of the Demographic, Financial, and Community Profile are:

- to support and give reasons for your proposal for ministry personnel needs
- to introduce prospective applicants to your community, your pastoral charge, and your ministry

To accurately collect the information for this form, you will have to consult with the congregation. See section '5. Consultation' for more information.

Ministry and Mission Profile

The *Ministry and Mission Profile* is part of the final MPS Report. The *Ministry and Mission Profile* invites your committee to think about and describe the various ways that your pastoral charge is in ministry. This involves reflection and self-assessment of each of the seven categories that are also used in the *Ministry Personnel Position Description*. The *Ministry and Mission Profile* may have already been filled out by your local ministry unit as part of their visioning. If this is the case, then the *Ministry and Mission Profile* will just need to be updated.

This section has two parts; the first is definitions for each of the categories. The second section has some guiding questions that may help to think about the categories.

To accurately collect the information for this form, you will have to consult with the congregation. See section '5. Consultation' for more information.

Each category is filled out in two sections.

- 1) List all of the activities that your pastoral charge is already doing in this category.
- 2) List any specific goals that your pastoral charge has in this category. If your pastoral charge does not currently have a goal in a specific category, that is okay. If your pastoral charge does not have goals in these categories, then perhaps you should be searching for ministry personnel that has skill in visioning and goal-setting. There are also some guiding questions in each section that help to think about this area of ministry. You do not need to answer all of the questions, but rather just give answers to the questions that are helpful to your situation. You may add other information as you see appropriate.

Definitions for Ministry and Mission Categories

Community Outreach and Social Justice

Different ministries again use different words to describe this category. Some refer to it as, 'activities that reach beyond our doors.' Others may describe it more specifically: environmental justice activities; poverty and justice activities; global justice; food sustainability; and so on.

Pastoral charges part of The United Church of Canada, a church committed to social justice and global and community outreach ministries, are encouraged to

- a) engage people with a vision of gospel that recognizes and responds to needs beyond their own
- b) encourage and support the development and pursuit of social justice and outreach programs
- c) encourage the support of the Mission and Service Fund of The United Church of Canada
- d) facilitate knowledge about outreach projects and activities of the United Church
- e) encourage people to know and understand United Church policies as they apply to social justice issues
- f) encourage lay leadership on social justice issues and outreach programs

Church Community and Neighbourhood

Members of The United Church of Canada have responsibilities to the denomination, the wider church, their communities, and the world

- a) honour the organization, governance, and policies of the United Church
- b) participate in the courts of the church as set out in
- c) respond in appropriate ways to needs beyond the ministry in which they serve
- d) participate in ecumenical and multi-faith activities as possible and appropriate
- e) maintain an active connection with the wider church
- f) represent the United Church in the larger community

If your pastoral charge is in any partnerships with other congregations this is important to note here. If you have shared ministries, or are exploring amalgamation with another congregation make sure to include that with a rough timeline.

Faith Formation and Christian Education

Different ministries use different words to describe this category. For example: Discipleship, Christian education for children and youth, adult education, small group ministry, faith formation, spiritual practices etc. Pastoral charges are encouraged to facilitate faith formation and Christian education. As part of this facilitation, pastoral charges

- a) learn about the ministry context in which they serve
- b) serve as teachers, advisers, and spiritual resource persons sharing faith stories—formally and informally—with insight and integrity based on their education, life experience, knowledge, and background
- c) relate the gospel to the everyday experience of people
- d) communicate the theology, history, and traditions of The United Church of Canada

Leadership

Leadership is about pastoral charges functioning as leaders in their ministry contexts, recognizing that leadership has many dimensions. Pastoral charges are encouraged to

- a) encourage and challenge people to assist with or take on leadership roles
- b) employ such means as communication, co-operation, collaboration, consultation, and wise and appropriate use of authority for effective leadership
- c) identify and address conflicts in appropriate ways
- d) work with people in the ministry context to achieve agreed-upon goals

Pastoral Care

Pastoral charges are responsible for the pastoral care of persons they encounter through the ministry in which they serve. As providers of pastoral care, pastoral charges

- a) are sensitive to the situation and needs of those to whom they offer pastoral care, and recognize the unique dynamics of the pastoral relationship
- b) provide a supportive presence for and are accessible to people in times of change and crisis
- c) encourage and facilitate a process to ensure that pastoral care occurs on a regular basis

Spirituality and Self-Care within your Local Ministry Unit

Pastoral charges are responsible for maintaining a healthy balance of work and play in their ministry. Accordingly, they

- a) maintain their own physical, emotional, and spiritual well-being
- b) nurture supportive and personal relationships
- c) support the development of a Local Ministry Unit identity and sense of community
- d) encourage participating members to find a balance, e.g. helping people not to burn out
- e) have fun together
- f) be vulnerable and honest with each other

Worship

Pastoral charges are encouraged to conduct worship. In worship they

- a) facilitate the exploration and celebration of God's presence through preaching, liturgy, prayer, music, drama, dance, and other means
- b) inspire, strengthen, and challenge the people of God
- c) encourage and support lay participation and leadership in worship
- d) celebrate God's grace, facilitate the community in its prayer and devotion, and help the community to recognize God's presence in the church and the world
- e) relate the good news of our faith to everyday experience
- f) heighten awareness of world events and invite appropriate responses
- g) encourage the exercise of faithful stewardship
- h) facilitate special services of worship (such as weddings and funerals) and the sacraments of communion and baptism

Guiding Questions

Category Title **Types of questions to respond to as you complete this section:**

These questions are meant as a guide. Add other information as you see appropriate.

Community
Outreach and
Social Justice

1) • List all the activities that currently support *community outreach and social justice*.

- (e.g. Soup Kitchens, Homeless Shelters, Seniors Centres, Vacation Bible Schools, English Second Language Training, Food Bank, Christmas Hamper, Used Glasses Donations, etc.)

2) • What is your specific goal related to *community outreach and social justice*? (If you don't have one at this time, that is okay)

- How do you understand *community outreach and social justice* to be part of your Local Ministry Unit?
- How do you identify community needs? Who are the marginalized and vulnerable within your congregation? Within your community?
- To what extent do you collaborate with other groups who have common goals or interests?
- What are the unique needs or strengths or issues facing the community right now? How have you responded?
- If someone were to visit your Local Ministry Unit, how would they know you are involved in *community outreach and social justice activities*?
- How do you think your Local Ministry Unit is seen in the local community? Would community members (people who aren't involved in your Local Ministry Unit) describe you as being involved in specific local or global community issues? What would those issues be? If you don't think your Local Ministry Unit is seen as being involved in local or global community issues, how do you feel about that?
- To what extent do you know and utilize General Council resources about

specific justice issues, e.g. the environment, First Nations, intercultural ministry, becoming an Affirming congregation etc.

- How are those who are involved in *community outreach and social justice* activities supported by others in the Local Ministry Unit?
- How much of your budget is allocated to *community outreach and social justice activities*?

Church
Community and
Neighbourhood

1) • List all the activities that currently support your *Church Community and Neighbourhood*.

- (e.g. active in presbytery BC Conference, or General Council, collaborating with local agencies or tenants within your building etc.)

2) • What is your specific goal related to your *Church Community and Neighbourhood*? (If you don't have one at this time, that is okay)

- How is leadership by lay people and by Ministry Personnel exercised in your Local Ministry Unit? At Presbytery? At Conference or General Council?
- How is leadership exercised in your local community? How important is it for your Local Ministry Unit to be involved with other local leaders (not necessarily within the church) and/or with other faith communities and their leaders?
- How does your minister's ability to develop meaningful partnerships affect your Local Ministry Unit's ability to thrive and move toward your mission priorities?
- How important is it that your minister is well-connected with other ministers, e.g. has a support network? With other community leaders outside the church (social service, ministerial, local politicians etc.)? To the work of Presbytery? With other courts of the church (e.g. with Conference or General Council activities)?
- What role do lay people play in developing and nurturing effective ministry partnerships?

- Is this a formal 'team ministry' position? If so, what are the relationships among the team members – who reports to who? Or are the relationships based in cooperation and collaboration?
- How do you expect the Ministry Personnel to work with other non-ministry paid staff? With lay people?

Faith Formation
and Christian
Education

1)• List all the activities that currently support *faith formation and Christian education* growth.

- (e.g. Sunday School, Youth Group, Confirmation Classes, Seekers' Group, Bible Study, Prayer Circles, Seniors' Circles, Spiritual Practices, activities for families, Parents of Teens Support Group etc.)

