



Calling a Minister

Guidelines For

Presbyteries

Interim Moderators

and Search Committees

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PREFACE

Calling A Minister: Guidelines for Presbyteries, Interim Moderators and Search Committees is a revision of *Guidelines for Interim Moderators, Search Committees, Presbyteries (Revised 1990)*

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

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

The blending of congregational ministry and a particular minister’s style is complex, and interim moderators, interim ministers, sessions, search committees, congregations, candidates and presbyteries all have a role in ensuring a good match. This booklet will help.

Special Thanks

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Feedback Welcome

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Ministry and Church Vocations
Life and Mission Agency
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Concerning Diaconal Ministers, Associate or Assistant Ministers, Multiple-Point Charges

For the sake of simplicity, we will use the word 'congregation' for single or multiple-point charges. Similarly we will use the word 'minister' to refer to ministers of word and sacraments in sole, associate or assistant positions or to diaconal ministers, noting clarification where necessary.

Acts and Proceedings (A&P)

The Acts and Proceedings are the official minutes of each year's General Assembly. Every minister, diaconal minister and congregation get a copy each year. This document will use the short form "A&P", followed by the year. Thus "A&P 1994" will refer to the Acts and Proceedings of the 1994 General Assembly.

Tips for Using this Resource

1. Begin with Section A, "Before the Minister Leaves".
2. Next, turn to the section that applies directly to you ("The Interim Moderator", "The Session", and so on). All the tasks for which you are responsible will appear in this section.

Special note for Interim Moderators:

Interim moderators will also need to refer to the final sections, "Issuing the Call" and "After the Call is Accepted", as their tasks in these sections do not appear in the separate section on interim moderators.

3. For helpful background information, you may want to read the sections on duties or responsibilities of other individuals or groups that do not apply directly to you.
4. For a complete picture of the final steps of the process, see the sections, "Issuing the Call" and "After the Call is Accepted", where all the steps of the process are outlined in one place.
5. For an overview of the steps, see Supplement XX, p. 95.

Making Copies

You may photocopy this resource. You may wish to print pertinent sections for members of the search committee and session.

To Order More Copies

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**CALLING A MINISTER
GUIDELINES OF THE PRESBYTERIAN CHURCH IN CANADA**

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A. BEFORE THE MINISTER LEAVES

A.1 The Role of the Minister

- 1.1 A minister intending to retire or resign applies to the presbytery first, then advises the session and congregation of his/her intention (Book of Forms, Section 244-45).
- 1.2 A minister who is leaving should not try to influence the choice of a successor.
- 1.3 A minister who is leaving should ensure that appropriate action is taken to bring about closure to this chapter of the congregation's life and ministry (Supplement XIV, p.82). An associate, assistant or diaconal minister should confer with the senior minister about action planned for this same purpose.

A.2 The Role of the Congregation

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

A.3 The Role of Presbytery

- 3.1 The presbytery arranges for a citation to be read to the congregation: when it receives a call addressed to one of its ministers OR when a minister requests permission to retire or resign (Book of Forms, Section 228, Appendix A-31; [diaconal minister, Appendix A-31.1]).
- 3.2 If a principal minister is retiring, particularly after a long time in that parish, appointed representation of presbytery should meet with the session and congregation to help consider future directions for the congregation. (A&P 1992, p. 390. See Supplement XVIII, #6, p.91.)
- 3.3 Presbytery may appoint a consultative committee to do some preliminary work before the interim moderator's duties begin. Presbytery may choose to use an existing committee or make other arrangements to ensure that these tasks are completed for the presbytery.
- 3.4 Presbytery should not appoint as interim moderator either the departing minister or any other minister currently serving in the same pastoral charge.
- 3.5 Presbytery may decide that the interim moderator's duties are to begin before the incumbent minister leaves, provided the incumbent and the session agree and presbytery believes it is in the best interests of the congregation. (See Supplement XVIII #2, p. 89 and Book of Forms, Section 244, 245.)

A.4 The Tasks of a Presbytery Consultative Committee

Note: Although we will refer to the consultative committee in this document, the committee may have another name such as pastoral care committee or ministry committee.

4.1 Consulting the Session and Congregation

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

4.2 Consulting the Minister

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

4.3 Deciding How to Proceed

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

4.4 Recommending an Interim Moderator

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

A. Before the Minister Leaves

4.5 Meeting with the Interim Moderator

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

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

The following sections have been set up so that you only need to refer to the section that applies directly to you.

You can continue reading at the appropriate place:

The Presbytery	p. 4
The Interim Moderator	p. 9
The Session	p. 16
The Board of Managers	p. 20
The Search Committee	p. 22

The other sections that do not apply directly to you may provide helpful background information.

B. THE PRESBYTERY

B.1 Initial Steps

1.1 Report from the Consultative Committee

Presbytery will consider the report and recommendations of the consultative team on how to proceed with the ministerial vacancy.

1.2 Appointing the Interim Moderator

The presbytery will appoint an interim moderator of session (Book of Forms, Sections 213, 232) after considering the recommendation of the consultative committee. (If the opening is for a diaconal minister or an associate or assistant minister, an interim moderator is still required.)

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

1.3 Instructions to Interim Moderators

The presbytery is responsible to ensure that its interim moderators understand which categories of people are eligible for a call (Section C.6.2, p. 12 of this document and Book of Forms, Section 215 and 215.1).

1.4 Formal Notifications

1. Presbytery sets the date for the pulpit (position) to be declared vacant (Book of Forms, Section 232), at which time the interim moderator reads, or appoints another person to read, the presbytery announcement (Book of Forms, Appendix A-33). If the departing minister is not the principal minister, the position should be declared vacant.

B. The Presbytery

2. As soon as presbytery has set the date to declare the pulpit (position) vacant the clerk of presbytery informs Ministry and Church Vocations of the ministerial opening and the name of the interim moderator and whether the congregation is free to proceed to a call immediately (A&P 1987, p. 363, 31).
3. Presbytery, usually through its clerk, advises the congregation of any of presbytery's own requirements for the calling of ministers, such as an honorarium for the interim moderator, hearing and voting on only one candidate at a time and minimum stipend, allowances, study leave and annual vacation that may exceed the General Assembly's requirements.

1.5 Payment for the Interim Moderator

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

1.6 Proceeding before Minister Leaves

If it is in the best interest of the congregation and if the departing minister agrees, presbytery may direct the interim moderator to begin work before the departing minister leaves (Supplement XVIII #2, p. 89).

1.7 Interim Minister

The presbytery and the interim moderator may decide that an interim minister would be helpful. A list of interim ministers can be obtained from the Ministry and Church Vocations office. Only under exceptional circumstances should an interim moderator also serve as interim minister (Supplement III, p. 52).

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

1. After a long ministry, or where healing needs to take place in a congregation, presbytery may appoint an interim minister for a stated time. (The appointment may be renewed.)
2. In many such cases, the congregation or charge shall not be listed in "Transitions" in the Presbyterian Record from the beginning of the interim ministry appointment but only when the presbytery gives permission to proceed to a call.
3. The new minister will not be inducted (installed) until the stated term of service of the interim minister has been completed.

B. The Presbytery

B.2 During the Ministerial Vacancy

- 2.1 Presbytery and the congregation should agree on suitable accommodation for the minister before any candidates are considered for the position. (A&P 1989, p. 215, 62. See Supplement XVIII #4, p.90 of this document; also Sections E.2, p. 20, E.3, p.21 and F.3, p.23.)
- 2.2 The presbytery will receive regular reports from the interim moderator on the progress of the search for a minister, and on the congregation's life. (In the case of a diaconal minister, the session is required to submit a position description to presbytery [Book of Forms, Section 112.7.1]).
- 2.3 When a ministerial vacancy extends for several years, presbytery may consider a change of interim moderator every year, or every two years at most.

B.3 Issuing a Call

- 3.1 Preparation before the Meeting
 1. The clerk of presbytery should make sure the interim moderator knows the guidelines concerning the minimum established by the General Assembly or the presbytery for stipend, allowances, study leave and vacation period.
 2. The clerk of presbytery will provide a place on the docket of presbytery when notified by the interim moderator that the call is being processed in the congregation.
 3. The clerk of presbytery will give the call to the appropriate presbytery committee to determine that proper procedures have been followed. Has the call been adequately signed? Does the guarantee of stipend and allowances meet the required minimums? (In the case of a diaconal minister, is the submitted position description suitable?) If the congregation is providing a loan for a down payment on accommodation, are the terms of repayment clearly defined? Any unsatisfactory matters should be corrected before the call is presented to presbytery.
 4. It is the duty of the clerk of presbytery to find out whether a minister-elect is on the Pension Fund in good time before the service of induction/installation (Book of Forms, Section 233.2).
 5. The presbytery, through its clerk, is advised to learn from the presbytery of care whether the minister-elect has completed courses encouraged and mandated by General Assembly, e.g. courses in the Policy for Dealing with Sexual Abuse and/or Harassment. (See Supplement XVIII #7, p.91.)
 6. If the candidate is a graduating student, see Supplement VI, page 66.

B. The Presbytery

7. If the call is to a clergy couple, see Supplement V, page 65.
8. If the call is to part-time ministry, presbytery will ensure that the congregation will be adequately served and that the person called receives adequate stipend and benefits (A&P 1992, p. 396).
9. The presbytery receiving the call should inquire into the financial status of the minister's/graduate's mortgages and indebtedness before placing a call in the minister's hands. In the case of indebtedness presbytery should appoint representatives to meet with the candidate to deal with the problem.

3.2 Meeting to Consider the Call

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

B.4 After the Call is Accepted

4.1 Keeping File Copies of Calls

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

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

4.2 Induction/Installation Service

1. The moderator and clerk of presbytery, in consultation with the interim moderator, shall make arrangements for the induction/installation service.
2. The presbytery clerk prepares the Edict of Induction/Installation (Book of Forms, Appendix A, A-29; A, A-29.1).

B. The Presbytery

B.5 Welcoming a New Minister

General Assembly has instructed Synods and Presbyteries to provide orientation for ministers new to the region, drawing upon the resources of the Church's colleges and area workers, with assistance from Ministry and Church Vocations as needed (Supplement XVI, p. 85). This would include the provision of any General Assembly encouraged or mandated courses that the minister has not yet completed. (See Supplement XVIII #7. p.91.)

C. THE INTERIM MODERATOR

C.1 Ethical Considerations for the Interim Moderator

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

C.2 Before the Minister Leaves

2.1 If there is a lengthy period between the minister's resignation and the dissolving of the pastoral tie, the interim moderator may, with the presbytery's and departing minister's permission, meet with the session to set up a search committee and begin to conduct the congregational self-analysis. (See C.5.1, p. 10 and F.1, p. 22.)

C.3 Formal Notifications

3.1 Read to the congregation, or appoint another person to read, the presbytery announcement declaring the pulpit (position) vacant (Book of Forms, Appendix A-33).

3.2 Once the presbytery has agreed that the congregation can proceed with a call, send the appropriate contact information to:

- the *Presbyterian Record* for the "Transitions" column (A fee may apply.)
- Ministry and Church Vocations for posting on "Ministry Opportunities and Interim Moderators" on the Church's webpage (www.presbyterian.ca/mcv/)

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

4.1 As soon as possible, the interim moderator will meet with the session, or in a multiple-point charge, hold a joint meeting of the sessions, to ensure that the life of the congregation continues smoothly during the search process.

4.2 Session meetings continue during the ministerial vacancy, with the interim moderator chairing meetings of both session and congregation. In special circumstances the interim moderator may ask another minister from presbytery to preside at the meetings.

4.3 The interim moderator arranges pulpit supply. The session may make suggestions, but responsibility for providing supply rests with the interim moderator. Anyone who might be a candidate for the call, including graduating students, should not be invited to supply. (See Supplement XVIII, #5, p.90.) A stated-supply appointment by presbytery is another option. (See Supplement XXI, p. 100)

C. The Interim Moderator

- 4.4 The interim moderator will oversee preparation of the worship bulletin and any other congregational publications, ensuring that necessary announcements are included and items that may cause conflict are omitted.
- 4.5 The interim moderator is not expected to carry out all the pastoral care of the congregation. The session, working with the interim moderator, will arrange for visitation of church members in hospital and others needing pastoral care.
- 4.6 Baptisms, marriages, or funerals shall not be conducted by any minister without the knowledge and consent of both the interim moderator and the session (Book of Forms Section 247.1).
- 4.7 Church regulations require sessions to revise the Communion Roll before calling a minister if they have not revised it within the past year. The procedure allows candidates a true picture of the congregation's size and allows presbytery to compare the number of people signing the call with the true number of active members. Note, however, that names can be removed from the roll only after one year's notice (Book of Forms, Section 125.4, 125.5).

* Continuing the life and work of the congregation is not the interim moderator's responsibility when an associate, an assistant, or diaconal minister is being called. (When a principal minister is being called in a multiple-staff congregation, the interim moderator in consultation with staff and session may expand or redistribute ministerial responsibilities for the interim period.)

C.5 Searching for a Minister

5.1 Appointment of a Search Committee

At the first meeting of session, the interim moderator directs it in appointing a search committee. (See D.3, p.16.)