2)• What is your specific goal related to *faith formation and Christian education*? (If you don't have one at this time, that is okay)

- Describe why you think this is important or unimportant.
- How are these activities supported by Ministry Personnel? By lay people?
- To what extent do you think these activities are effective? How do you know they are? Or aren't?
- How important are small groups to supporting people in the formation of their identities as 'disciples' and as members of this Local Ministry Unit?
- How much of your budget is allocated to supporting *faith formation and Christian education* activities?

Leadership

1)• List all the activities that currently support *leadership*.

- (e.g. lay leadership training, conflict resolution workshops etc.)

2)• What is your specific goal related to *leadership*? (If you don't have one at this time, that is okay)

- Describe the minister whose leadership skills best matched your Local Ministry Unit's needs. What was it about their style of leadership that made a good match?
- What kind of leadership skills are you looking for in your minister (e.g. strong authoritative who sets direction and motivates others to follow; strong consensus-builder who takes time to include everyone in decision-making and enables others to participate; an able companion who supports and nurtures)?
- Who do you look to for leadership in your Local Ministry Unit?
- How much responsibility for leadership is placed on Ministry Personnel? On lay leaders?
- How does your Local Ministry Unit support the development of leadership skills in Ministry Personnel? Lay leaders?
- What are the barriers in your Local Ministry Unit to achieving your goals? Are there areas of leadership that need to be developed in order for you to achieve your goals? Are there unacknowledged areas of conflict that prevent you from moving forward? To what extent do you have the skills to address conflict and communication challenges in your Local Ministry Unit?
- How much of your budget do you allocate to leadership development for Ministry Personnel? For lay leaders? For those who are not currently in leadership but who demonstrate interest and potential abilities?
- How do you support lay people to discern their gifts for leadership?

Pastoral Care

- 1) • List all the activities that currently support *pastoral care*.
 - (e.g. home visitation, caring phone calls, prayer shawl knitting etc.)
- 2) • What is your specific goal related to *pastoral care*? (If you don't have one at this time, that is okay)

- How do you define pastoral care or spiritual care in your setting?
- How much time is spent on pastoral care by your current Ministry Personnel?
- To whom is pastoral care provided? (e.g. members, adherents, community members)
- Who (in addition to Ministry Personnel) provides pastoral care now? What training do they have? To what extent are they supported by the Ministry Personnel?
- Are there specific spiritual care needs that you have identified within your Local Ministry Unit or community for which special skills are required? (E.g. do you have a special ministry for people struggling with addictions, or do you have a large number of seniors? How important is palliative or end-of-life care? Or families of children with special needs etc.)
- Is there a team of trained lay people that support the pastoral care of the minister?
- How much of your budget is allocated to supporting pastoral care?

Spirituality and Self-Care within your Local Ministry Unit

1) • List all the activities that currently support *spirituality and self-care within your local ministry unit*.

- (e.g. healing touch, spiritual practices etc.)

2) • What is your specific goal related to *spirituality and self-care within your local ministry unit*? (If you don't have one at this time, that is okay)

- How do you support the development of a Local Ministry Unit identity? How do you build a sense of community within your Local Ministry Unit?
- How do you love and support one another?
- How do you encourage participating members to find a balance, e.g.

helping people not to burn out?

How much time is spent together as a community that isn't about raising money?

- How much do you like each other? How do you have fun together?
- How vulnerable and honest are you able to be with each other?
- How would you describe the spiritual life of your Local Ministry Unit?
- How does your Local Ministry Unit support the health and spiritual growth of your minister?
- How important is the health and spiritual growth of your minister for the health and spiritual growth of your Local Ministry Unit?
- What do you hope your minister does to support her/his own health, wellness and spiritual growth?

Worship

- 1) • List all the activities that currently support *worship*.
 - (e.g. traditional order of service with hymns, prayers led by one person, 20 minute sermon/reflection, Scripture readings; contemporary with shorter sermon, more music, variety of prayer styles; reflective with lots of time for silence and contemplation; etc.)

- 2) • What is your specific goal related to *spirituality and self-care within your local ministry unit?* (If you don't have one at this time, that is okay)
 - Describe the demographic profile of your Local Ministry Unit at worship. (You may have to describe multiple profiles if your Local Ministry Unit offers more than one worship opportunity.)
 - What makes worship inspiring for your Local Ministry Unit?
 - What aspects of the worship service are led by the minister?
 - What aspects are often led by lay people?

- How do you use technology in worship?
- Is music most often accompanied by organ? Piano? Praise band? No accompaniment?
- What types of music are most frequently used? (E.g. classical church music, traditional hymns from Voices United, range of music from both Voices United and More Voices, other contemporary hymns, secular music that lends itself to worship.)
- Is there a choir? A children's choir? Other musical groups? Are there professional musicians in the music leadership?
- What type of worship leadership is most frequently used during sermon time? (E.g. delivered sermon by minister, sermon with dialogue, dialogue based on the text, drama etc.)
- Prayer: Who usually leads prayer? Do participants offer prayers aloud? In silence? Sung prayers? Circle prayers? Written-down prayer requests?
- What translation of the Bible are you most comfortable with?
- About sermons: What is meaningful for you in sermons in terms of content, relevance, academic/theoretical/historical components, length?
- How do you support the Ministry Personnel to grow in their worship leadership? How do you support lay people to grow in their worship leadership?
- How much of your budget is allocated to providing inspiring worship?
- How comfortable is your Local Ministry Unit in experimenting with worship? Give an example of some experiments you've tried and what you have learned.

To accurately collect the information for this form, you will have to consult with the congregation. See section '5. Consultation' for more information.

Ministry Position Description

The *Ministry Position Description* needs to be filled out and will be part of the final MPS Report. The *Ministry and Mission Profile* has the same categories as the job description, and will guide you

while you make the job description. The ministry position description that your committee creates should be focused on what your pastoral charge needs and wants a leader to do. The results of your Ministry and Mission Profile should be insightful into the areas that your pastoral charge desires ministry leadership. While writing this position description, you should be looking at the results of your Ministry and Mission Profile side by side.

The space for a closing date refers to the date when your committee would like to stop accepting applications.

Strategy:

It may be useful to start by being specific and including everything, then going back and deleting the things that don't really belong. The position description, in most cases, should be 2-4 pages in length.

Strategy:

It may be useful to consult with your M&P committee to help you create the new job description. You can also ask your incumbent ministry personnel for their feedback if that would be useful.

This next section describes the types of tasks that the committee should consider when constructing the job description. These are examples to help your committee think about what they should list under each heading.

Strategy:

Under the headings of 'Continuing Education', 'Church Community and Neighbourhood', and 'Self Care' there is some wording that you can take word for word out of this resource.

Strategy:

Many committees find it helpful to describe what an ideal week would look like for the incoming Ministry Personnel. Real weeks are never ideal, of course, but the ideal gives a good basis for accountability. A full time minister's work week is 40 hours. It includes worship, administration, pastoral care, and Christian education. For example, a position description might distribute time in the following way:

Worship planning, preparation, and delivery (recommended minimum)	14 hours
Administration and committee meetings	4 hours
Pastoral care	10 hours
Christian education	8 hours
Community, presbytery, and Conference ministry	4 hours

Total
40 hours

Administration

Ministry personnel have administrative responsibility to

- a) ensure timely completion of tasks that are their responsibility, delegating such tasks where needed and/or appropriate
- b) ensure that all documents that are the ministry personnel's responsibility, such as marriage, baptismal, and funeral records, are complete and that they are safely stored
- c) know the organization, governance, and policies of the United Church
- d) know the administrative responsibilities of their positions
- e) encourage and enable the congregation to keep accurate records and to maintain and protect administrative and historical documents in accordance with the policies of the United Church

If you have specific duties associated with administration, that you do not have administrative support for, you will want to list them here; for example, creating the bulletin, scheduling, and reception. If you have administrative support, you will want to list that, and include whether it is paid or volunteer.

Community Outreach and Social Justice

Ministry personnel with The United Church of Canada, a church committed to social justice and global and community outreach ministries, have responsibility to

- a) engage people with a vision of gospel that recognizes and responds to needs beyond their own
- b) encourage and support the development and pursuit of social justice and outreach programs
- c) encourage the support of the Mission and Service Fund of The United Church of Canada
- d) facilitate knowledge about outreach projects and activities of the United Church
- e) encourage people to know and understand United Church policies as they apply to social justice issues
- f) encourage lay leadership on social justice issues and outreach programs

Different ministries again use different words to describe this category. Some refer to it as, 'activities that reach beyond our doors.' Others may describe it more specifically: environmental justice activities; poverty and justice activities; global justice; food sustainability; and so on. If you have very specific activities that are related to this 'principal area' make sure you include it here: for example, if you expect them to be a member of the board of a local organization as part of your outreach, name this here.

Continuing Education

Education is a lifelong and ongoing process. Ministry personnel are responsible for maintaining and improving their knowledge and skills.

You do not need to list specific ways that ministry personnel further their education, but instead can use the following:

Pursues personal, vocational, and professional goals for continuing education in conjunction with the M&P Committee.

Church Community and Neighbourhood

Ministry personnel have responsibilities as members of The United Church of Canada to the denomination, the wider church, their communities, and the world. There should be two sub-sections in this category. The first section is mandatory, and is United Church policy. The second section is optional and for your pastoral charge to identify the community partnerships that you expect your Ministry Personnel to engage in: for example, there may be health and social service agencies with whom your local ministry collaborates, tenants within your building or outreach ministry collaborations. This category should identify these and the type of participation that you expect (e.g. attending meetings versus leading an inter-agency partnership).

- a) honour the organization, governance, and policies of the United Church
- b) participate in the courts of the church as set out in *The Manual* of The United Church of Canada (session/official board or equivalent, presbytery, Conference, and General Council)
- c) respond in appropriate ways to needs beyond the ministry in which they serve
- d) participate in ecumenical and multi-faith activities as possible and appropriate
- e) maintain an active connection with the wider church
- f) represent the United Church in the larger community

You can use the following:

Is actively involved in the life of Presbytery, BC Conference and/or General Council.

Faith Formation and Christian Education

Different ministries use different words to describe this category. For example: Discipleship, Christian education for children and youth, adult education, small group ministry, faith formation, spiritual practices etc. Ministry personnel have responsibility for faith formation and Christian education. As part of this responsibility, ministry personnel

- a) learn about the ministry context in which they serve
- b) serve as teachers, advisers, and spiritual resource persons sharing faith stories—formally and informally—with insight and integrity based on their education, life experience, knowledge, and background
- c) relate the gospel to the everyday experience of people
- d) communicate the theology, history, and traditions of The United Church of Canada

Be clear about age groups, expectations about specific activities (e.g. March Break and Professional Development Day Camps for school-aged kids etc.)

Leadership

Leadership is about ministry personnel functioning as leaders in their ministry contexts, recognizing that leadership has many dimensions. Ministry personnel have responsibility to

- a) encourage and challenge people to assist with or take on leadership roles
- b) employ such means as communication, co-operation, collaboration, consultation, and wise and appropriate use of authority for effective leadership
- c) identify and address conflicts in appropriate ways
- d) work with people in the ministry context to achieve agreed-upon goals

You will want to list specific duties associated with leadership, for example, if the Ministry Personnel is going to provide 'supervision' to any other staff person; if s/he will 'coordinate' the work of multiple staff members; speak publically on behalf of the Local Ministry Unit; if s/he is going to train/mentor a Lay Pastoral Care Team; etc.

It may also be helpful to comment on the style of leadership that your pastoral charge needs. Remember that no one leader can be all things. Below are just a few examples: think carefully and

honestly about the type of leader that best suits the personality and needs of your Local Ministry Unit:

“Provides strong, charismatic leadership and provides direction to others.”

“Leads ‘from behind’ – motivates, encourages and supports others to share their own gifts for ministry.”

“Highly personable approach to leadership, e.g. builds relationship and consensus, delegates and shares leadership appropriately.”

“Leader who is not afraid to take risks, try new things and learn through both successes and mistakes.”

Pastoral Care

Ministry personnel are responsible for the pastoral care of persons they encounter through the ministry in which they serve. As providers of pastoral care, ministry personnel

- a) are sensitive to the situation and needs of those to whom they offer pastoral care, and recognize the unique dynamics of the pastoral relationship
- b) provide a supportive presence for and are accessible to people in times of change and crisis
- c) encourage and facilitate a process to ensure that pastoral care occurs on a regular basis

Use this category to describe your expectations in terms of visiting and supporting people spiritually. Describe “who” this care is provided to—just members and adherents? Other members of the community who seek it? Are there specific skills that the person in this Ministry Position requires? E.g. must have credentials for counseling (not only “pastoral care”) or a certain number of Clinical Pastoral Education units— or special skills in addictions, mental health, palliative/end-of-life care, children’s counseling etc.

Self-care

Ministry personnel are responsible for maintaining a healthy balance in their own lives. Accordingly, they

- a) maintain their own physical, emotional, and spiritual well-being
- b) nurture supportive personal and collegial relationships
- c) manage time for work, family, friends, personal development, and renewal

Often ministry personnel know the best specific ways for them to engage in self-care. You do not need to list specific ways that they should take care of themselves, but can use the following:

Sets goals for ongoing self-care by maintaining a healthy balance of one's own physical, emotional and spiritual well being to include rest, recreation and professional development. Collaborates with the M & P Committee to meet goals.

Worship

Ministry personnel have primary responsibility for the conduct of worship. As worship leaders and facilitators, they

- a) lead and enable the exploration and celebration of God's presence through preaching, liturgy, prayer, music, drama, dance, and other means
- b) inspire, strengthen, and challenge the people of God
- c) encourage and support lay participation and leadership in worship
- d) celebrate God's grace, facilitate the community in its prayer and devotion, and help the community to recognize God's presence in the church and the world
- e) relate the good news of our faith to everyday experience
- f) heighten awareness of world events and invite appropriate responses
- g) encourage the exercise of faithful stewardship
- h) conduct special services of worship (such as weddings and funerals) and administer the sacraments of communion and baptism

Describe your expectations for worship. In your local ministry, worship may take several forms. If so, make sure to clarify the expectations for each of the worship opportunities you offer. Or, if your Local Ministry Priority is to develop a number of worship alternatives beyond your existing worship locations and times, clarify what the expected worship sites (including frequency, location, duration and 'tone') will be for this Position Description. For example, if the Ministry Personnel will be expected to lead a traditional Sunday morning worship service in two congregations at two different site as well as develop, implement and lead a contemporary mid-week service aimed primarily at young families, this should be well spelled-out in this category.

Other Required Knowledge, Skills and Abilities

This section identifies the absolute requirements of the position (not the "nice to have's but not essential.") Include here level of education, any certifications that are required, drivers' license and access to car (if required), areas of specialization if any, technological expertise (if required).

Other “Preferred” Assets

This is where you can indicate skills or credentials or abilities that aren’t required but that are “preferred.” These may be areas that you help the Ministry Personnel to develop over time e.g. if it involves working in a shelter or other type of outreach ministry, perhaps a preferred skill is “experience in scheduling volunteers.” On the other hand, you may have no “preferred” assets or skills for the Ministry Position. That’s OK, too.

5. Consultation.

In order to fill out the information in the *Demographic, Financial, and Community Profile* and the *Ministry and Mission Profile*, the congregation needs to be consulted.

There are some main groups of people that you will want to think about during consultation. Not all groups need to necessarily be consulted with, pick the ones that will be the most helpful for your community and the MPS committee. Remember that the MPS committee is free to assign tasks to people outside the membership of the committee, if it is necessary or helpful.

- 1) The congregation – this group is mandatory to consult with. The MPS work and report should reflect the desires of the congregation.
- 2) The incumbent Ministry Personnel – The current ministry personnel will often have insight into your local ministry unit and their current and future needs. This includes interim ministers.
- 3) M&P Committee – The M&P Committee will be familiar with your previous Ministry Personnel, and their roles, responsibilities, and leadership.
- 4) The Governing Body – This is the official board, church board, or church council.

It doesn’t need to take longer than an afternoon or evening to consult with your congregation. Even a written request for feedback can be given out with the bulletin on Sunday morning and collected during coffee hour. You may want to focus the time with the congregation on a particular area, or ask broad questions about the ministry needs in general. Some options for consultation methods include:

- written requests for feedback
- phone interviews
- face-to-face conversations: one large group, small group conversations, or focus groups
- identifying a group of people in your congregation as listeners or surveyors and asking them to speak with as many people as possible about a specific set of questions or ideas and report back to the committee

Try to plan your congregational consultation in such a way that it is easy for everyone to participate, not just people who are already leaders in the congregation. It is important to hear from everyone: youth, young adults, children, adherents, seniors, people who only attend on Sunday, families who have come to the church for all of their life passages—weddings, baptisms, funerals—but don't attend regularly.