The session determines how often the search committee will report to the session and identifies decisions that require session approval - for example, whether the services of an interim minister should be sought, the name of the candidate invited to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), the date for preaching for a call, the date and time of the congregational meeting to decide on a call.

If the session is free to decide and determines to have a leet*, General Assembly has recommended a leet of three be used. Session should note, however, that General Assembly has advocated the use of sole candidacy and that some presbyteries require it. (*"Leet" is an old Scottish word that means, simply, "list".) (Supplement IX. P. 70).

C. The Interim Moderator

5.2 Establishing Stipend, Benefits and Accommodation

1. Accommodation

Before the search committee considers candidates, the interim moderator will present to presbytery the session's agreement on suitable accommodation for the next minister. (See Section B.2.1, p.6.)

2. Stipend

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

The interim moderator will ensure that the Board of Managers knows the General Assembly minimum stipend and the presbytery minimum where there is one. The presbytery clerk can provide these figures. (See Section G.3.4, p. 30.) If the position is part-time see Supplement VIII p. 68.

The interim-moderator will know that decisions to change the ministry position from full-time to part-time or vice-versa or to change the percentage of part-time require the approval of presbytery.

3. Manse

If there is a manse, inspect it with the manse committee or members of the Board of Managers. Ensure that good maintenance measures are followed and necessary repairs completed during the search period.

NOTE: Consideration of replacing or selling the manse should take place at two times only: before any candidates are considered, or after a call has been extended, sustained, and accepted. Otherwise a candidate's reaction to the manse may become the basis of acceptance or rejection of the call.

5.3 Meeting with the Search Committee

The interim moderator attends all meetings of the search committee, but it is recommended that a member of the search committee should convene the meetings. (A time of transition is an opportune time for the development of lay leadership. Most congregations have gifted people who do an excellent job in this role.) Minutes should be kept of all meetings.

C. The Interim Moderator

5.4 Congregational Analysis and Future Planning

(These activities may be lead by the interim minister, if there is one.)

The interim moderator leads the search committee in congregational analysis and setting goals for the future. (See F.1, p.22.) If the congregation has a member experienced in goal setting this person may lead the process.

The interim moderator helps the search committee to complete the Congregational Profile Form (Supplement I, p. 37.) available from Ministry and Church Vocations, and send a copy to Ministry and Church Vocations asking that office for personal profiles of potential candidates (Supplement II, p.44.). The congregational profile includes a position description for the minister. (In the case of a diaconal minister, the position description should be submitted to the presbytery [Book of Forms, Section 112.7.1].)

5.5 Reporting to the Session and Congregation

The interim moderator arranges for the search committee to make frequent reports to the session and for the session to keep the congregation informed about the call process during worship or through a newsletter. Names of possible candidates should not be mentioned in these reports (D.7, p.17 & D.8, p.18).

C.6 Dealing with Prospective Candidates

6.1 Equal Consideration for All

The interim moderator shall ensure that the search committee understands and endorses the principle that no one will be disqualified because of age, gender, race or marital status (Supplement XVII, p. 87).

1. The interim moderator shall ensure equal and full consideration for all candidates whether male or female.
(A&P 1980, p. 398, 64)
2. Candidates from more distant places should receive full consideration. Arrangements may be made to interview such candidates using a conference call or to have them provide a videotaped or audio-taped sermon (diaconal ministers, a relevant video-taped or audio-taped presentation; see Supplement VII, p. 67). No candidate should be disqualified on the basis of living far away from the congregation. The cost of moving a minister should be considered an investment over the years of that person's ministry.

C. The Interim Moderator

6.2 Who can be a Candidate?

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

Interim moderators may introduce as candidates ONLY:

- candidates certified for ordination (designation) in our church
- graduating students who have been conditionally certified for ordination (designation) (Supplement VI, p.66)
- ministers of this Church in good and regular standing
- ministers or licentiates of other churches who, following application to the Committee on Education and Reception, have been declared eligible by the General Assembly to be considered for calls.

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

6.3 How to Find Candidates?

The interim moderator may receive:

- applications from candidates
- profiles sent by Ministry and Church Vocations at the candidate's request.

The interim moderator can request the Ministry and Church Vocations office to search for candidates whose ministry priorities match the congregation's priorities. (See the Congregational Profile Form [Supplement I, p. 37] and the personal profile form [Supplement II, p. 44].)

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

6.4 Graduating Students

Interim moderators and graduating students can not approach each other about a possible call until February 1st or October 1st, whichever date falls in the students' final semester (Supplement VI, p. 66).

6.5 Obtaining Information about Candidates

Ministry and Church Vocations will provide the personal profile (Supplement II, p. 44) of each person it suggests.

If an applicant has not provided a personal profile or a candidate has been suggested by a member of the congregation, the interim moderator can request a personal profile (Supplement II, p. 44) from Ministry and Church Vocations.

C. The Interim Moderator

6.6 Considering Prospective Candidates

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

Within the limits described in 6.2 "Who can be a Candidate" (p.13 above), the interim moderator and the search committee shall consider as a candidate all individuals:

- who forward their applications directly
- whose profiles have been sent by Ministry and Church Vocations at the candidate's request
- suggested by Ministry and Church Vocations
- suggested by members of the congregation.

6.7 Communicating with Candidates

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

Preliminary Acknowledgement

Reply immediately to all applicants, confirming receipt of their applications and if at all possible, advising how long before they will likely hear from the interim moderator again. A profile sent by Ministry and Church Vocations at the request of the candidate should be treated as an application. Profiles sent at the suggestion of Ministry and Church Vocations or the congregation need not be acknowledged with a reply to the candidate.

Later Communication

Write to an applicant (or a candidate who requested Ministry and Church Vocations to forward a profile) whenever the search committee makes a decision about that application - decision either not to pursue the candidacy, or to continue with further discussions (perhaps a request for an interview, or an audio or video cassette of worship or a sermon, or just an indication of continuing interest).

Candidates suggested by members of the congregation or by Ministry and Church Vocations do not require a letter at this stage unless the interim moderator has made some direct contact with them.

6.8.1 Volunteer Screening Check

The interim moderator should request any candidates whom the search committee chooses to interview to bring a Volunteer Screening Check to the interview. (A&P 2005 p.345-46, Supplement IV, p. 63.)

C. The Interim Moderator

6.8.2 A Reference Check of all Short-listed Candidates

Only the interim moderator should check references.

The interim moderator should contact the following places for references:

- the people whose names have been provided by the candidate on the profile form
- Ministry and Church Vocations
Presbytery is required to report to the Ministry and Church Vocations Office all presbytery's decisions that have resulted in disciplinary action against ministers (Book of Forms, Section 201.3). Interim Moderators are required to consult with Ministry and Church Vocations regarding the files of candidates for calls and appointments (Book of Forms, Section 215.2).
- the clerk of the presbytery that has care for the candidate.

6.9 Interviewing

See Supplement XI, p. 72.

6.10 Contact with candidates regarding the Call

When the interim moderator contacts a candidate to ask the person to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), it is important to inform the candidate if he or she is a sole candidate or part of a leet. If the person is a sole candidate, it would be appropriate to inquire whether the person is dealing with any other search committees (A&P 1994 p. 389, 44, Supplement X, p. 71).

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

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

If the candidate does not accept the call, however, let the other candidates know in brief terms that the process continues and their candidacy is still being considered.

C.7 Issuing the Call

See Section G (p. 29) for the particular responsibilities of the interim moderator in this phase.

C.8 After the Call is Accepted

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

D. THE SESSION

D.1 Honorarium for the Interim Moderator

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

D.2 Congregational Profile and Position Description

The session is responsible for the development of a congregational profile including the position description for the minister (Supplement I, p. 37). (In the case of diaconal minister, the position description should be submitted to the presbytery [Book of Forms, Section 112.7.1]; See Supplement VII, p. 67.)

Frequently session assigns these responsibilities to the search committee.

D.3 Appointment of a Search Committee

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

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

3.3 The session determines how often the search committee will report to the session and identifies decisions that require session approval - for example, whether the services of an interim minister should be sought, the honoraria (subject to the General Assembly minimum) to be paid to candidates who come to neighboring congregations in order to be heard by the search committee, the name of the candidate invited to preach for a call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), the date for preaching for a call, the date and time of the congregational meeting to decide on a call.

If the session is free to decide and determines to have a leet*, General Assembly has recommended a leet of three be used. Session should note, however, that General Assembly has advocated the use of sole candidacy and that some presbyteries require it (Supplement IX, p. 70). (*"Leet" is an old Scottish word that means, simply, "list".)

D. The Session

D.4 Determining Appropriate Accommodation

Before the search committee considers candidates, presbytery and the congregation need to agree on suitable accommodation for the minister. The session should consult the search committee and the Board of Managers in making this decision. (A&P 1989, p. 215, 62. See Supplement XVIII #4, p.90 and Supplement XXII p.101 of this document; also Sections E.2, p. 20, E.3, p.21 and F.3, p.23.)

D.5 Establishing the Stipend and Benefits

The Session and Board of Managers will have a joint meeting to determine the stipend and benefits to be provided.

General Assembly sets the minimum rates for stipend and benefits, and up-to-date information on many of the benefits is in the latest copy of the Acts and Proceedings in Stipend and Allowance Schedule, Assembly Council Report. If the position is part-time see Supplement VIII, p. 68.

D.6 The Continuing Life and Work of the Congregation

6.1 The interim moderator will give leadership in continuing the life and work of the congregation.* (See C.4, p. 9.)

6.2 Congregational leaders need to be willing to bear additional responsibility during the search process rather than marking time until a new minister arrives. The appointment of an interim minister should be considered. In any case, session needs to work with the interim moderator to visit church members in hospital and others needing pastoral care.

6.3 Baptisms, marriages, or funerals shall not be conducted by any minister without the knowledge and consent of both the interim moderator and the session (Book of Forms, Section 247.1).

*Continuing the life and work of the congregation is not the interim moderator's responsibility when an associate, assistant or diaconal minister is being called. (When a principal minister is being called in a multiple-staff congregation, the interim moderator in consultation with staff and session, may expand or redistribute ministerial responsibilities for the interim period.)

D.7 Reports from the Search Committee

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

D. The Session

D.8 Reports to the Congregation

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

D.9 Invitation to Preach for a Call

If the session agrees to invite a candidate or candidates to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), it will choose a date (or dates) for hearing the candidate(s), avoiding special Sundays like Communion, Christmas, Easter, or Thanksgiving.

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

D.10 Terms of the Call and Guarantee of Stipend

- 10.1 In consultation with the Board of Managers, the session is to confirm the guarantee of stipend and benefits. (See G.3.4, p. 30.)
- 10.2 At the congregational meeting the congregation decides whether to proceed with the call. (For a fuller description of this meeting see G.3 “Congregational Meeting”, p. 29.)
- 10.3 If the decision is to proceed, the meeting will appoint representatives to attend the presbytery to speak in favour of the call.

D.11 Signing the Call

- 11.1 Elders will visit or phone members and adherents not present at the congregational meeting to secure signatures. They should ensure that all relevant details about the meeting and the call are given. (Book of Forms, Appendix A, A-8, A-10; diaconal minister, A-8,1, A-10.2. Go to www.presbyterian.ca/documents/calldocs to prepare the documents.)
- 11.2 The elders are required to attest all signatures they submit. They may write in the names of members or adherents who ask them to do so. (Book of Forms, Appendix A, A-13, A-13.1, A-15, A-15.1. Go to www.presbyterian.ca/documents/calldocs to prepare the documents)

D.12 The Call is Presented to Presbytery

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

D.13 After the Call is Accepted

13.1 Moving Day

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

13.2 Welcoming the New Minister

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

13.3 Induction/Installation Service

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

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

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

E. BOARD OF MANAGERS

Note: Although we will refer to the Board of Managers in this document, the appropriate committee in your congregation may have another name, such as the finance committee.

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

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

E.1 Stipend

- 1.1 The stipend figure should be set at a joint meeting of the Board of Managers and session. In a multiple-point charge, a joint meeting of Boards of Managers and sessions should be held to recommend both a stipend figure and the amount (or percentage) to be paid by each congregation.
- 1.2 The stipend, allowances, study leave and vacation period can not be set below the General Assembly minimum. In cases where presbyteries have set minimums above those set by General Assembly, these presbytery minimums must be met or exceeded. The presbytery clerk can provide these figures. The congregation, of course, may be more generous. (See G.3.4, p.30 in this document.)
- 1.3 If the ministry will be on a part-time basis, stipend and allowances are to be pro-rated on the basis of 45 hours being a normal work week for full-time ministry. (A&P 1991, p. 344. See Supplement VIII, "Stipend and Benefits", p. 69.)

E.2 Accommodation

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

E. The Board of Managers

E.3 Housing Allowance

If a congregation provides an accommodation allowance, the Board of Managers will review the amount to determine its suitability for the congregation and the current market, and prepare a report for the session and search committee for inclusion in the congregational profile. This report should include the dollar amount of the allowance, the arrangements concerning cost of utilities, specific details about whether the congregation provides mortgage assistance and any other pertinent information. For guidelines for congregational housing loans to ministers, see Supplement XXII, p. 101

E.4 Congregational Meeting to Issue a Call

When the congregation meets to consider a call, the Board of Managers will recommend a guarantee of stipend and allowances to be inserted in the call. (Book of Forms, Appendix A, A-10 [diaconal minister, A-10.2], and G.3.4, p. 30 in this document. Go to www.presbyterian.ca/documents/calldocs to prepare the documents.)

E.5 The Call Is Presented to Presbytery

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

E.6 After the Call is Accepted

- 6.1 The interim moderator will arrange for members of the Board of Managers to meet with the presbytery before the induction (installation) service begins, to answer any questions about congregational finances.
- 6.2 As soon as the induction/installation has taken place, the church treasurer will pay the new minister the first month's stipend and allowances, and assure presbytery that this has been done.
- 6.3 The Board is responsible for making moving arrangements for the new minister (diaconal minister). Make sure the new minister knows what expenses will be covered including travel, accommodation and meals (for all family members), packing and unpacking by the moving company, and adequate insurance on personal effects.

F. THE SEARCH COMMITTEE

F.1 Congregational Self-Analysis

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

1.2 Congregational Involvement

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

What is our identity as a congregation?

What are our strengths and weaknesses?

What are our challenges?

What is special about us and our history?

What is our potential as an agency in the mission of Christ?

What changes are taking place in the community?

What are the new opportunities for nurture, fellowship, witness, service and worship?

What changes can we make to meet new opportunities?

Are we willing to change?

How are we perceived by others?

Supplement XII (p. 76) provides sample questions for a congregation's self-analysis.

1.3 Benefits

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

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

1.4 Congregational Profile Form

The Congregational Profile Form provided by Ministry and Church Vocations (Supplement I, p. 37) provides a structure for self-analysis. When completed, the profile will provide general information about the congregation and community, the goals and objectives of the congregation, the pastoral skills it needs, and a position description for the minister. Upon completion, send a copy of the form to Ministry and Church Vocations, 50 Wynford Drive, Toronto ON M3C 1J7.

(In the case of a diaconal minister the position description must be submitted to the presbytery by the session [Book of Forms, Section 112.7.1].)

F. The Search Committee

1.5 Other Resources

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

Supplement XIX (p. 92) has other resources for Search Committees.

The Canadian census can be helpful in identifying the makeup of your community and any changes in recent years. It is gathered every five years (1996, 2001, etc.) and available about a year later in major libraries.

F.2 Reporting to the Session

The search committee will report regularly to the session on its progress (See D.3.3, p. 16), without breaking any confidences by revealing, for instance, the names of candidates or any other information that might help identify them.

F.3 Accommodation

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

3.1 The minister will live in the manse.

3.2 The congregation will rent appropriate accommodation. (Give specific details, e.g. detached, semi-detached, apartment, number of rooms, and so on.)

The congregation will provide an accommodation allowance. Indicate the dollar amount and whether it includes the cost of utilities. Also, state specific details about whether the congregation provides mortgage assistance, and any other pertinent information. For guidelines for congregational housing loans to ministers, see Supplement XXII, p. 101. (A&P 1989, p. 215, 62; see Supplement XVIII, #4, p. 90.)

See sections E.2 (p. 20) and E.3 (p.21) of this document.

F.4 Stipend and Benefits

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

F.5 Dealing with Candidates

5.1 Confidentiality

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

5.2 Contacting Ministry and Church Vocations

Congregational Profile: Send a copy of the completed Congregational Profile Form to the Ministry and Church Vocations office, 50 Wynford Drive, Toronto ON M3C 1J7. (See Supplement I, p. 37.)

Personal Profiles of Candidates: When asked by the interim moderator, Ministry and Church Vocations will send profiles of candidates whose interests and preferences match what the congregation has identified in the Congregational Profile Form. (See Supplement II, p. 44.)

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

5.3 Who can be a Candidate?

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

Interim moderators may introduce as candidates ONLY:

- candidates certified for ordination (designation) in our church
- graduating students who have been conditionally certified for ordination (designation) (Supplement VI, p. 66)
- ministers of this Church in good and regular standing
- ministers or licentiates of other churches who, following application to the Committee on Education and Reception, have been declared eligible by the General Assembly to be considered for calls.

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

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

- who forward their applications directly
- whose profiles have been sent by Ministry and Church Vocations at the candidate's request
- suggested by Ministry and Church Vocations
- suggested by members of the congregation.

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

F. The Search Committee

5.4 Candidates from a Distance

Candidates from more distant places should receive full consideration. Arrangements may be made to interview such candidates using a conference call, or to have them provide a video-taped or audio-taped sermon (diaconal ministers, to provide a relevant video-taped or audio-taped presentation; see Supplement VII, p. 67). No candidate should be disqualified simply on the basis of being far from the congregation. The cost of moving a minister should be considered an investment over the years of that person's ministry.

5.5 Contact with Candidates

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

The interim moderator shall answer every letter of application.

The search committee may decide to eliminate some applicants from further consideration on the basis of their written applications or profile forms. If such decisions are made, the candidates should be notified by the interim moderator as quickly as possible. This courtesy informs them that their search for a ministry opportunity must be directed elsewhere.

5.6 Hearing Candidates

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

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

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

5.7 Making a Short List

Well before any interview, a copy of the Congregational Profile Form that was prepared early in the search process should be sent to each candidate being seriously considered by the search committee.

Each presbytery is required to report to Ministry and Church Vocations all of its decisions resulting in disciplinary action towards its ministers. Only interim moderators are to inquire of Ministry and Church Vocations about any disciplinary action on file regarding the short-listed candidates (Book of Forms, Section 215.2).

F. The Search Committee

5.8 Interviewing Candidates

Compare the candidate's profile with the congregational profile for suitability.

All candidates considered suitable for the position should be interviewed by the entire search committee, which determines in advance the questions to be asked during each interview (Supplement XI, p. 72 and Supplement XVII, p. 87).

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

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

Volunteer Screening Check

The interim moderator will examine the Volunteer Screening Checks of all candidates being interviewed and make copies of the statements (or if copying is not possible, sign statements that the Volunteer Screening Checks reported no charges or convictions). (A&P 2005 p. 345-46, Supplement IV p. 63)

5.9 Multiple-Staff Churches

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

5.10 When is it no longer appropriate for a minister to be dealing with more than one congregation?

There is no denominational policy about ministers being active in more than one call process at a time, but a summary of the possibilities is in the 1994 Acts and Proceedings, pages 389 and 44, reprinted here in Supplement X, p. 71. As congregations are free to receive applications from a number of interested ministers or candidates, so candidates may apply to more than one congregation. We suggest that the matter be discussed during the interview with candidates: "Are you considering other congregations? If we invite you to preach for a call, will you deal with us exclusively until you decide whether to accept it?" A "Yes" from the candidate resolves the matter. If the candidate says "No", however, the search committee is still free to recommend to the congregation the one they believe to be the best candidate.

F. The Search Committee

5.11 Choosing Candidate(s) to Present to the Congregation

In consultation with the interim moderator, the search committee will determine which candidate will be invited to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67). Effort should be made to reach a consensus in the search committee.

General Assembly recommends that congregations have only one candidate at a time preaching for a call. Some candidates will not take part in a multi-person leet because it seems too much like a preaching competition.

If more than one candidate is to be heard, the total should be three rather than two or four or more (A&P 1960, p. 334-5; Supplement IX, p. 70).

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

5.12 To Preach or not to Preach

Church law does not require a congregation to hear a candidate preach (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67) before proceeding with a call. The Form of the Call (Book of Forms, Appendix A,A-8) speaks of "being satisfied by our experience (or by good information)". If a candidate is not heard because of distance, then the phrase "good information" alone is used in the wording of the call. If the candidate is heard, both phrases are used.

5.13 Recommending to Session

The search committee will recommend to the session a person to be invited to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), with reasons for the choice being given.

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

5.14 Contacting Candidates

The interim moderator will check with the candidate about the suitability of the date. As soon as the candidate who is being invited to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67) has agreed to do so, other potential candidates should be informed of the situation by the interim moderator. They should be reminded, though, that the matter is not settled until the congregation has issued a call and the candidate has accepted.

F. The Search Committee

5.15 The Candidate's Visit

The interim moderator should send a letter to inform all members and adherents that a candidate is to preach for the call (diaconal minister, to participate in the service and make a relevant presentation; see Supplement VII, p. 67), stating the date and time of that service and indicating that there will be an opportunity to meet the candidate. Include in the letter the date and time of the congregational meeting to consider the call. Make sure that this information is also announced several weeks in advance during Sunday worship and included in the worship bulletin (Book of Forms, Section 152).

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

Consider the following:

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

5.16 Completion of Duties

The search committee tasks are completed when a candidate is presented to the congregation and the congregation decides to issue a call. Now the session will oversee the rest of the process (See "The Session", D.9- D.13, p. 18). The Convener and members of the committee, however, will likely play an important role in supporting the call in presbytery and in welcoming the new minister.

G. ISSUING THE CALL

G.1 Informing the Congregation

The interim moderator will ensure that a letter is sent to each member and adherent family in the congregation telling of the candidate's visit to preach for a call (diaconal minister, to participate in the service and make a relevant presentation; see Supplement VII, p. 67) and the subsequent congregational meeting.

G.2 Regulations Pertaining to Calls

A careful following of the Church's regulations is required in dealing with a call. A full description is in the Book of Forms, Sections 214-232. If the candidate is a graduating student see Supplement VI (p.66). If the call is to part-time ministry, presbytery will ensure that the congregation will be adequately served and that the person called receives adequate stipend and benefits (A&P 1992, p. 396; Supplement VIII, p.68). If the call is to a clergy couple see supplement V (p. 65).

G.3 Congregational Meeting

3.1 Date

At the session meeting where it is agreed to invite a candidate or candidates to preach for the call (diaconal minister, to participate in a service and make a relevant presentation; see Supplement VII, p. 67), the session should also set the date and time for a congregational meeting to decide on extending a call.

If the congregational meeting is held at least a day or two after the candidate has been heard, it allows the congregation time for reflection.

3.2 Notice

The interim moderator will make certain that due notice is given for the congregational meeting (Book of Forms, Section 152).

3.3 Multiple-Point Charge

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

G. Issuing the Call

3.4 Preparing the Guarantee of Stipend

General Assembly sets the minimum rates for stipend and benefits, and up-to-date information on many of the benefits is in the latest copy of the Acts and Proceedings in Stipend and Allowance Schedule, Assembly Council Report. Other benefits are described in *Stipend and Benefits for Professional Church Workers* which can be obtained from the Book Room. (See appendix XIX, p. 92.)

In the early stages of the search process, the interim moderator will have learned from the clerk of presbytery the current minimum established by the General Assembly or the presbytery. These figures are the lowest a congregation is allowed to pay. It may, of course, be more generous. Stipend figures for the congregation will have been set by a joint meeting of the session and the Board of Managers. Now, the Board of Managers, in consultation with the interim moderator, prepares the guarantee of stipend and the session confirms the guarantee. (See Book of Forms, Appendix A, A-10 to 10.2. Go to www.presbyterian.ca/documents/calldocs to prepare the document.)

Travel allowance for clergy and diaconal ministers is usually paid as part of taxable income, with the minister being responsible for claiming automobile expenses when filing the annual income tax forms.

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

Manse or residence utilities are also paid by the congregation: basic telephone, heat, light and water. Taxable income includes stipend and utilities. Housing allowance and premiums for the General Assembly's health and dental plan are not taxable income.

If a clergy couple is being called, see Supplement V (p. 65).

For more information, see the page "Basis for (current year) Salary Calculation/Deduction", which is forwarded to the congregational treasurer in January of each year from Financial Services, The Presbyterian Church in Canada, 50 Wynford Drive, Toronto ON M3C 1J7.

Moving expenses are ordinarily paid by the congregation extending the call. Under exceptional circumstances, if the minister has been under appointment by Canada Ministries of the Life and Mission Agency, Canada Ministries may pay part of the moving expenses.

G. Issuing the Call

Annual study leave of two weeks with cost of pulpit supply, (diaconal minister, with cost of assistance required by the congregation during the period of study leave), and other expenses are to be provided. The study leave and allowance may accumulate for up to five years. General Assembly sets the minimum rates for study leave and allowances, and up-to-date information is in the latest copy of the Acts and Proceedings in Stipend and Allowance Schedule, Assembly Council Report. Presbytery may have set its own minimum figure which would be higher than the General Assembly minimum.

3.5 Preparation of Call Forms

In advance of the meeting the interim moderator will arrange for the preparation of call forms for signing at the meeting. (Book of Forms, Appendix A, A-8, A-11, A-12, A-13, A-14, A-15. To prepare the documents go to www.presbyterian.ca/documents/calldocs.)

3.6 Steps

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

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

2. Willingness to Proceed

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

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

G. Issuing the Call

3. The Terms of the Call

If the congregation is prepared to proceed with the call, the terms are read. (Book of Forms, Appendix A, A-8, [diaconal ministers, Appendix A, A-8.1]). To prepare the document go to www.presbyterian.ca/documents/calldocs

The Board of Managers will inform the congregational meeting of the agreed-upon guarantee of stipend and allowances to be inserted in the call. (Book of Forms, Appendix A, A-10, [diaconal ministers, Appendix A, A-10.2]; also G.3.4 p. 30 of this document. Go to www.presbyterian.ca/documents/calldocs to prepare the document)

Someone needs to move that the congregational meeting approve the terms of the call and the guarantee of stipend and allowances.