Consult with incumbent(s) ministry personnel

If possible, it is important to consult with the incumbent ministry personnel who are preparing to leave and any incumbent ministry personnel who will remain. The minister who is leaving will have helpful insights to share with the MPS committee. If the Ministry Profile and Search is for an additional ministry position, it is vital that you consult with the incumbents during the process. They have valuable insight into the demands on the paid accountable minister(s) of the pastoral charge that can be very helpful to the committee.

Consult with incumbents early in the process, and in multi-staff situations, consult with people who will be continuing in ministry in the pastoral charge.

Team Ministry

If the MPS committee is considering a team ministry, which involves adding ministry personnel where there is an incumbent minister, the ministry personnel currently serving in the congregation should be involved in the selection process. In this situation, the incumbent minister may be part of the MPS committee, and their input will help to facilitate a good team.

Solo Ministry (or no incumbent ministry personnel)

If the MPS committee is not adding ministry personnel where there is an incumbent minister, the ministry personnel currently serving in the congregation should not be on the MPS committee. The Ministry Profile and Search Committee is absolutely free (and encouraged) to consult with current ministry personnel during their work however.

Openness and honesty are key components of pastoral relations. Information from exit interviews that is relevant to the Ministry Profile and Search process must be shared with the committee.

11. Pastoral Charge Meeting; BC 403 RMPS Form.

This is a sample notice of a congregational meeting:

"This is formal notice of the Congregational Meeting to be held on __ (date) __, immediately following the worship service. This meeting will be held to vote on and approve the Ministry Profile and Search Report put together by our Ministry Profile and Search Committee."

This is a sample agenda that can be used for your congregational meeting:

__ (pastoral charge's name) __ Congregational Meeting

To Approve the Report of the Ministry Profile and Search Committee (BC 400 MPSR)

1. Call meeting to Order and Opening Prayer
2. Introduction and Explanations
3. Approval of Agenda
4. Motion that corresponding privileges be provided to Adherents
5. Motion that Voting be by a Show of Hands
6. Report of the Ministry Profile and Search Committee (BC 400 MPSR)
 - Presentation of the MPS Report
 - Discussion and Questions
7. Motion on the Recommendation
8. Motion to adjourn the meeting

These are some sample motions that can be used during your congregational meeting:

1) __ (mover's name) __ moves that the __ (pastoral charge's name) __ Ministry Profile and Report be accepted.

2) M/S (____/____) that the __ (pastoral charge's name) __ request BC Conference to declare a vacancy for a (fulltime/part time) minister, effective _____."

These are some sample motions that can be used during your congregational meeting after the MPS Committee has selected a candidate:

1) __ (mover's name) __ moves that __ (ministry personnel's name) __ be called to __ (pastoral charge's name) __ with the stated terms.

2) *__(mover's name)__ moves that __(pastoral charge's name)__ requests that BC Conference approves the Record of Call to __(pastoral charge's name)__.*

3) *__(mover's name)__ moves that __(pastoral charge's name)__ Ministry Profile and Search Committee disbands after the covenanting service of __(ministry personnel's name)__ and __(pastoral charge's name)__.*

13. Committee Meetings.

Remember that once the committee gets to the interview stage, the meeting schedule will depend on the availability of the applicants. The committee may also visit applicants during Sunday morning worship.

The First Meeting of the Search Process

Worship and prayer

Each meeting of committee should begin and end with worship or prayer. Prayer invites the Spirit to be part of the meeting and reminds us that God is part of the journey. Resources can be found in Voices United and other United Church publications.

Timeline

To help plan ahead, here is what an average timeline for this hiring process looks like. Usually a job is posted for two to six weeks. The national vacancy list is updated the first of every month, so to get the widest circulation it is wise to make sure that the job posting includes the first of the next month. The interviewing usually takes between four and eight weeks. If a ministry personnel has not given notice that they are leaving their current position, then notice is 90 days. This means in total, this hiring process will be between two and six months.

A Model for Decision-Making

The committee will need to decide if it will come to decisions by consensus or voting. Some committees may decide that they will aim for consensus and only vote if consensus cannot be reached. The results of any vote are a confidential part of the process.

Budget

The committee recommends a budget for the search and selection process that is approved by the governing body.

Choosing the corresponding secretary

The committee already has a secretary that keeps the minutes/record of each meeting. It may be wise to choose another secretary to take care of the correspondence.

The corresponding secretary is responsible for:

- keeping a record of the dates of receipt of applications and response to all correspondence and retaining copies of all correspondence, including e-mail
- acknowledging all correspondence immediately
- in consultation with the chair, responding to all applicants to confirm that their application has been received and indicating an anticipated date when it will be determined which applicants will be interviewed
- in cooperation with the chair, receiving applications, making copies, and distributing them to committee members
- in cooperation with the chair, communicating immediately with all applicants who will not be further considered. The letter might note that the committee appreciated receiving a résumé or meeting the applicant, but after prayer and deliberation, you will not be pursuing further conversation/discussions with the applicant. The letter might include something like the following: "Thank you for your interest in our ministry position and for the time you have given to us. We pray that wherever your ministry takes you, you and the people you serve will be blessed."

Other roles/duties

Members of the committee need to be involved in a variety of ways, including:

- offering hospitality at the time of interviews: welcoming and introducing the applicants, and perhaps offering a tour of the church, including the sanctuary and offices
- contacting applicants' references
- visiting and observing applicants after an interview has taken place (often as many members as possible try to visit)

Quorum

During the first meeting of the committee, the committee sets the quorum for the group.

Reviewing the process outlined in this handbook

It may be useful to the committee members to have a 'road map' of what the Search process, and their time on the committee, will look like.

Confidentiality and Conflict of Interest

As a participant in the Search Committee, it is important to be mindful of the issues of confidentiality and conflict of interest.

Confidentiality in the search process means that no individual should be recognizable in a comment or in summaries of information prior to the presentation of the name to the pastoral charge.

A conflict of interest may be monetary or non-monetary.

- A monetary conflict arises where the committee is considering a decision that may have a monetary effect, either positive or negative, on a member of the committee or a person close to the member (relative or friend).

- A non-monetary conflict arises in any circumstance where a member of the committee is constrained in any way from acting in the best interests of the United Church. That could occur when a member of the committee or person close to the member stands to gain a benefit in some non-monetary way from a decision that the committee is considering.

It is important to remember that even if there is not actual conflict of interest, from the outside it may look like there is a conflict of interest. It is critical to avoid both actual and perceived conflict of interest. If someone participates in a decision when she or he is in a conflict of interest, either real or apparent, the decision may be subject to appeal or a legal challenge as a result.

Human Rights

Human rights must be honoured at all times. Occasionally in an interview, an applicant may offer information about their family, gender, or political affiliation. The search committee must not ask for further information, or use the information as evaluation criteria.

The United Church of Canada supports the protection of human rights, abolition of discrimination in all its forms, and adherence to legislated provincial/territorial human rights codes.

Human rights law is based on the principle that employment decisions should be based on the applicant's ability to do the job rather than on factors that are unrelated to job requirements, qualifications, or performance. Prohibited grounds of discrimination in various Canadian jurisdictions include race, colour, disability, political affiliation, ancestry, family status, age, record of offences, place of origin, gender, marital status, receipt of public assistance, citizenship, and sexual orientation.

Advertising, application forms, and interviews must not include any questions that relate directly or indirectly to prohibited grounds of discrimination. Asking questions to solicit information in any of these areas is inappropriate and could be challenged as a violation of human rights.

Human rights must be honoured at all times. Occasionally in an interview, an applicant may offer information about their family, gender, or political affiliation. The search committee must not ask for further information, or use the information as evaluation criteria.

There are more details and useful strategies about human rights on the BC Government website (<http://www.ag.gov.bc.ca/human-rights-protection/pdfs/EmployerInfo.pdf>).

Communication

The committee will need to ensure that applicants know how to access the committee. The committee may decide to identify one person to address application packages to, through a mailing address and/or an e-mail address.