4. Nominations

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

5. Voting

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

Only professing members may vote on the name to be inserted in the call. Voting by proxy is not permitted.

Adherents are given an opportunity later to sign the call indicating their concurrence with it.

6. Unanimity

It is desirable that a call be unanimous, but unanimity should not be forced (Book of Forms, Section 214.1).

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

7. Significant Opposition

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

G. Issuing the Call

8. Appointing Representatives to Presbytery

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

G.4 Signing the Call

4.1 At the Meeting

Members and adherents present at the meeting will sign the call forms, the preparation of which the interim moderator will have arranged in advance. (Book of Forms, Appendix A, A-8, A-11, A-12, A-13, A-14, A-15 To prepare the documents go to www.presbyterian.ca/documents/calldocs.)

4.2 Through Elder Contact

Elders will visit or phone members and adherents not present to secure their signatures. They should ensure that all who sign the document know the relevant information contained in it. (Book of Forms, Appendix A, A-8 or A-8.1, A-10 or A-10.2 To prepare documents go to www.presbyterian.ca/documents/calldocs.)

The elders are required to attest all signatures that they submit. They may write in the names of members or adherents who ask them to do so (Book of Forms, Appendix A, A-13, A-13.1, A-15, A-15.1 To prepare documents go to www.presbyterian.ca/documents/calldocs)

G.5 Contacting Candidates

5.1 The interim moderator should immediately telephone the minister who has been called. If a graduating student, the person being called must indicate to the interim moderator within seven days a willingness for the call to proceed (Supplement VI, p. 66).

5.2 If there are unsuccessful candidates, they should also be notified immediately, but again with the reminder that the chosen candidate has not yet accepted the call (if this is the case).

G. Issuing the Call

G.6 Contacting Presbytery

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

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

G.7 Before the Presbytery Meeting

- 7.1 If the candidate is a graduating student, see Supplement VI (p. 66).
- 7.2 If the call is to a clergy couple see Supplement V (p. 65).
- 7.3 If the call is to part-time ministry, presbytery will ensure that the congregation will be adequately served and that the person called received adequate stipend and benefits (1992, p. 396, Supplement VIII, p. 68).
- 7.4 The presbytery receiving the call should inquire into the financial status of the minister's mortgages and indebtedness before placing a call in the minister's hands.

G.8 Presenting the Call to Presbytery

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

H. AFTER THE CALL IS ACCEPTED

H.1 Keeping File Copies of Calls

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

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

H.2 Formal Notifications

The interim moderator shall:

- 2.1 Ask the *Presbyterian Record* (50 Wynford Drive, Toronto, ON M3C 1J7) to remove the congregation from the list of ministry opportunities.
- 2.2 Inform Ministry and Church Vocations (same address) that the search has been completed.
- 2.3 Advise Ministry and Church Vocations of the name of the successful applicant so that the circulation of his or her profile can cease.
- 2.4 Manse

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

H.3 Induction/Installation Service Preparation

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

- 3.1 The moderator and clerk of presbytery in consultation with the interim moderator shall make arrangements for the induction (installation) service.
- 3.2 The presbytery clerk prepares the edict of induction (installation) (Book of Forms, Appendix A, A-29, A, A-29.1). The interim moderator arranges for the edict to be read to the congregation on the two Sundays immediately preceding the service of induction (installation).
- 3.3 The interim moderator will prepare the church bulletin containing the order of worship for the induction (installation) service, including the preamble and the questions addressed to the minister and the congregation, and if possible a brief biography of the incoming minister. (See *Book of Common Worship*, p. 347 [diaconal minister, p. 387].) If an interim minister was appointed, a liturgy of farewell should be included before the act of induction (installation).

H. After the Call is Accepted

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

H.4 Moving Day

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

H.5 Day of Induction/Installation

- 5.1 The interim moderator should arrange for members of the Board of Managers to meet with the presbytery before the induction (installation) service begins to answer any questions about congregational finances.
- 5.2 As soon as the induction/installation has taken place, the church treasurer will pay the new minister the first month's stipend and allowances and assure presbytery that it has been done.

H.6 Welcoming the New Minister

- 6.1 The interim moderator or the session should acquaint the new minister and the minister's family (if any) with the community - shopping, schools, hospitals, and community support systems. A special emphasis should be placed on making each member of the minister's family feel welcome in the community.
- 6.2 The interim moderator will introduce the new minister to presbytery, provide a copy of the court's standing orders and try to make the new minister feel welcome.
- 6.3 The interim moderator should help the new minister to give high priority to establishing a mentor system or pastoral support team consisting of members of presbytery, members of the congregation or others to provide an opportunity for support of, and reflection by, the minister. The interim moderator should be willing to serve on this team (Supplement XVI, p. 85).
- 6.4 The presbytery should make arrangements for the new minister to attend any orientation or required training events provided by the synod or presbytery (Supplement XVI, p. 85).
- 6.5 The interim moderator will ensure that the new minister has been given the items on the orientation list (Supplement XVI, p.85).

SUPPLEMENT I

THE PRESBYTERIAN CHURCH IN CANADA MINISTRY AND CHURCH VOCATIONS

INSTRUCTION GUIDE

CONGREGATIONAL PROFILE FORM

READ THROUGH ALL THE INSTRUCTIONS and compare them with the Congregational Profile Form before completing the form.

The Congregational Profile Form is designed to

- help search committees and congregations by providing a way to understand themselves and their mission;
- help possible candidates decide whether they want to be considered.

Clarity, neatness and brevity are important. The form will be photocopied and distributed to interested people at their request.

The following materials will provide helpful information

- Recent census reports from your area are available at most public libraries. (Municipal Government, Chamber of Commerce, and the Board of Education may also have helpful information).
- Statistics from the Acts and Proceedings of the General Assembly for the current year, and for 5 years ago. (Your congregation's session records may have more recent membership statistics than the Acts and Proceedings).

CHURCH INFORMATION

CONGREGATION AND COMMUNITY: Information is placed in parallel columns, where applicable, so you can see your church in relation to your community. Congregations in towns and villages will be able easily to define "community". Others -- urban and rural -- may take longer with the definition before gathering statistics.

In defining "**Type of Congregation**" please use the following terms:

Self-Supporting
Aid-Receiving (Canada Ministries)
Ecumenical

In defining "**Type of Community**" please use the following terms:

Rural	Urban
Village	Suburban
Town	Inner City
	Remote

PASTORAL SKILLS AND INTEREST INVENTORY

The listing of pastoral skills is especially important. Your information will be compared with the data candidates provide in their Personal Profile Forms. It will be helpful if the search committee works on the Pastoral Skills and Interests Inventory at the same time as the Position Description so that the latter is clearly defined.

Most of these skills are needed by pastors and diaconal ministers. Yet each position calls for some more than others. Rank in order of priority from 1 to 18 -- 1 to 6 being the areas you most wish a minister to exercise.

POSITION DESCRIPTION

Once you have a specific picture of your church, its make-up, its goals, and its relationship to the larger Church, you are ready to describe the position you are seeking to fill.

TITLE: If possible, use one of the categories listed below:

Minister	Stated Supply
Associate Minister	Short Term Ministry
Assistant Minister	Director of Christian Education
Team Minister	Diaconal Minister
Interim Ministry	

If none of these is adequate, compose a new title and describe it.

PURPOSE/RESPONSIBILITIES/WORKING RELATIONSHIPS: Briefly describe the position's purpose and responsibilities, especially if it is an office other than the minister's. For a minister, the presbytery and the session are the primary groups with whom a working relationship is formed. If it is a position other than a minister's, to whom is the person responsible? The minister? The session? A committee?

COMPENSATION: The annual cash stipend is not necessarily the amount you paid the last person, but the amount you now offer. State whether a manse is provided or a manse allowance, and if the latter, how much per year.

Include work-related travel costs in the stipend.

OTHER CONSIDERATIONS: In addition to vacation time, congregations provide an annual continuing education leave and allowance, cumulative for 5 years, and in co-operation with the professional church worker, an Inter-Mission. (A&P 1992, pp.383-384). Premiums for the Medical/Dental Plan, and required rates to the Pension Plan must also be paid.

*Please return your completed Congregational Profile Form
including the NARRATIVE section to:*

*Ministry and Church Vocations,
50 Wynford Drive, North York, Ontario, M3C 1J7*

You may complete this form on a computer but please follow this format

THE PRESBYTERIAN CHURCH IN CANADA

MINISTRY AND CHURCH VOCATIONS
50 Wynford Drive, Toronto, Ontario, M3C 1J7

CONGREGATIONAL PROFILE FORM

See the Instruction Guide for completing this form
Use one form for each church in a multiple-point charge

Date _____

Name of Church _____

Address _____

City Province Postal Code

Year Congregation Organized _____ Telephone _____
Area Code

Presbytery _____

CHURCH INFORMATION

AVERAGE WEEKLY ATTENDANCE at Sunday Worship _____ Church School _____

Other Services (Describe) _____

CHRISTIAN EDUCATION

Age Group	Enrollment	Curriculum Used	No. of Teachers
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

FINANCIAL STATEMENT for last year (Give year) _____

Income from

Offerings/Gifts \$ _____
Investments \$ _____
Rentals \$ _____

Other \$ _____

Total Income \$ _____

Expenses

Operating Expenses \$ _____
Debt Payment \$ _____
Benevolences \$ _____

(Presbyterians Sharing,
Synod, Presbytery,
WMS, PWS&D)

Other \$ _____

Total Expenses \$ _____

APPROVED BUDGET for the current year \$ _____

"PRESBYTERIANS SHARING..." ALLOCATION for current year Requested \$ _____
Accepted \$ _____

Convener of Search Committee _____

Address _____

Telephone _____

(Area Code)

CONGREGATION AND COMMUNITY

Type of Congregation _____

Type of Community _____

Size	Congregation		Community	
	Now	5 Yrs. Ago	Now	5 Yrs. Ago
Active Members	_____	_____		
Total Population			_____	_____
Radius of area in kilometers			_____	_____
Total number of churches in this area			_____	
Presbyterian churches in this area			_____	

Age (Estimate)	Congregation		Community
	Now	5 Yrs. Ago	Now
0-5 Years	_____ %	_____ %	_____ %
6-14 Years	_____ %	_____ %	_____ %
15-24 Years	_____ %	_____ %	_____ %
25-44 Years	_____ %	_____ %	_____ %
45-64 Years	_____ %	_____ %	_____ %
65+ Years	_____ %	_____ %	_____ %

Living Patterns

Adult(s) with at least one child	_____ %	_____ %
Single Persons	_____ %	_____ %
Two or more adults	_____ %	_____ %

Housing Patterns

Apartments	_____ %	_____ %
Private homes	_____ %	_____ %
Total number of households	_____	_____
Other (Explain)	_____ %	_____ %

OCCUPATIONS WITHIN THE CONGREGATION

	Now	5 Yrs Ago
Clerical/Secretarial	_____ %	_____ %
College/University Students	_____ %	_____ %
Elementary/Secondary Students	_____ %	_____ %
Farmers	_____ %	_____ %
Homemakers	_____ %	_____ %
Professional/Business	_____ %	_____ %
Retired	_____ %	_____ %
Technicians	_____ %	_____ %
Unemployed	_____ %	_____ %
Other	_____ %	_____ %

PASTORAL SKILLS AND INTEREST INVENTORY

What are the pastoral skills especially needed in the ministry and program of your church? Rank in order of priority from 1 to 18 -- 1 to 6 being the areas you most wish a minister to exercise.

- _____ **Administration** (Managing the affairs of the congregation and other organizations)
- _____ **Christian Education** (Writing or selecting appropriate curricula for the educational ministry, and planning activities for groups of all ages)
- _____ **Community Leadership** (In areas like drug problems, schools, community organizations)
- _____ **Counselling** (On a regular basis)
- _____ **Crisis Visiting** (Serving people at times of illness, death, trauma, family crisis, job loss)
- _____ **Denominational Service** (Sharing in the work of all the courts of the church)
- _____ **Equipping Church Members** (For integrating Christian faith with life)
- _____ **Evangelism** (Relating the gospel to people outside the church and helping the congregation to do the same)
- _____ **Home Visiting** (On a regular basis)
- _____ **Inter-Church Co-operation** (Working in inter-denominational programs and activities)
- _____ **Leadership Development** (Planning for and sharing in the training of leaders for the church's program)
- _____ **Leading Worship and Preaching** (Planning and conducting worship services)
- _____ **Mission Outreach** (Evangelism and social justice in the community, the country, and the world)
- _____ **Personal and Spiritual Development** (Providing resources and guidance for people's devotional life, and for prayer groups, retreats and other small group experiences)
- _____ **Program Development** (Establishing goals, and organizing programs in church and community)
- _____ **Stewardship** (Faithful use of our time, gifts and money in response to the generosity of God in Christ)
- _____ **Work with Seniors**
- _____ **Work with Youth**

POSITION DESCRIPTION

TITLE _____

PURPOSE/RESPONSIBILITIES/WORKING RELATIONSHIPS

SPECIAL QUALIFICATIONS

What additional qualifications, if any, are essential in this position such as education, experience, certification.

OTHER FULL AND PART-TIME STAFF

Name	Title	Full or Part- Time
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

How long has the position been open? _____
By whom was the position last filled? _____
Current Address and Telephone _____

Minister _____ Dates Served _____

List 3 additional previous ministers _____

COMPENSATION

Stipend or Salary

- \$ _____ Annual cash stipend or salary (including travel allowance)
- \$ _____ Manse allowance
_____ or use of manse
- \$ _____ Utilities allowance
_____ or utilities paid
- \$ _____ Continuing Education allowance

OTHER CONSIDERATIONS

Length of vacation _____

CONGREGATIONAL PROFILE FORM

NARRATIVE - SUPPLEMENTAL INFORMATION

1. Please include name of church and the date on each page.
2. Please type or use a computer for this section.
3. **COMMUNITY:** What are some of the major concerns in your community, and how is your congregation responding? (For example: growth or decline in population, ethnic shifts, changing neighbourhoods, public education, poverty)
4. **PROGRAM AREAS IN YOUR CONGREGATION:** Which program areas listed below are important to your congregation? Tell what you have done in the past, what you are doing now, and what you hope to do. Discuss both strengths and weaknesses of the programs.
 - Worship life
 - Pastoral care
 - Mission (evangelism, community action, and world concerns)
 - Christian education and youth ministries
 - Involvement in the denomination (Presbytery, Synod, General Assembly)
 - Administration and stewardship of financial resources
5. **GOALS AND OBJECTIVES:** This section may be the most important part of the study. Setting and carrying out a church's goals is primarily the responsibility of the session. It should be directly involved in preparing this narrative. If your church has not recently done a self-study or mission study and set some goals, this is a good time to do it. What goals have been established by your session for the life and work of the congregation? What are your 3 to 5 year objectives?
6. **ORGANIZATIONS:** What organizations does your congregation have and what do they do? (For example: women's groups, men's, couple's and youth organizations)
7. **FINANCES AND PROPERTY:** Describe the church's properties, including the manse. Comment on any major needs or plans concerning buildings.

SUPPLEMENT II

PERSONAL PROFILE FORM

Who is eligible to complete a personal information form

- *Ministers of The Presbyterian Church in Canada in good and regular standing*
- *Candidates certified for ordination (designation) in The Presbyterian Church in Canada*
- *Graduating students who have been certified for ordination (designation) in The Presbyterian Church in Canada conditional upon graduation with the diploma of the college*
- *Ministers or licentiates of other Churches who, following application to the Committee on Education and Reception, have been declared eligible by the General Assembly to be considered for calls*

To obtain a personal information form

Those who are eligible to complete a Personal Profile Form may obtain a copy from:

*Ministry and Church Vocations
Presbyterian Church in Canada
50 Wynford Drive
Toronto ON M3C 1J7
Telephone: 416-441-1111 or 1 800 619-7301*

SUPPLEMENT III

POLICY AND PROCEDURES FOR INTERIM MINISTRY

The policy and procedures for interim ministry outlined below were approved by the General Assembly in 2001. (See A&P 2001 p.391-396, 40)

A. Pastoral Leadership During Times of Transition (Definitions)

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

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

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

B. Rationale for Interim Ministry

Interim ministry is an intentional short-term ministry designed to help a congregation get to a "state of readiness" for the next stage of its ministry. It is deliberately temporary ministry in a time of transition, such as the time between settled ministers.

Interim ministry recognizes that a transition time, with proper leadership, can be a time when a congregation grows significantly in its self-understanding and ability to minister effectively to its community. However it may also be a time of emotional upheaval. For example, in the time between settled ministers, the task of bringing closure to one relationship and preparing to begin a new one requires sufficient directed opportunities to experience the reality of the change that is occurring. Moving too rapidly to the calling of a new minister may short-circuit the congregation's ability to do the developmental tasks that transitions require. The need is increased where the departing minister has had a long tenure or where there have been serious unresolved conflicts in the congregation. Interim ministry is a mechanism to help a congregation to resolve grief and conflict, to work out problems and to make changes so that it is truly ready to welcome a new minister. It is a mechanism for providing assistance through a temporary minister who, by training and

experience, can help a congregation prepare for a new pastoral relationship and open a new chapter in its story of worship, witness and service.

The temporary nature of interim ministry is critical to its effectiveness.¹ Interim ministers are strictly ineligible to be called to the pastoral charge where they are serving as interim ministers. The realization that the interim minister cannot stay keeps the congregation aware that it is in a time of transition. As uncomfortable as the sense of being unsettled may be, that awareness may greatly increase the congregation's capacity for change above its usual level. Change is an essential part of every interim ministry. The temporary nature of interim ministry also brings the potential for freedom and objectivity to the interim minister. With no vested interest in a long-term call to the congregation, the interim minister is free to focus on enabling the congregation to make the shifts in understanding, relationships and leadership for which the particular interim ministry has been designed.

C. When is Interim Ministry Appropriate?

Interim ministry is appropriate whenever there are specific goals or changes that a congregation needs to accomplish before preparing a congregational profile and searching for a minister to call. When the congregation is in extraordinary circumstances (that may include trauma or elevated levels of conflict) the presbytery and/or the session may deem that interim ministry is essential.

The range of circumstances in which interim ministry may be appropriate includes the following:

1. There has been a long pastorate. Some denominations with interim ministry experience use 10-12 years as a guide.
2. The pastoral charge is experiencing considerable grief over the departure of a minister who has been much appreciated.
3. The pastoral charge has experienced the death or long-term disability of their minister.
4. Two amalgamating congregations face the challenge of becoming one worshipping community with common identity and mission.
5. The presbytery and the pastoral charge need to determine whether or not the congregation is viable.
6. The pastoral charge needs to change the functioning of its lay leadership before issuing a call.
7. The pastoral charge has experienced a number of short-term pastorates where the 'fit' seems to have been wrong.
8. There has been significant conflict or polarization.
9. The minister has been deposed from ordained office or removed from the denomination.
10. The minister has been charged and placed on an extended leave of absence during an investigation, or has been found guilty of misconduct of an ethical or moral nature and has left the pastoral charge.
11. The pastoral charge has not yet come to terms with past ethical or moral misconduct on the part of its leaders, clergy or lay.

D. Qualifications of an Interim Minister

Interim ministers need skills in healing, conflict resolution, management of change, organizational development, setting short-term objectives, and entering and exiting a situation. Though all interim ministers are to be ordained, not all ordained ministers can serve effectively as interim ministers.

They need to be:

1. ordained ministers in good standing of The Presbyterian Church in Canada.
2. clear about their own identity and being called to this role to facilitate the church's mission.
3. willing to prepare the way for another who is to come.
4. aware of being a significant but limited part of the congregation's history.
5. able to honour the work of others, past and present.
6. a non-anxious presence in the midst of transition, grief and conflict.
7. able to join congregational systems quickly and with ease.
8. able to diagnose a situation accurately and develop action plans quickly.
9. able to provide honest and accurate feedback.
10. able to communicate clearly to the congregation that, as interim ministers, they are ineligible to be considered for a call to that congregation¹.

A significant amount of satisfactory pastoral experience as an ordained minister is essential. Specialized training for interim ministry is also very important.

Presbyteries appoint interim ministers who have demonstrated that they can provide the specialized leadership the congregations require. Careful checking of references and evaluations is an integral part of selecting and approving the best candidate for the particular situation.

To help the Church meet its future needs for interim ministers, presbyteries should encourage ministers with particular gifts for interim ministry to consider this specialized ministry, and provide assistance with the cost of training if possible.

E. Presbytery Process and Accountability for Interim Ministry

The presbytery process and accountability for interim ministry is grounded on our Church's understanding that the presbytery has responsibility for the care and good order of the congregations within its bounds (Book of Forms, section 200). This means that decisions about an interim ministry appointment in a particular congregation rest ultimately with the presbytery. Nevertheless the process anticipates the presbytery consulting fully with the session and seeking session concurrence on decisions about the interim ministry, except in rare cases when that is not possible. The session, for its part, consults with the congregation about the plans for an interim ministry, as appropriate. However, an interim ministry appointment is not a call, and the signed agreement of members of the congregation is not required. In all cases and at all levels, good communication about decisions is imperative.

1. The presbytery shall conduct an exit interview with the session and with the departing minister, review presbytery visitation reports, and discuss the selection of an appropriate interim moderator.
2. After discussion with the session about the particular skills needed in an interim moderator, the presbytery shall name an appropriate interim moderator.
3. The session, with the guidance of the interim moderator, shall: i) assess ministry needs, ii) review ministry options, and iii) consider the type of leadership required during the transitional time.
4. When interim ministry is chosen, the session, with the guidance of the interim moderator, shall draft a statement of ministry needs and present it to the presbytery, requesting authorization from the presbytery to seek an interim minister. The presbytery can require a period of interim ministry without session concurrence.
5. The presbytery shall approve a period of interim ministry for the congregation and authorize the session to seek an interim minister.
6. The session, with the guidance of the interim moderator, shall seek and covenant with an appropriate interim minister. The covenant will include interim ministry goals to be achieved.
7. The presbytery shall approve the covenant with the interim minister and appoint the interim minister. Whenever the interim minister is in a different presbytery, the appointing presbytery shall take the necessary action to seek concurrence of and transfer from the interim minister's presbytery.
8. The presbytery shall specify the roles of the interim moderator and interim minister, communicate this to the session and congregation, and ensure that the interim moderator and interim minister have established an effective working relationship. The presbytery has the responsibility for the continuing quality of this working relationship, especially to provide a ready point of reference should difficulties arise between the interim moderator and the interim minister.
9. The presbytery shall arrange for a worship service to recognize the beginning of the interim ministry.
10. The presbytery shall place the interim minister on the constituent roll of the presbytery, provided s/he is serving at least half-time. Otherwise, the interim minister is placed on the appendix to the roll.
11. The presbytery shall receive reports on the interim ministry from the interim moderator, and, in many cases, also from the interim minister. Regular reports should include ways in which the goals and objectives of the interim ministry are being met and identification of any support required from the presbytery. When the presbytery has delayed the search for a settled minister, the interim moderator shall obtain the approval of the presbytery before the search begins.
12. The presbytery shall encourage the session of the congregation to arrange a worship service to recognize the completion of the interim ministry.
13. The presbytery shall conduct evaluations of the interim minister and of the interim ministry. These evaluations may occur near the end of the period of interim ministry, but in no case should they occur later than one month after the conclusion of the covenant. The presbytery shall receive and consider the report of the evaluations.

F. Roles and Relationship of the Interim Moderator and Interim Minister

When a minister leaves a congregation, the minister's judicial responsibilities are assigned to the interim moderator appointed by the presbytery. This means that, as the executive of the presbytery in that congregation, the interim moderator is responsible for the conduct and content of public worship and for the supply of the pulpit. The interim moderator is also responsible for moderating the session. The interim moderator is accountable to the presbytery for the nature of the transitional ministry, and reports regularly to the presbytery on the progress of the congregation. The interim moderator is responsible for facilitating the search process.

Whenever the presbytery appoints an interim minister, the division of duties between the interim moderator and the interim minister must be clear. The basic underlying principle inherent in these procedures is that the interim moderator is responsible to the presbytery for the interim ministry. There is considerable flexibility in how the two ministers work out their respective roles.

The interim minister is a constituent member of the presbytery, provided s/he is serving at least half-time. S/He has voice and vote and can share fully in the life of the presbytery, including opportunities to comment on the progress of the interim ministry.

The interim moderator shall initiate a meeting with the interim minister to agree on their respective roles and to discuss how they can support one another. Thereafter, the interim moderator shall participate in regular open communication with the interim minister.

The interim moderator is responsible for moderating the session; the interim minister shall attend the meetings of session. The tasks of interim ministry, however, often require intensive work on the part of the interim minister with the session. In these and other situations, in consultation with the interim minister, the interim moderator may delegate the moderating of session to the interim minister. In all cases, the interim moderator needs to be kept regularly apprised of the activities of the congregation. Whether the interim moderator attends session meetings moderated by the interim minister shall be worked out between the two ministers.

The interim moderator recommends to the presbytery when the congregation should be permitted to begin its search for a new minister, in those cases when the presbytery has delayed the search process. The presbytery can expect the interim moderator to consult with the interim minister about the state of congregational readiness.

Ordinarily the interim minister is responsible for weekly worship, organizational and pastoral leadership to achieve the goals and objectives of the interim ministry as set by the presbytery and session. The interim minister may have input into congregational self-study as it prepares its congregational profile and may meet with the search committee at the request of the interim moderator at any time prior to consideration of candidates. The interim minister shall withdraw from all involvement in the search process once candidates are being considered.