The committee will need to ensure that it communicates in a timely and consistent manner with all applicants. Communicate with applicants at least at the following points:

- at receipt of application, with an anticipated date for when applicants will be notified if they have an interview;
- to indicate that applicants will not be considered further;
- to indicate that applicants have been selected for an interview, with the interview date;
- to indicate whether or not applicants have been short-listed for a second interview, including the interview date for those who have been short-listed;
- to indicate that an applicant is the final applicant and that the committee will proceed with reference checks, a police records check, and to confirm good standing; and
- to notify all other short-listed applicants that an applicant has been chosen.

Remember that the e-mail will need to be confidential—an e-mail address where more than one person has access, such as a main church address or a family e-mail address is not appropriate. If necessary, set up an e-mail just for the search, for example AnywhereUnitedSearch@gmail.com.

After a decision is made, and after the applicant has agreed to the terms of the call, notify all others who were interviewed that another applicant has been selected.

The letter might include something like the following:

I am writing on behalf of the Ministry Profile and Search Committee of ____ United Church. Our committee enjoyed meeting with you on (date). It was a pleasure to meet you and get to know you. After much prayer and deliberation our committee has extended a call to another candidate. We thank you for your interest in our ministry position, and for the time you have given to us. We pray that wherever your ministry takes you, you and the people you serve will be blessed.

The committee will need to communicate regularly with the governing body and the pastoral charge. Remember that much of the work of the committee is confidential. Personal information about applicants and decisions cannot be shared, but information about the process can be, for example:

- the names of committee members;
- the number of meetings held;
- the number of inquiries received;
- the number of interviews; and
- assurance that the same criteria will be used to evaluate all applicants.

Further, updates may be written in a newsletter, given during the worship announcements, or in some other manner.

Search Process or Settlement:

The search process is used by pastoral charges that have a vacant ministry position, and would like to search for and call a minister.

The settlement process is a matching process between diaconal or ordained ministers and local ministries that is completed by the national church and Conference Pastoral Relations Working Group.

The Pastoral Relations Working Group is a Conference committee. All calls recommended by pastoral charges are approved by the Conference Pastoral Relations Working Group. Once a call is approved by the Conference, it becomes a settlement.

The report of the MPS committee may recommend that the vacancy in the pastoral charge be filled through the settlement process. Normally, "settlement" refers to the first pastoral charge an Ordinand or Commissionand is "settled" into. The pastoral charge must request settlement by filling in PR Form 427 PAM: Application for Settlement: Presbytery Accountable Ministry and forwarding it to Conference through the Conference Minister on the MPS committee. Once a pastoral charge requests a vacancy be filled through the transfer and settlement process, they are not eligible to continue their search.

Settlement can happen at three points in the process:

- The recommendation of the MPS committee may request settlement. Or,
- Immediately after the vacancy is declared.
- After the MPS committee has already been recruiting. Usually this happens at some point during the search process, when the committee determines that settlement is the best option.

In the actual matching process, committees work hard to match the skills and gifts of the applicants with the needs of the pastoral charges. It may be that not all vacancies can be filled. Contact your Conference Minister for more information.

Where a vacancy is not filled by a Pastoral Relations Working Group, the vacancy may return to a Search Committee to begin or resume a call process.

14. Recruit Applicants.

There are both formal and informal ways to recruit applicants.

Formal Process

When your MPS Report is approved by Conference, a copy of it will go on the BC Conference website where prospective applicants can see which pastoral charges have vacancies (<http://www.bc.united-church.ca/jsc>).

BC Conference will also add your pastoral charge to the national vacancy list. It is a national list, updated monthly and available through the Church Leadership Network (<http://churchleadership.united-church.ca>). The national vacancy list is updated the first of every month, so to get the widest circulation it is wise to make sure that the job posting includes the first of the next month.

Consider placing your advertisement online, through church websites: your pastoral charge's website, and the presbytery website. *The Observer* website is also an option, as are other job posting websites. Placing an advertisement in the print version of *The Observer* takes at least six weeks.

It is important to remember to remove information in a timely manner. Do not leave old advertisements in circulation.

Informal Process

Use as many resources as possible to compile your list of potential applicants, and then contact individuals and invite them to apply. Consider the following resources:

- The Availability List, a list of all ministry personnel currently seeking a change in pastoral relations. It is a national list of the United Church, updated monthly and available from your Conference office. In BC Conference, this information is routinely sent out by the Ministry and Personnel Program Assistant. (<http://www.bc.united-church.ca/content/conference-staff-directory>)
- Check the *Year Book*, an annually published list of all ministry personnel in the United Church.
- Invite recommendations from members of the pastoral charge and others.
- Ask your local Conference Minister or the BC Conference Personnel Minister.

A closing date should be established and published on the national Vacancy List and in all other advertisements. A closing date is usually 3-6 weeks after when the add is posted. If no suitable applicant is found, the search committee will have to decide whether to extend the deadline and solicit further applicants, or consider settlement. If a supply minister has not already been appointed to cover the worship and pastoral care needs of the pastoral charge, the search committee or governing body may consider requesting BC Conference to appoint a supply minister at this time.

Request information from applicants

In your package to prospective applicants, outline the information you want to receive from them.

Most applicants will send a résumé. In addition, you may request MEPS Forms 401 IS and 402 IS, the Ministry Personnel Information Sheets. These provide a profile of the minister's interest in

pastoral functions and skills, special training, recent continuing education experiences, community and other interests and hobbies, church involvement, and references.

A request for references usually includes the names of both clergy and lay people. You may wish to ask for a reference from someone outside the church. It is also helpful to ask for references from somebody that was in a position of leadership in the applicant's last pastoral charge. Some applicants also send reference letters.

Correspond with prospective applicants

The corresponding secretary sends a letter to all prospective applicants, inviting them to consider applying for the position and sending them a copy of the MPS report.

17. Interviews.

The committee is responsible for conducting interviews on behalf of the pastoral charge. Remember that an interview goes two ways: while you are interviewing the applicant, they are also interviewing the pastoral charge. **Before scheduling interviews, you must do step 15: Check Good Standing with Conference Personnel Minister.** Consider the following courtesies:

- Arrange for transportation and accommodation for the applicant, if necessary.
- Arrange for someone from the search committee to meet the applicant at the interview location.
- Provide a comfortable setting for the interview.
- Provide water for the applicant in the interview, and for search committee members.
- Provide nametags for the search committee members.
- Have search committee members introduce themselves.
- Arrange for a search committee member to begin the interview with prayer.
- Provide a clear description of the process, ensuring that there are no surprises for the applicant.
- Allow time in the interview for the applicant to ask questions of the search committee.
- Provide specific information on when the applicant will hear from the committee.
- Arrange for someone to accompany the applicant to their car or transportation after the interview.

In most situations, you cannot interview everyone. You are not obliged to interview any applicants. If there are no suitable applicants, consider seeking more applicants or consider other options.

If an interview is complicated by factors like distance and weather, consider using technology to enable the interview. While it's not perfect, Skype or teleconferencing together can still provide the means for an effective and inexpensive first interview. If you do your first interview through technology, make sure that you have a second interview in person.

It is important for the committee to be prepared for the interview, knowing in advance what the questions are, who is going to ask which questions, and how long the interview is going to take.

It is important to ask questions that relate to the position description, since the goal is to find the best match for the ministry needs within your congregation and community. The search committee may want to ask questions about the following:

- past ministry experience;
- theology;
- call (what calls you to this position and community?);
- change of pastoral relations (why are you considering a change in pastoral relations?);
- their faith journey up till this point;
- past educational experience;
- continuing education;
- conflict management;
- change management;
- strengths in ministry;
- areas of growth in ministry;
- experiences of solo/team ministry;
- church administration;
- time management; and
- self-care.

It is very important for the committee to develop its own questions related to the position description from the Ministry Profile and Search Report, so that the applicant whose gifts and skills best match the position description—and the ministry needs of the congregation—is found. It may also be useful to plan ahead for who will ask which questions.

It is a good idea to specify in advance the time allotted for the interview. One to one and a half hours should be sufficient, including time at the end for the applicant to ask questions.

Ask for additional references, if necessary.

Let the applicant know when the committee will communicate with him or her again.

18. Reference Checks.

References and a police records check are part of the process for the final applicant. Reference checks are used for two purposes. The first is the evaluation of reliability and qualifications. The second is the evaluation of other abilities, skills, personal suitability, or other qualifications for ministry. In order for the information obtained from references to be as useful as possible, the questions must be relevant to the qualifications and skills being assessed for the position description.