G. Financial Considerations

The stipend and allowances provided for an interim minister should be based on the stipend and allowances of the previous minister and should take into account the special expertise and experience of the interim minister. If the appointment is less than full-time, the terms should be pro-rated accordingly, keeping in mind that the expectations should be similarly decreased. Allowances should include continuing education, vacation, pension contribution and Health and Dental plan premiums. Consideration should also be given to a gift of one month's stipend and allowances at the conclusion of the interim ministry appointment to assist the interim minister during the time between appointments.

In presbyteries where there are set amounts for honoraria to interim moderators, consideration should be given to decreasing that amount for interim moderators of pastoral charges where interim ministers are appointed, as the responsibilities of interim moderators in these situations will be greatly reduced.

Endnotes

¹The temporary nature of interim ministry is critical to its effectiveness. Interim ministers are ineligible to be considered for calls to the congregations where they are serving as interim ministers. The rationale for the 'no candidacy rule' is as follows:

1. *The temporary nature of interim ministry may greatly increase the congregation's capacity for change.* The realization that the interim minister cannot stay keeps the congregation aware that it is in a time of transition. As uncomfortable as the sense of being unsettled may be, that awareness may greatly increase the congregation's capacity for change above its usual level. Change is an essential part of every interim ministry.
2. *The temporary nature of interim ministry also brings the potential for freedom and objectivity to the interim minister.* With no vested interest in a long-term call to the congregation, the interim minister is free to focus on enabling the congregation to make the shifts in understanding, relationships and leadership for which the particular interim ministry has been designed.
3. *Consideration of the interim minister as a candidate for the call might short-change the search process.* When the possibility of calling the interim minister exists, some in the congregation will likely try to influence the search committee to "stay with what we already know". However, when a search committee decides to consider the interim minister, the natural tendency will be to focus on the personality of the interim minister, rather than on the congregation's goals for the future and the skills, strengths and abilities needed in the next minister. When the search committee decides to find a way "to keep the interim", it can no longer be objective in the crucial task it is performing on behalf of the congregation.
4. The Church needs to be fair to all possible candidates, and to protect the concept of what an intentional interim ministry can provide for congregations. Allowing the interim minister to be considered for the call is unfair to others who might wish to be considered for it. The interim minister will have a decided advantage in the call process. If interim ministers become the called ministers, this trend will engender distrust of interim ministry and do irreparable harm to the concept of intentional interim ministry.

5. It is risky to call an interim minister when there may be underlying opposition to that individual by persons in the congregation. The interim minister may be liked by many, but usually there are some people who do not like the interim minister for a variety of reasons. Perhaps the interim minister has needed to push, confront, challenge or strongly discourage certain behaviour, actions or policies. This may have angered or alienated the interim minister from some individuals or groups. The anger or hostility can usually be tolerated knowing the interim minister will one day (not too far in the future) be leaving. But if the interim minister is called, there will likely be strong opposition and undermining of the interim minister's ability to be effective over the long term.
6. It is best to keep clear the strictly interim nature of the congregation's covenant with the interim minister, and not complicate the relationship with considerations of her/him being a candidate for the call. Suppose the interim minister is considered as a candidate for the call and then is not chosen by the decision-making bodies during the process? This situation will likely make it extremely difficult for the interim minister to continue as an effective interim minister in that congregation. Feelings experienced by the interim minister and those who either supported or opposed her/his candidacy cannot be discarded easily after a decision has been made.
7. Trust that persons keep their word is essential in covenantal relationships; changing the 'rules of the game' may foster distrust in the minister and the congregational leaders who 'changed the rules'. When an interim minister becomes a candidate for the call, it changes the terms of the covenant under which s/he was appointed to the congregation for a specific term and for specific tasks. Interim ministry covenants are signed by the session on behalf of the congregation, with the approval of the presbytery. Usually there has been no general congregational involvement in the process. Therefore if the interim minister is called to the congregation, some people may feel betrayed, fooled or manipulated, and distrust may permeate the climate in which the new long-term relationship will begin.



AN ADDITIONAL RESOURCE

***Interim Ministry: Policy and Procedures & Resources** is a booklet containing the above policy and procedures as well as some guides for developing and preparing an interim ministry covenant, interviewing candidates for an interim ministry position, reviewing and evaluating an interim ministry. It also contains a list of print and audio resources, 3 sample covenants, sample liturgies for beginning and completing a time of interim ministry and questionnaires to evaluate the interim minister's performance and the session's.*

Copies of this resource are available for \$2.50 each. Order from The Book Room, 50 Wynford Drive, Toronto ON M3C 1J7 Tel: (416) 441-1111 or 1 800 619-730, fax (416) 441-2825 Email: bookroom@presbyterian.ca

This resource also can be found on the church's website under Ministry and Church Vocations: www.presbyterian.ca

Editor's Note:

Supplement III above replaced some preliminary guidelines on interim ministry. Since the new document is shorter than the previous one, pages 59 – 62 were no longer needed. The numbering of the following pages has not been altered in order to maintain the cross-referencing with the rest of this book.

SUPPLEMENT IV

VOLUNTEER SCREENING CHECKS FOR HIGH RISK MINISTRIES

The following document is Section 3.10 from the Leading with Care Policy of The Presbyterian Church in Canada adopted by the General Assembly. (A&P 2005 p. 345-46. 369, 18)

OBTAIN A POLICE RECORD CHECK/VOLUNTEER SCREENING CHECK FOR HIGH RISK MINISTRY

Screening comes prior to a Police Records Check

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

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

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

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

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

Handling the information

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

the organization/church should file a record of having seen the PRC. It is important for the *Leading with Care* committee to handle this information with strict confidentiality.

How often must a check be done?

A PRC must be done at any of these points:

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

SUPPLEMENT V

CLERGY COUPLES

With the ordination of women in The Presbyterian Church in Canada we are seeing the emergence of clergy couples ministering in congregations. In some congregations they are working together in a team ministry; in others they are each half-time, thus filling one position. Some are working in two different congregations. Whatever the scenario it is a specific type of ministry with some interesting aspects. It is a type of ministry that congregations should not shy away from when they are looking for a new minister. When partners in a clergy couple both minister part-time in the same congregation, the congregation benefits from two different personalities each with unique gifts and abilities. There is that old saying, "two heads are better than one". It usually takes some planning and co-operative thinking on the part of the clergy and the congregation but many such experiences have been positive for the ministers and the congregations alike.

Financial Considerations

1. If housing allowance is paid it must be paid to each minister of the clergy couple (diaconal ministry couple). That means that if each is considered a half-time position, each is paid half of the housing allowance. Medical-dental insurance and study leave are similarly adjusted. (A&P 1992, p. 223-24. See Supplement XVIII, #4, p. 90.)
2. If both ministers of the clergy couple are full-time it may be negotiated with one minister of the couple that in lieu of a housing allowance they would live in the manse. When such an agreement is made, the congregation must still pay the other minister of the couple a housing allowance. (A&P 1989, p. 58, 212. See Supplement XVIII, #4, p. 90.)
3. Treasurers should consider each minister separately when preparing stipend cheques, study leave reimbursement, and other benefits.

SUPPLEMENT VI

IF THE CANDIDATE FOR THE POSITION IS A GRADUATING STUDENT

1. The Congregational Profile Form of pastoral charges looking for a minister is supplied to the colleges on a monthly basis by Ministry and Church Vocations. A list of interim moderators with addresses is also supplied. ["Ministry Opportunities" can also be found in The Presbyterian Church in Canada's website on the Ministry and Church Vocations' home page – <http://www.presbyterian.ca>.]
2. Interim moderators and congregations are not free to approach students (or vice versa) until February 1st or October 1st, whichever date falls in the students' final semester.
3. Several months before the above dates, the student should apply to presbytery to be examined as a candidate for ordination (designation), receive presbytery's approval as a certified candidate for ordination (designation) conditional upon graduation, and have the permission of the senate of the college to seek a call. The presbytery and college will have notified Ministry and Church Vocations.
4. When a congregation votes and agrees to insert the name of a graduating student in a call, the person is contacted and must within 7 days indicate to the interim moderator willingness for the call to proceed, the implication being that the student will not seek other calls at this point or consent to his or her name being placed on any other call. When the call is ready it goes to the calling presbytery. If the call is sustained, the calling presbytery forwards the call to the certifying presbytery, if different from the calling presbytery, and notifies the Ministry and Church Vocations office that the presbytery has sustained a call in favour of that student.
5. The certifying presbytery will place the call in the hands of the graduating student once the student has graduated (i.e. the condition placed upon the certification for ordination /designation has been met). Thereafter, the candidate has the normal number of days to decide whether to accept or decline the call.

The complete set of guidelines governing the calling of graduating students including a discussion of the relationship of the candidate and the presbytery are found in A&P 1987, p. 414-417.

The position must be a minimum of half-time

A position must be a minimum of half-time for a congregation to be able to call and induct a minister. (See *Book of Forms*, Section 201.1.) Therefore if the position was less than half-time, the congregation could not offer a call to a graduating student and the student cannot be ordained without a call.

SUPPLEMENT VII

CALLING A DIACONAL MINISTER

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

This supplement gives some further explanation of this special terminology.

Submission of Position Description to Presbytery

In the case of a diaconal minister, the session is required to submit the position description to the presbytery. (Book of Forms, Section 112.7.1)

Other Staff

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

Making a Relevant Presentation

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

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

Participation in Worship

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

Installation

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

SUPPLEMENT VIII

PART-TIME MINISTRY

In congregations of The Presbyterian Church in Canada, part-time ministry may be carried out in one of the following ways under the same terms as full-time ministry, namely:

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

Relationship to Presbytery

In the case of calls and appointments of half time or more, ministers become constituent members of the courts. Ministers appointed for less than half-time are on the Appendix to the Roll. (Book of Forms, Sections 176.1.1; 201.1; 201.2)

Presbytery Responsibility

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

Prorating Stipend and Benefits

To clarify the meaning and scope of part-time ministry, full-time ministry is defined as normally 5 or 5.5 days (45 hours a week), plus any necessary emergency pastoral duties (A&P 1991, p.344). For part-time ministry, stipend and benefits are prorated according to the percentage of full-time ministry. Minimums for full-time service are established by the General Assembly and published annually in the Acts and Proceedings. (Some presbyteries may set higher figures.

Stipend and Increments and Utilities

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

Housing

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

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

Medical - Dental Plan

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

Vacation

All ministers, full-time or part-time, receive five full weeks of vacation which includes 5 Sundays. They are excused from the work they would normally complete in a 5-week period. (E.g., full-time: 25 - 27 ½ days including 5 Sundays; half-time: 12 ½ -13 ½ days including 5 Sundays)

Continuing Education

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

Pension*

The congregation is assessed a certain percentage of its dollar base. This assessment is its contribution for the pension of all professional church workers called or appointed to the congregation.

Group Insurance*

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

Retired Ministers

If the congregation appoints a retired minister, the person will already be drawing pension benefits. At retirement s/he had the option of maintaining the medical dental benefits and group insurance. The congregation may choose to reimburse the minister for a prorated portion of these benefits.

* Different rules may apply in the pension fund and group insurance plan if a lay person is being appointed. Check with the Pension and Benefits Board for details.

SUPPLEMENT IX

ONE CANDIDATE OR A THREE-PERSON LEET

Note:

It is recommended by the General Assembly and required by some presbyteries that only one candidate at a time be heard for decision by the congregation. If more than one candidate is to be heard, the total should be three, rather than two or four or more (A. & P. 1960, p. 334-5. See Supplement XVIII, #1, p. 89.)

Benefits of Inviting one Candidate

When filling a ministerial opening, the process of inviting one candidate whom the search committee considers best suited, is a procedure favoured by many ministers in the Church. A minister may quietly go and be interviewed by a search committee without upsetting his or her own congregation. When a minister is a part of a multiple leet, though, there is less privacy. If the minister does not receive the call, it may affect the relationship between the minister and the home congregation.

Disadvantages of a Multiple Leet

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

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

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

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

Multiple Leet for Special Situations

There may, however, be good reasons why a congregation would want a multiple leet because of special needs, interests or circumstances. In such a case, the interim moderator should check this perception with presbytery and consider using a three-person leet.

The choice of the search procedure should be guided by the needs of the congregation.

SUPPLEMENT X

ETHICAL CONSIDERATIONS FOR A PERSON SEEKING A CALL

(The following discussion is the response to Overture 26, 1992 Re: Ministers participating at the same time in more than one call. It appears in A. & P. 1994, p. 389, 44.)

The prayer of the Overture asks for the development of policy, regulations or guidelines which would address the issue of a minister being an active participant in more than one "call" process at the same time.

Ministry and Church Vocations consulted with the following: the Clerks of Assembly; the Rev. Dr. W. Klempa, and the Rev. Dr. J. McLelland of Presbyterian College, Montreal and the Rev. A. S. Burnand of Red Deer, Alberta. All of the respondents recognized the importance of mutual trust, complete honesty before God and the congregation and responsible behaviour on the part of ministers. They also had a common desire to develop procedures that dealt with both congregations and candidates fairly and equally. They agreed that congregations are free to receive applications from a number of interested ministers or candidates. In the same manner they considered it equally acceptable for ministers to apply to more than one vacant congregation.

They did not agree, however, on the point in the process where it is no longer appropriate for a minister to be dealing with more than one congregation.

One suggestion was that a covenant be made by both parties at the point where a Search Committee "narrows the list down to one candidate". The covenant would be that neither party will pursue "anyone else" until a decision has been reached on that candidate.

Another suggestion was to apply to ministers the guideline which applies for graduating students, which reads "that having agreed that one's name be inserted in a call, the candidate withdraws from any other situation" (A&P 1987, p.415).

A final suggestion was: "Should the minister be uncertain or should uncertainty be created by the possibility of another call arising during the process or even during the seven days [the period given to declare acceptance of a call], there is need of complete honesty before God with the congregation and the presbytery from which a call has been received or is expected and any other congregation and presbytery which approaches the minister or candidate within this time-frame. Normally this would involve conferral with the interim moderators."

The Ministry and Church Vocations Advisory Group considered these different approaches to the issue. After much discussion the group determined that each situation has many different variables and it is very difficult to legislate a policy that would allow for all variables to be taken into account. What is essential to the effective working of the call process is the adherence to the values of mutual trust, complete honesty before God and the congregation, and responsible behaviour on the part of both ministers and congregations. These important values are also difficult to legislate. Therefore, the Life and Mission Agency felt it would be inappropriate to recommend any new regulations or guidelines at this time.

Recommendation [adopted as follows]

That the prayer of Overture 26 be answered in terms of the preamble of this recommendation and that ministers, members of the Order of Diaconal Ministries and congregations alike be called to guard at all times the integrity of the call process.

SUPPLEMENT XI

GUIDELINES FOR INTERVIEWING CANDIDATES

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

Setting: Sitting in a circle in comfortable chairs preferably with no table to obstruct direct contact between the candidate and the interviewers. Do not have a candidate on one side or end and all the committee in a clump together. Consideration should be given to an informal setting outside the church building.

Basic Methods

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

The candidate needs:

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

The search committee needs:

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

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

4. If the entire search committee is present for each interview, it is suggested that three or four members ask the questions. Know the questions ahead of time. Try to ask them with eye contact and a friendly manner. Other members of the committee may interject questions or make comments as the interview goes along. The interview procedure may be role-played at an earlier planning meeting so that committee members know what it feels like to be interviewed and to ask questions.
5. Make every effort to help each candidate feel at ease. The interview procedure should be explained to the candidate. For example, there will be a series of questions the candidate will answer, then a break for refreshments, following which the candidate will be able to ask questions of the search committee. The candidate should be encouraged before the interview ends to raise questions about the congregation and its expectations.
6. Since both the candidate and the search committee are being interviewed, neither should think that the other must supply all the questions or all the answers. Questions will be asked, not just to secure facts, but to listen for how the other regards and participates in the service of Christ. They should be open-ended questions, not simply calling for "Yes" or "No" answers. Each person should listen intently, without using a tape-recorder and with a minimum of note-taking.
7. After each interview, the search committee members should compare their findings perhaps by jotting down three short paragraphs on the candidate's over-all qualifications or by filling in their assessments on a sheet headed "Strengths" and "Weaknesses". All paperwork on a candidate should be completed on the day of the interview and destroyed when the process is over.
8. The candidate should be given an opportunity to view the manse, if there is one, the church office and the sanctuary.
9. Everyone involved should remember that this is not an interview to hire an employee. Ministers are responsible to Jesus Christ and answerable to the presbytery for their ministry, and a congregation also has a stewardship of the Gospel. The process is intended to help all involved become more faithful servants of God.

Sample Interview Questions

The following are merely suggested questions for use during an interview. Some may be deleted and others may be added. Ask the same questions of each candidate. (See Supplement XVII p. 88, noting the questions that, from a human rights perspective, are appropriate to ask and those that are not.)

Previous Ministries

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

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

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

Personal Health and Family Life

1. Do you have a disability that would directly affect your ability to carry out this ministry?
2. Do you have any physical handicaps or health problems you wish to be considered in this position?
3. Are there any special needs you or a member of your family has that we need to take into consideration?
4. Do you schedule family time? (This question is asked of single candidates as well, who also need family time.)
5. What do you do to renew your spiritual and emotional life?

Stipend and Manse

1. Are you planning to live in the manse?
2. Having looked at the floor plan of the manse, do you think it will suit your housing needs?
3. Have you been told the proposed stipend?
4. If you were the successful candidate when would you be free to move?

For Clergy Couples

If only one spouse is being considered:

1. What are your responsibilities in your spouse's church?
2. How would you see your spouse participating in the life of this congregation?
3. How would you arrange time off?

If both are being called to the congregation:

1. How do you intend to divide the responsibilities of the congregation?
2. How would the two of you handle such things as session meetings, vacation, study leave, preaching schedule, visiting, attending committees, time off, family responsibilities, weddings, funerals, baptisms?
3. What assistance would you expect from the congregation to fulfil your joint ministry here?
4. Who would ultimately be responsible for making decisions?

SUPPLEMENT XII

CONGREGATIONAL SELF ANALYSIS

The following are sample questions that may be used in a congregational self-analysis. They may be used to survey the entire congregation. Please be aware also of the Congregational Profile Form (Supplement I, p. 37).

If you need more room to answer any questions please use a separate sheet of paper.

I QUESTIONS ABOUT OURSELVES AND OUR CONGREGATION

My Commitment and Involvement

Why are you a member or adherent of this congregation?

In what ways are you involved in the work of the church?
If you are not involved, why not?

Assessing our Congregation

Describe the year you remember as being the congregation's best and what was good about it.

What is the most significant thing that has happened here in the past year?

What is the most important strength of this congregation?

Assessing Our Congregation (Continued)

What is the congregation's greatest need?

If you could change one thing in the congregation, what would it be?

What is the aspect that you most enjoy and appreciate about our church building?

What is the aspect about our church building which is the most limiting and frustrating?

Evaluate your church in the following areas by circling an appropriate number and if you wish, add your comments:

(a) Worship Life	Not at all					Very Much So				
I find the sermons meaningful and inspiring in my daily life.	1	2	3	4	5					
Our music program enriches worship.	2	3	4	5						
I like the style of prayers and what the prayers are about.	1	2	3	4	5					
Our worship meets the needs of:										
children	1	2	3	4	5					
teens	1	2	3	4	5					
couples	1	2	3	4	5					
singles	1	2	3	4	5					
the elderly	1	2	3	4	5					
I like the order of worship changed occasionally.	1	2	3	4	5					
(b) Pastoral Care (Visiting, Listening, Giving Support, etc.)										
Does the congregation minister to each other?	1	2	3	4	5					
How could its ministry be improved?										

Assessing Our Congregation (Continued)

(c) **Christian Education and Youth Ministries**

Our Christian Education Program (Sunday School, Bible Study, other programs) is adequate for:

	Not at all			Very Much So	
children	1	2	3	4	5
teens	1	2	3	4	5
young adults	1	2	3	4	5
adults	1	2	3	4	5
senior citizens	1	2	3	4	5

What are the most alive and exciting programs within this church?

What new programs would benefit the congregation in terms of meeting the needs of the congregation and/or community?

(d) **Mission** (evangelism, community action and world concerns)

Our church attracts new members.	1	2	3	4	5
We try to make new people part of the church family.	1	2	3	4	5

Where do new members come from and why do they stay?

Is there any age group that is missing from our congregation or not as involved as they could be?

If you are a recent adherent or member of this congregation, how were you made to feel welcome (or unwelcome) here?

Does our church minister to the community?	1	2	3	4	5
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How?

How does the congregation minister to people throughout the world?

Does our church ever get involved in issues like poverty, Third World problems, the refugee situation, peacemaking, nuclear disarmament?

Should the church be involved in these issues?

II THE KIND OF MINISTER WE NEED

Pastoral Skills And Interest Inventory: What are the pastoral skills especially needed in the ministry and program of your church? Rank in order of priority from 1 to 18 -- **1 to 6 being the areas you most wish a minister to exercise.**

- _____ **Administration** (Managing the affairs of the congregation and other organizations)
- _____ **Christian Education** (Writing or selecting appropriate curricula for the educational ministry, and planning activities for groups of all ages)
- _____ **Community Leadership** (In areas like drug problems, schools, community organizations)
- _____ **Counselling** (On a regular basis)
- _____ **Crisis Visiting** (Serving people at times of illness, death, trauma, family crisis, job loss)
- _____ **Denominational Service** (Sharing in the work of all the courts of the church)
- _____ **Equipping Church Members** (For integrating Christian faith with life)
- _____ **Evangelism** (Relating the gospel to people outside the church and helping the congregation to do the same)
- _____ **Home Visiting** (On a regular basis)
- _____ **Inter-Church Co-operation** (Working in inter-denominational programs and activities)
- _____ **Leadership Development** (Planning for and sharing in the training of leaders for the church's program)
- _____ **Leading Worship and Preaching** (Planning and conducting worship services)
- _____ **Mission Outreach** (Evangelism and social justice in the community, the country, and the world)
- _____ **Personal and Spiritual Development** (Providing resources and guidance for people's devotional life, and for prayer groups, retreats and other small group experiences)
- _____ **Program Development** (Establishing goals, and organizing programs in church and community)
- _____ **Stewardship** (Faithful use of our time, gifts and money in response to the generosity of God in Christ)
- _____ **Work with Seniors**
- _____ **Work with Youth**

Do you have any closing comments you wish to make about the kind of minister you want?

SUPPLEMENT XIII

MOVING CONSULTANT

The Presbyterian Church in Canada no longer uses or recommends any relocation services. Instead Canada Ministries requires the people whom they are moving to get quotes from two different moving companies.

SUPPLEMENT XIV

TASKS OF THE MINISTER WHO IS LEAVING THE CONGREGATION

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

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

See the audio and print resources by Roy Oswald in Supplement XIX (p. 92).

SUPPLEMENT XV

ON SAYING GOODBYE TO YOUR MINISTER

"How can we ever continue?"

"This congregation will never be the same."

"We were just starting to improve, why now?"

"Finally!"

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

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

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

Since in Presbyterian polity, the minister's intentions are first disclosed to the presbytery, the congregation is often the last to know. The minister, in some measure, may have been working through consideration of moving, and the personal and family implications of such a move, over a period of two or three years. For the congregation it may come, like death frequently does, as a shock and at a time that is inconvenient for the congregation's life and plans. Consequently these guidelines suggest that the initiative to encourage the sharing of these feelings, to start the healing process, be undertaken by the minister. Read "Tasks of the Minister Who Is Leaving The Congregation " (Supplement XIV, p. 82). Additional work is needed following the minister's move from the community and the interim moderator should ensure that this is made possible.

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

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

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

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

Adapted from an article by William I. McElwain

SUPPLEMENT XVI

ORIENTATION FOR THE NEW MINISTER

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

Recommendation (adopted)

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

Recommendation (adopted as amended)

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

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

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

ORIENTATION LIST

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

1. Membership list (including phone numbers, pictorial directory, family membership list, family interrelationships in the congregation)
2. Annual reports (past three years)
3. Newsletters (past year)
4. Worship bulletins; average attendance for worship and church school; is lectionary used?

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

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

SUPPLEMENT XVII

HUMAN RIGHTS LEGISLATION

Every person has a right to equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or handicap.

RIGHTS

Check with the appropriate provincial commission. (See below.)

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

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

References may be asked for information pertinent to job performance. It is inappropriate to make any enquiry of a reference that would reveal applicant’s race, colour, sex, sexual orientation, age, marital status, ethnic or national origin, political belief or physical disability.

See the sample guidelines that follow the list of addresses.

PROVINCIAL HUMAN RIGHTS COMMISSIONS

Newfoundland Human Rights Commission

P.O. Box 8700, St. John’s NF A1B 4J6

Nova Scotia Human Rights Commission

P.O. Box 2221,

5675 Spring Garden Rd., 7th Floor, Lord Nelson Arcade, Halifax NS B3J 3C4

Prince Edward Island Human Rights Commission

P.O. Box 2000, Charlottetown PE C1A 7N8

New Brunswick Human Rights Commission

P.O. Box 6000, Fredericton NB E3B 5H1

Commission des droits de la personne et des droits de la jeunesse

360 Saint- Jacques ouest, 2nd Floor, Montreal PQ H2Y 1P5

Ontario Human Rights Commission

180 Dundas St. W., 7th Floor, Toronto ON M7A 2R9

Manitoba Human Rights Commission

175 Hargrave St., Winnipeg MB R3C 3R8

Saskatchewan Human Rights Commission

8th Floor, Sturdy Stone Bldg. 122 3rd Ave. N., Saskatoon SK S7K 2H6

Alberta Human Rights and Citizenship Branch

Room 802, Standard Life Centre, 10405 Jasper Avenue, Edmonton AB T5J 4R7

British Columbia Human Rights Commission

PO Box 2909 Stn. Prov. Govt., Victoria BC V8W 9J1

HUMAN RIGHTS LEGISLATION

These samples of guidelines from Provincial Human Rights Commissions apply to inquiries made prior to hiring, in application forms or during interviews. There are slight variations from province to province. Check with the appropriate provincial commission.