Suggestions for reference checks:

Designate two members of the committee to make, together, all of the calls to references. Conference calls and webinars are two easy way to link groups of people.

Get the applicant's consent to check all references.

In addition to contacting references who are provided by the Interviewee, it is strongly encouraged that at least one reference be provided by the chair of the Governing Body or Ministry and Personnel Committee of the individual's current Local Ministry Unit. If the Interviewee declines for you to contact either of these individuals, ask for a reason and ask that the interviewee provide an equivalent reference from the call or appointment situation that immediately preceded the current one.

The name of each reference, the date, and the names of the interviewers should be recorded.

Usually reference checks take place following the interview. Often the information that the applicant provides in the interview can lead to more specific questions for the reference check.

It is important to confirm facts stated in resumés and to contact named references. In fact, it is the obligation of the committee to do so. Cross-reference the applicant's work history with resumé claims.

Check only those reference provided by the applicant. If necessary, the committee can ask for additional references. Sometimes a reference may suggest another person to contact. Additional references should be checked only with the permission of the applicant.

The committee may want to verify previous employment, dates of employment, and so on, by contacting previous employers.

In a reference check, screening questions, general questions, and more specific information-based questions are all helpful, for example:

- Screening question: Are you aware of any characteristics of this applicant that would raise questions about their ability to work well in this ministry?
- General question: What are the applicant's strong points?
- Information-based question: Was there ever a time the applicant had to initiate a project, gain the support of others, and see it through to its conclusion? If so, how did the applicant do it?

Example of Conversation

Here is an overview of how it can be done. Feel free to customize this approach to your own local ministry setting.

Confirm that this is a convenient time to talk; our interview will take between 15 and 30 minutes.

Inform them that the information that you provide will be recorded and kept confidential within the Interview Team.

Let me tell you a little bit about the position that (the interviewee) has interviewed for. (Provide a brief overview of your Local Ministry Unit and ministry position description.)

1. How long have you known (the interviewee)?
2. In what capacity do you know him/her?
3. How well do you believe you know her/him? (circle one)

General Questions (include all of these ones):

4. Describe his/her strengths using examples from your experience with him/her.
5. What would you consider to be (the interviewee's) growing edges?
6. What will be the most challenging aspects of this role for her/him?

More Specific Questions (choose five or six the ones that make the most sense for your context. Even better, make up some that are your own.) Specific questions can lead to more information. An example of such a question is "Was there ever a time the applicant had to initiate a project, gain the support of others, and see it through to its conclusion? If so, how did the applicant do it?"

Here are some examples of questions that could be asked:

- How long have you known the candidate?
- In what context do you know the candidate?
- Do you work with the candidate, or are you friends?
- Would you welcome this person back?
- Had this person not left, what goals would you have been working on?
- If I were to send this candidate to deal with your wealthy grandfather who has early-stage dementia, would you be comfortable?
- If this candidate was working alone with your two-year-old granddaughter, would you be comfortable?
- Do you have any concerns about this person working with vulnerable people in our congregation?
- Can you describe any part of the candidate's journey of faith?
- Please tell me of an incident that confirmed for you the applicant's abilities as a minister.
- What are some examples of how the applicant's abilities as a minister improved while she/he was in your pastoral charge?
- No one does everything equally well; we're all better at some things than others. Would you give me an example of an area of ministry where your pastoral charge helped the applicant become a better minister?
- If the applicant should be called to move to our church, what will you miss about his/her ministry in your pastoral charge?

20. Second Interview (if needed).

If your committee would like further evaluation, it may be helpful to have a second interview the applicant(s).

The second interview is a much less formal process than the first interview. Its purpose is to dig deeper into the match by giving more time for responses to a few questions from the Interview Team and questions from the Interviewee. It tends to be more conversational in style, in part because the participants know each other from the first interview.

It also offers the opportunity for the interviewers and the Interviewee to identify their needs in terms of the call/appointment terms without getting into negotiating the actual terms.

What does a “good” second interview look like?

The interviewers meet together to confirm the process ahead of time. Consider the following:

Arrange it well in advance and provide the outline of the Second Interview to the Interviewee so s/he knows what to expect.

Be organized as in the first interview: have a host, a time keeper, agree who will ask questions and who will keep notes.

Suggested format

- o opening prayer and re-introductions and purpose and informal nature of the interview
- o digging deeper into our potential match (see below)
- o follow up to first interview questions (see below for examples)
- o questions from the Interviewee
- o understanding each other’s needs and hopes related to potential terms of call /appointment
- o agreeing on next steps
- o closing in prayer

Forming our Second Interview Questions:

Digging deeper into the potential “match”:

Tell him/her some of the things that impressed you in the first interview. Then tell them a little bit more about yourselves and your local ministry and ask them to respond to what they’ve heard.

For example: Each person shares a little about their experience in the local ministry to give a more personal in-depth understanding. After each of the interviewers has spoken, ask the Interviewee to reflect on what s/he has heard: What are the things that surprise/excite/worry/confuse you?

Question Arising from the First Interview:

Were there areas from the first interview that require follow up? These questions are based on what you heard in the first interview. There may be three, at most, four questions, that you want to talk further about. Here are a couple of examples:

Example 1: You have mentioned that you plan to commute from your home to our Local Ministry Unit. We are interested in hearing about any concerns or strategies you may have to meet our expectations that you are physically present in the pastoral charge/Local Ministry Unit at least 30 hours per week.

Example 2: One person may identify that they feel they want to hear more about the person's faith journey and how this has prepared him/her for ministering in your context. You may agree to have a question like this: We heard a little from you about your faith journey in your first interview. Can you tell us a little bit more in terms of how you see you have grown or changed over the last few years and how this has affected your ministry? Also, how do you see yourself working with people whose experience of faith and whose faith journeys are very different?

Example 3: After the first interview I was really interested in hearing more about your experience with "ABC" approach to Justice and outreach activities (or Messy Church or whatever). Can you tell us a bit more, especially as how you see it being possible to try that approach in our local ministry context which is quite different than the one you have been in previously?

If you are unsure about how to word your questions so as to avoid any potential miscommunication, consult with your Conference Liaison to make sure that you are asking in an appropriate and effective way.

Offering an opportunity for the Interviewee to ask questions.

You can also begin negotiating terms now if you wish.

Closing

23. Negotiating Terms.

The Chair and perhaps one other person will negotiate the terms of the call or appointment directly with the individual while keeping within the parameters provided by the Governing Body (e.g. "Up to a certain salary grid level" or "Up to a certain amount for housing, technology etc.") Ideally, this discussion takes place in a face-to-face meeting but this is not always possible or feasible. Teleconferencing or SKYPE can also work well.

Remember that the terms must be negotiated within the budget that was set at the beginning of the search process. If the committee and the final applicant wish to negotiate outside of the set budget, the committee must first take a recommendation back to the governing body to approve an increase to the budget.

If a pastoral charge owns a manse, and includes the manse as part of the terms of call, it is the responsibility of the governing body to arrange for the visitation of the manse and a report on its condition, including recommendations for any necessary repairs or maintenance. The report must be shared with the MPS committee. A call must not be issued until the recommendations have been adequately addressed.

This is also the time to discuss the remuneration package. The terms must be at least the minimums set by The United Church of Canada and Conference and presbytery policies. Compensation for Ministry Personnel includes salary, manse or housing allowance, continuing education allowance and book allowance, and additional compensation.

The annual *Salary and Allowances Schedules Applicable to Ministry Personnel* indicate the minimum for each category (<http://www.united-church.ca/minstaff/compensation/schedule>) to download the schedules or obtain the information from the Conference Minister.

Although there are ministers who receive just the minimum, others have received and will request a salary above minimum. Salaries above the minimum should be reflected with a percentage (i.e. 10% above minimum). All increases to the minimum (cost of living increases) must still be observed, your committee needs to be aware of this.

Unique terms cannot be substituted for minimum requirements.

Recording Terms:

All terms of call must be written down. While this is a covenantal relationship it is also a legal relationship that falls under employment legislation. Therefore all terms must appear in writing on the appropriate form.

For terms that are over and above the standard terms found on the forms, record them on a separate piece of paper then date and sign the piece of paper and attach it to the form.

Housing

Discuss housing and the BC Conference housing allowance. If there is a manse, find out whether the applicant is interested in living there and whether she or he has any special needs or considerations. The housing allowance for all paid ministers in a pastoral charge must be the same, the only change can be pro rata for part-time service. The housing allowance is set by the BC Conference Pastoral Relations Committee, and is based on the rental value of a three bedroom detached home in the area of the Church. For details, contact your local Conference Minister.

Book Allowance

Book allowance and support for study and continuing education should be considered carefully. There is a national minimum amount for study/book allowance on the salary scale. <http://www.united-church.ca/minstaff/compensation/schedule> These too are minimums, and amounts above can be considered. It may be wise to include a Spiritual Direction allowance.

Moving Expenses

The moving expenses of candidates and members of the order of ministry who are transferred as part of the transfer and settlement process are the shared responsibility of the General Council Office and the local ministry unit. This includes travelling expenses and expenses connected with moving the ministry personnel's possessions. It also includes moving the ministry personnel's family within a year of settlement. Ministry personnel from another province are moved at the expense of the pastoral charge.

Unique Terms:

Sometimes Local Ministry Units and Ministry Personnel will come up with unique terms to address their specific circumstances. This kind of creative thinking is encouraged. When considering unique terms, however, you should take care to consider the potential impacts on others of agreeing to unique terms by consulting with the Governing Body prior to making any commitments.

Examples of unique terms are

covering provincial health care monthly premiums
 additional compensation provided not through monetary terms but through
 additional Sundays or time off
 in-kind compensation through wood, produce, or meat that has been produced and donated by
 members of the LMU
 in-kind compensation through services provided by the congregation (such as use of a cottage for a
 portion of vacation if desired by the Ministry Personnel)

Sometimes a Local Ministry Unit and the Ministry Personnel will consider other terms that relate directly to the working environment. Here are some examples:

the Ministry Personnel has a service dog to assist them in his/her day to day work.
 the Ministry Personnel has allergies that may be worsened by exposure to moist church basements where the office is currently located. The Local Ministry Unit and Ministry Personnel negotiate the purchase of the dehumidifier by the Local Ministry Unit to address the problem and agree to talk in three months about whether or not the solution is working and to consider other possible solutions.

In these health-related situations, the Local Ministry Unit must take appropriate steps to address the environmental factors that may contribute to an existing health problem. Having said that, the Local Ministry Unit must also consider the potential impact on others (especially related to animals) and balance the ability to accommodate the prospective Ministry Personnel's needs with the needs of the Local Ministry Unit (e.g. parishioners who may have allergies who will not be able to access the Ministry Personnel because of their allergies, or parishioners who may be afraid of animals etc.) When addressing any of these unique terms, you should consult with the Governing Body as well as with the Conference Liaison prior to making any commitments.

In still other situations, the Ministry Personnel may make requests for consideration of terms that are specific to their unique circumstances. For example, a Ministry Personnel may request that s/he is

permitted to bring a pet to work (to avoid leaving the animal at home alone)
permitted to bring a child to work on a regular basis
work only from a home office rather than from the office usually provided by the Local Ministry Unit

Consider the terms carefully before committing or declining. In your discussion with the Ministry Personnel, consider these questions:

How will this request enhance your ability to fulfill your obligations in this position?
What potential challenges do you see if we mutually agree to this term and what suggestions do you have for addressing the challenges?
Who else might be unintentionally and negatively affected by this term?
Are there others whose input we should seek prior to making a mutual decision?

Sample for a Service of Commissioning

Presider: Friends, you have been appointed to serve on the Ministry Profile & Search Committee in order to seek the next Congregational Minister for University Hill Congregation.

Will you faithfully carry out the work of the Ministry Profile & Search Committee, taking responsibility for leading the congregation through this time of pastoral transition?

We will, God being our guide & helper.

Chair of Session: ____, as our retiring Congregational Minister you are accustomed to taking the lead in guiding this congregation.

Will you now faithfully support and encourage the Ministry Profile & Search Committee as it assumes responsibility for leading the congregation through this time of pastoral transition?

I will, God being my guide & helper.

(The congregation is invited to stand, as able)

Presider: Friends, you have appointed ____, ____, ____, to serve as our Ministry Profile & Search Committee. They will require your active support, participation and prayers in their work.

Will you faithfully support, work with and pray for these our sisters and brothers in Christ as they seek a Congregational Minister to serve among us? We will, God being our guide & helper.

(The Committee gathers around the font as the congregation
is invited to lay on hands)

Presider: Be watchful, stand firm in your faith,
be courageous and strong.
Let all you do be done in love. (I Corinthians 16:13,14)

May the God of hope
fill you with all joy and peace in believing,
so that you may abound in hope
by the power of the Holy Spirit. (Romans 15:13)

Section B: Additional Background Information

There are three areas of background information that may or may not apply to your community.

The first details the categories of **eligible ministry personnel**.

The second applies if you are **considering a reduction in ministry personnel**.

The third applies if you are considering a **specialized ministry** (i.e. Aboriginal Ministry, Ethnic Ministry, Interim Ministry, and Shared Ministry).

Categories of eligible ministry personnel

Pastoral relationships can begin in one of three ways:

(1) settlement;

(2) call and settlement; or

(3) appointment.

Settlements may be made as part of the transfer and settlement process, co-operatively by the Transfer Committee of the General Council and the Conference Settlement Committees, in response to applications from members of the order of ministry, candidates for ministry, and pastoral charges or other presbytery-recognized ministries.

Settlements may be made by Conference Settlement Committees in response to calls that have been issued by pastoral charges and approved by presbyteries.

Appointments may be issued by presbyteries to fill a vacancy, for short-term supply, or for intentional interim ministry.

Different ministry personnel are eligible for different types of pastoral relationships. Below is a list of the different types of ministry personnel in The United Church of Canada, and what types of pastoral relationships they are eligible for.

'Ministry personnel' is a general term that refers to members of the order of ministry, designated lay ministers, candidates serving under appointment, diaconal supply, and ordained supply. Ministry personnel serve in paid accountable ministry positions in the United Church and in other ministries.

Members of the Order of Ministry: Diaconal and Ordained Ministers

Diaconal ministers are eligible for settlement, call, or appointment.

Diaconal ministers are commissioned to the ministry of education, service, and pastoral care, and as members the order of ministry of The United Church of Canada they are eligible for settlement, call, or appointment. Diaconal ministers serve in various capacities, such as in congregational

ministry, in community development, as chaplains, in inner-city ministry, as overseas personnel, at lay education centres and theological schools, or in staff positions at presbytery, Conference, or General Council. Sometimes these ministries include worship and the sacraments. One significant aspect of this ministry is the co-operative team relationship that is central to the diaconal minister's style and identity.

Ordained ministers are eligible for settlement, call, or appointment.

Ordained ministers are members of the order of ministry of The United Church of Canada, and as such are eligible for settlement, call, or appointment. Ordained ministers serve in all aspects of ministry and are formally called to word, sacrament, and pastoral care. This involves presiding in worship and sacrament, nurturing and strengthening the beloved community of God, making the wisdom of the ages relevant for today, and being representatives of Christ in the world in seeking justice and wholeness for all of creation.

Candidates

Candidates are eligible for appointment.

Candidates are lay members of The United Church of Canada who are in the formal process—called the candidacy process—for preparation for diaconal or ordained ministry. Candidates are eligible for supply appointments.

Candidates must also complete a supervised ministry education appointment as part of their education program for one to two years. Candidates who are enrolled in a ministry-based ordination program must have a half-time appointment for the duration of their studies. Education-based appointments require the pastoral charge to be designated as a learning site. A pastoral charge supervisor and an educational supervisor must be assigned. Pastoral charges participating in an approved Supervised Ministry Appointment are eligible to receive a grant of up to \$10 000.

For more information about supervised ministry education, please see the Supervised Ministry Education resource, available on the United Church website (www.united-church.ca).

A candidate whose candidacy process is terminated is no longer eligible for appointment. If a candidate is appointed at the time that their candidacy process is terminated, the appointment must be ended with 90 days' notice.

Designated Lay Ministers

Designated lay ministers are eligible for appointments.

Designated lay ministers are lay members of The United Church of Canada who are recognized by the conference to serve in paid accountable ministry, and as such are eligible for appointments in solo or team ministry contexts. It is possible to appoint a designated lay minister to a pastoral charge for more than one year; multi-year appointments must be pre-approved by

the Conference Settlement Committee or equivalent. Designated lay ministers are not eligible for call, but can be licensed for sacraments.

Designated lay ministry students are called designated lay minister applicants and must have a half-time appointment while studying. The pastoral charge must be designated as a learning site, and a pastoral charge supervisor and an educational supervisor must be assigned.

A designated lay ministry applicant whose application for ministry is terminated is no longer eligible for appointment. If the application for ministry of a designated lay minister is terminated, the designated lay minister's appointment must also be ended with 90 days' notice.

Congregational Designated Minister

Congregational designated ministers are baptized lay people employed by a pastoral charge in a specified ministry position designated by the presbytery as accountable to the governing body of the pastoral charge.

This is an individual whose work encompasses one or more specific areas of the congregation's ministry/mission (e.g., youth worker, parish nurse, adult educator) and whose position responsibilities do not extend to the wider church. This category does not include persons serving as candidate supply, intern supply, student intern, or student supply. Ordered ministry personnel are not eligible to serve in Congregational Designate Minister positions.

There is additional information on this topic on the United Church's website (<http://www.united-church.ca/handbooks>).

Retired Ministry Personnel

All retired diaconal and retired ordained ministers are eligible for supply appointments in pastoral charges. Retired designated lay ministers who have retained their presbytery membership are eligible for supply appointments in pastoral charges. No retired ministry personnel in receipt of a pension are eligible for call.

Interim Ministers

Interim ministers are eligible for intentional interim appointments.

Interim ministers are designated lay ministers, diaconal ministers, and ordained ministers who have been designated by the Conference to serve in interim ministry appointments. "An 'interim ministry' is a time-limited ministry in a pastoral charge. The purpose of the interim ministry is to work toward specific goals decided on by BC Conference and the pastoral charge". These goals can be mission-based, pastoral, or organizational. For more information on interim ministry, please see the Interim Ministry resource, available on the United Church website (www.united-church.ca).

Admission Applicants

Admission applicants are eligible for appointment.

Admission applicants are diaconal or ordained ministers from other denominations who are applying to be admitted into the order of ministry of The United Church of Canada. Admission applicants must have their credentials (ordination, education, good standing, police records check, references) cleared by the General Council Office and the Candidacy Admissions Board (CAB) before they are eligible for an appointment. An admission applicant serving in an appointment is termed either as ordained supply, or as diaconal supply.

Are you considering a reduction in ministry personnel?

In the case of multiple staff when ministry personnel will be reduced and a new Ministry Personnel Description developed, the MPS committee must determine whether current ministry personnel are eligible to apply for the new position. Usually, if the new Ministry Personnel Description is considerably different from the old one, a vacancy will be declared, with current ministry personnel receiving a minimum of 90 days' notice and being eligible to apply for the new position.

If the pastoral charge agrees with the MPS committee's recommendation, there is a request to end pastoral relations. Sometimes, current staff have the right to apply for the new position but are not automatically assured of the position.

Need for part-time minister

Perhaps you have come to the difficult realization that the resources you have are adequate only for part-time ministry personnel. If you have carefully and prayerfully looked at your stewardship of financial resources and come to this conclusion, you must consider what it means.

The United Church designates full-time ministry as 40 hours. Therefore, half-time is 20 hours, and three-quarter time is 30 hours. Can the ministry you have in mind be done within the time allotment you are considering? If not, what must be left undone by the ministry personnel and done by volunteers?

It is also possible to ask a part-time minister to work full time for only part of the year. For example, a $\frac{3}{4}$ time minister could be asked to work full time for $\frac{3}{4}$ of the year.

If you have decided on part-time ministry, consider that it will take at least 8 to 12 hours to prepare and conduct a worship service. The remaining time will need to be divided between pastoral care or education or administration. In addition there are presbytery responsibilities. Ministry personnel are required to attend presbytery meetings and participate in at least one committee. Any presbytery participation beyond this should be negotiated.

Another expectation of the minister is that he or she will conduct weddings and funerals. Weddings are planned events and compensation time can be prearranged, but funerals are always unpredictable. A system of agreed-upon compensation time should be in place for emergencies and emergent meetings.

At the end, it may be that very little time will be left for pastoral care. Many people do not fully understand the concept of part-time ministry and may complain that the minister is not spending enough time in the pastoral charge. You will have to be prepared to explain why part-time ministry is what is needed and what it will mean.

An active Ministry and Personnel Committee is essential. They will be able to help address issues such as the following:

- Your minister needs a second part-time job to survive, and this job demands as much loyalty as his/her relationship with the pastoral charge.
- A part-time position is available in a neighbouring pastoral charge. Are you willing to negotiate with the other charge?
- Are you willing to consider that the part time minister would not be leading worship every week?

The need for volunteer support is very important with part-time ministry.

- Do you have a pastoral care team in place?
- Do you have lay preachers and worship leaders in the pastoral charge?
- Are you prepared to deal with the reality that your minister will not always be available?

Specialized ministries

Aboriginal Ministries

For purposes of changes in pastoral relations in native ministries, please contact the Conference office for guidance and direction.

Ethnic Ministries

Ethnic Ministries pastoral charges are generally identified with an “EM” designation in the United Church *Year Book* alphabetical directory.

When there is a change in pastoral relations in an Ethnic Ministries pastoral charge, all the usual procedures of the United Church must be followed—that is, notifying Conference, setting up a Ministry Profile and Search Committee, getting approval of the MPS report, setting up a Search Committee, and declaring a vacancy.

At the same time, the Conference should notify the Ethnic Ministries Unit of the General Council of the change in pastoral relations. The Ethnic Ministries Unit is responsible for pastoral relations support for Ethnic Ministries pastoral charges. When necessary, the unit identifies an appropriate person to be a corresponding member to the Ministry Profile and Search Committee and the Search Committee, to assist in supporting ethno-cultural sensitivity in the processes and to act as a language resource.

As with any call, only qualified ministry personnel can be called to an Ethnic Ministries pastoral charge through a Search Committee process.

Conference should notify the Ethnic Ministries Unit once a call is accepted or an appointment is made. The Ethnic Ministries Unit will support admissions processes and work with the appropriate General Council Office units, Conference, and pastoral charge.

Interim Ministry

If it is determined that the pastoral charge should have an interim minister, the Conference Minister for the region needs to determine the availability of trained interim ministers in the Conference.

Among other things, Interim Ministry provides opportunity for reviewing membership, for determining alternate structures, and for making decisions relative to using resources effectively.

Activities in the Interim Ministry may need focused work to help the congregation and the former minister reach closure in their relationship, allowing the congregation to move forward in developing a clear, unique purpose.

A Transition Team comprised of congregational representatives, members of Presbytery, and the Interim Minister work together in determining directions for the future.

Ecumenical shared ministries

There may be an opportunity to share ministry personnel with a congregation of another denomination. There are different processes for this, so check with the Conference minister.

Student supply ministries

Candidates for Ordained or Diaconal Ministry may be appointed to a pastoral charge while preparing for ordination or commissioning. Appointments are approved by BC Conference, either by the Candidacy Admissions Board, or by the Candidacy Pathway committee.

Each appointment must be to a Conference–declared vacancy, and the Candidate is paid according to the national salary schedule. She or he is appointed as Student Supply.

Ministry-Based Educational Programs for Ordination

Candidates for Ordained Ministry in one of the approved Ministry-Based Educational Programs for Ordination may be appointed to a pastoral charge as part of their educational program; in fulfillment of their Supervised Ministry Education. The Ministry-Based Educational Programs for Ordination are ways to earn the Master of Divinity (M. Div.) degree in part-time study while serving under presbytery appointment. The program normally encompasses five years of half-time study with a half-time appointment.

Such Candidates are understood to be Student Supply appointments (usually half-time) and, in addition to the conditions above, are appointed to a site that has been approved by the Conference Internship and Educational Supervision Committee as a “learning site” and has an educational supervisor and a lay supervision team in place for the duration of the appointment. All appointments must be approved by both the Conference Internship and Educational Supervision Committee and the theological school through which the Candidate is registered.

To qualify for participation in this program, the pastoral charge needs to become an approved learning site by completing SME Form 208: Application by a Pastoral Charge and Supervisor to Be Approved for Use in Supervised Ministry. (<http://www.united-church.ca/forms>)

The Conference must recommend the site to the Conference Internship and Educational Supervision Committee as a learning site, and also approve the educational supervisor. All terms

of the appointment need to comply with *The Manual* and (at least) the minimum salary schedules of the General Council.

For further information, please contact the Candidacy Project Manager, Brenda Fawkes, or the Conference Personnel Minister.