Category	Appropriate	Inappropriate
Sex, Marital Status, Family Status:	Applicant may be asked about willingness to work on required work schedule and ability to travel and relocate if information is relevant to the job in question. Applicant may be asked to specify how he or she wishes to be addressed.	Categories and enquiries as to: marital status; maiden or birth name; children or dependents; child-care arrangements; child-bearing plans, pregnancy; information about spouse (e.g., is spouse subject/willing to transfer), second income, sexual orientation.
<p>Note: Enquiries about sex, marital status, or dependents, or age that are pertinent to an employee's superannuation, pension, or insurance plan may be made after hiring.</p>		
Age:	Some provinces permit "Are you between the ages of 18 and 65? For others the minimum age is 19. Some prohibit this question.	Enquiries about age or date of birth.
Citizenship:	"Are you legally entitled to work in Canada"? An applicant may be asked to provide proof of eligibility to work in Canada.	
Handicap:	Do you have a disability that would directly affect your ability to do the job for which you are applying? Do you have any physical handicaps or health problems you wish to be taken into consideration in your job placement?	Enquiries about: health; handicaps; physical defects; illnesses, mental disorder; medical history; learning disability; medication. Requirements that applicants undergo pre-interview medical examination.

Note:
Genuine and reasonable enquiries about handicaps that are pertinent to legitimate personnel purposes such as relating to superannuation, pension, disability, life insurance, or other benefit plan may be made after hiring.

Note:
Medical examination should be conducted after an offer of employment has been made in writing. The offer of employment can be withdrawn only if the examination reveals the person has a disability that significantly interferes with the person's ability to perform the job. Medical examinations should be conducted with respect to those positions for which certain physical ability has been identified as a reasonable occupational requirement.

SUPPLEMENT XVIII

GENERAL ASSEMBLY REGULATIONS

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

1. One Person Candidate/Three Person Leet

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

- That ordinarily only single nominations for a vacancy be considered by a congregation.
- That if there must be a leet, it should be limited to three names - not two, or four, or more.

(A & P 1960, p. 335).

2. Commencing Procedures before the Departing Minister Has Left

That Overture # 17, 1988 be answered in terms of the following Declaratory Act:

Book of Forms, Sections 232, 244, and 245 are understood to allow a presbytery, when it deems it to be in the best interests of the congregation, and when it has the consent of the incumbent minister, to instruct the minister who by appointment of presbytery will serve as interim moderator once the vacancy occurs, to immediately commence the procedure which will eventually lead to the filling of the vacancy.

(A&P 1988, pp. 285, 34).

3. Disciplinary Action

Presbyteries are required to report to the Ministry and Church Vocations Office of the Life and Missions Agency decisions of presbyteries which have resulted in disciplinary action.

(Book of Forms, Section 201.3)

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

(Book of Forms, Section 215.2)

4. Accommodation

That the following guidelines be adopted in respect to appropriate accommodation:

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

(A. & P.1989, p. 215, 62).

Congregational Housing Loans

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

(A & P 2001, p. 398 – 400, 45. See Supplement XXII p. 101 of this document.)

For Clergy/Diaconal Ministry Couples

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

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

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

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

5. Candidates for Position not Preaching Supply

That the following statements be added to the guidelines for graduating students:

Students taking Sunday Supply in the year in which they are to graduate should decline such supply in vacant charges in which they have an interest in seeking a call or appointment.

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

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

6. Congregational Planning before the Retirement of a Minister

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

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

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

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

Recommendation (adopted)

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

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

7. Training for Ministers

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

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

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

SUPPLEMENT XIX

RESOURCES

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

The audio-visual and audio resources are available for loan from the Book Room. Rental Fee: \$8.00 plus postage per video or cassette series. Free to Members of the Audio-Visual Resource Library.

The print resources may be purchased from the Book Room unless otherwise indicated. The Book Room, 50 Wynford Drive, Toronto ON M3C 1J7. Phone: 416 441-1111 or 1 800 619-7301; Fax: 416 441-2825 Email: bookroom@presbyterian.ca

Audio Visual Resources

So Your Pastor Is Leaving

The videotape explains what to expect during the search process. It identifies a journey from endings through the in-between time to beginnings with various stops along the way: (termination, direction finding, self-study, search, decision, negotiation, installation and start-up) and outlines five tasks which need to be done during the journey. Brief illustrative skits are included. Allows opportunities for discussion. Comes with a guide. Produced by Alban Institute. (50 minutes)

The Opening Door

A revealing dramatization of a real life church's search for a new minister, highlighting their concerns about "calling" a woman. The whole range of issues that surfaced during the committee's search are explored, including many of the private concerns persons had about calling a woman, issues not usually discussed openly. For use with search committees, theological students, clergy, any group interested in expanding roles for women, and groups dealing with conflict resolution. Produced by the Presbyterian Church U.S.A., 1985. (20 minutes)

Audio Resources

Ending Well, Starting Strong: Your Personal Pastorate Start-Up Workshop

A complete self-study in six audio-cassettes and guide. This two-day workshop led by Roy Oswald in audio-cassette format prepares a person to face the issues and develop strategies for leaving one pastorate and going to another. Produced by Alban Institute. (Each tape is 60 minutes.)

Print Resources

Congregational Profile Forms Available from Ministry and Church Vocations, 50 Wynford Drive, Toronto On M3C 1J7.

The Future of Interim Ministry. Lectures from the Interim Ministry Annual Conference, 1991. Interim Ministry Network Inc., P.O. BOX 21251, Baltimore, MD 21228-0751.

Avery, William. Revitalizing Congregations: Refocusing and Healing through Pastoral Transitions. Washington, D.C.: The Alban Institute, 2002.

Ciona, John R. Before You Move: A Guide To Making Transitions in Ministry. Kregel Academic and Professional, 2004.

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

Hudson, Jill M. Evaluating Ministry. Principles and Processes for Clergy and Congregations. Washington, D.C.: The Alban Institute, 1992.

Ketcham, Bunty. So You're on the Search Committee. Washington, D.C.: The Alban Institute, 1985.

Macy, Ralph. The Interim Pastor. Washington, D.C.: The Alban Institute, 1986.

Mead, Loren B. Critical Moment of Ministry: A Change of Pastor. Washington, D.C.: Alban Institute, 1986

Myer-Hopkins, Nancy. The Congregation is also a Victim: Sexual Abuse and the Violation of Trust. Washington D.C.: Alban Institute, 1992.

Nicholson, Roger S., Temporary Shepherds: A Congregational Handbook for Interim Ministry. Washington, D.C.: The Alban Institute, 1998.

Oswald, Roy. New Beginnings: The Pastorate Start-Up Workbook. Washington, D.C.: The Alban Institute.

Oswald, Roy. The Pastor as Newcomer. Washington, D.C.: The Alban Institute.

Oswald, Roy. Running through the Thistles: Terminating a Ministerial Relationship with a Parish. Washington, D.C.: The Alban Institute.

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

Oswald, Roy M. & James M. Heath & Ann W. Heath. Beginning Ministry Together: The Alban Handbook for Clergy Transitions. Washington, D.C.: The Alban Institute, 2003.

Phillips, William Bud. Pastoral Transitions: From Endings to New Beginnings. Washington, D.C.: The Alban Institute, 1988.

Porcher, Philip G. *What You Can Expect from an Interim Pastor and an Interim Consultant*. Washington, D.C.: The Alban Institute, 1988.

Rossum, Castone. *How to Assess Your Nonprofit Organization with Peter Drucker's Five Most Important Questions, User Guide for Boards, Staff, Volunteers and Facilities*. San Francisco: Jossey - Bass Publications, 1993 .

Schaller, Lyle. *The Interventionist*. Nashville, Abingdon Press, 1997.

Standards for the Practice of Interim Ministry. Interim Ministry Network Inc., P.O. BOX 21251, Baltimore, MD 21228-0751.

Stipend and Benefits for Professional Church Workers The Presbyterian Church in Canada.

Vonhof, John. *The Alban Guide to Managing The Pastoral Search Process*. Washington, D.C.: The Alban Institute, 1999.

White, Edward A. *Saying Goodbye: A Time of Growth for Congregations and Pastors*. Washington, D.C.: The Alban Institute.

Out-of-Print Resources

Resources that are out-of-print may be available in libraries.

Fisher, W.E. *Preface to Parish Renewal*. Nashville: Abingdon Press, 1968.

Fletcher, John C. & Herbert O'Driscoll, Christopher Morse, Paul Gibson. *The Future of Ministry*. Washington D.C.: Alban Institute.

Kirk, Richard J. *On the Calling and Care of Pastors*. Washington D.C.: Alban Institute.

Mead, Loren B. *Evaluation: Of, By, In, and To The Clergy*. Washington D.C.: Alban Institute.

Sawyer, David R. *The Process Tasks of the Interim Leader*. Washington D.C.: Alban Institute, 1992.

Sawyer, David R. *Sourcebook Interim Judicatory Executive Ministry*. Washington D.C.: Alban Institute, 1990.

Schaller, Lyle E. *The Local Church Looks to the Future*. Nashville: Abingdon Press, 1968.

Schaller, Lyle E. *Parish Planning*. Nashville: Abingdon Press, 1971.

Schaller, Lyle E. *The Pastor And His People*. Nashville: Abingdon Press, 1973. See especially Chapters 1 and 3.

SUPPLEMENT XX

STEPS IN CALLING A MINISTER: AN OVERVIEW

Presbytery	Interim Moderator	Session	Board of Managers	Search Committee
BEFORE MINISTER LEAVES				
<ul style="list-style-type: none"> • Arranges for citation to be read to congregation • Appoints consultative committee • Consultative committee conducts exit interview (Initial steps below may be performed before minister leaves, if minister agrees.)	(Initial steps below may be performed before minister leaves, if minister agrees.)	(Initial steps below may be performed before minister leaves, if minister agrees.)		(Initial steps below may be performed before minister leaves, if minister agrees.)
DURING MINISTERIAL VACANCY				
Initial Steps				
The consultative committee: <ul style="list-style-type: none"> • Consults the session and congregation • Recommends how to proceed • Recommends an interim moderator • Meets with the interim moderator The presbytery: <ul style="list-style-type: none"> • Considers consultative committee report • Appoints an interim moderator • Sets date to declare pulpit /position vacant 	<ul style="list-style-type: none"> • Arranges for the pulpit/position to be declared vacant • Lists the opening with the Record • Meets with session to arrange for the life and work of the congregation • Chairs meetings of session and congregation • Arranges pulpit supply • Oversees congregational publications 	<ul style="list-style-type: none"> • Arranges for payment of interim moderator • Appoints search committee • Arranges for pastoral care 	<ul style="list-style-type: none"> • Ensures the prompt payment of pulpit supply • Keeps session informed of financial situation 	<ul style="list-style-type: none"> • Reports regularly to session • Meets with session and Board of Managers re accommodation • Consults session and Board of Managers to know what stipend and benefits are being offered

Presbytery	Interim Moderator	Session	Board of Managers	Search Committee
Initial Steps (Continued)				
The clerk: <ul style="list-style-type: none"> • Informs Ministry and Church Vocations of the opening • Advises congregation of presbytery requirements 				
Congregational Analysis				
	<ul style="list-style-type: none"> • Oversees: <ol style="list-style-type: none"> 1. congregational analysis and goal setting 2. completion of congregational profile • Sends profile to Ministry and Church Vocations 	<ul style="list-style-type: none"> • Studies needs and goals of congregation and involves congregation in process • Completes congregational profile and position description OR Assigns above tasks to search committee		If session assigns, <ul style="list-style-type: none"> • Studies needs and goals of congregation and involves congregation in process • Completes congregational profile and position description
Preparing for New Minister				
The presbytery: <ul style="list-style-type: none"> • Agrees on suitable accommodation • Receives reports from interim moderator 	<ul style="list-style-type: none"> • Presents session's agreement on accommodation to the presbytery • Calls meeting of session and Board of Managers to decide on stipend • Ensures good maintenance and necessary repairs to manse • Arranges for reports to congregation 	<ul style="list-style-type: none"> • Consults Board of Managers and search committee to determine appropriate accommodation • Meets with Board of Managers to establish stipend and benefits and consults search committee 	<ul style="list-style-type: none"> • Meets with session to set stipend and benefits • Maintains and repairs manse or reviews housing allowance 	

Searching for a Minister				
Presbytery	Interim Moderator	Session	Board of Managers	Search Committee
	<ul style="list-style-type: none"> • Ensures equal consideration of all eligible candidates • Requests Ministry and Church Vocations to search for candidates • Sends preliminary acknowledgement to all applicants • Writes applicants whenever a decision is made about application • Requests Volunteer Screening Check from all candidates being interviewed • Obtains references from <ol style="list-style-type: none"> 1. referees of candidate 2. candidate's clerk of presbytery • Contacts Ministry and Church Vocations about disciplinary action • Contacts candidates regarding call • Informs congregation that candidate will be preaching for a call/ participating in a service and making a relevant presentation 	<ul style="list-style-type: none"> • Agrees to invite a candidate to preach for a call/ participate in a service and make a relevant presentation • Sets dates for: <ol style="list-style-type: none"> 1. candidate to preach/participate in a service and make a relevant presentation 2. for meeting to decide on call 		<ul style="list-style-type: none"> • Maintains confidentiality about prospective candidates • May visit other congregations to hear prospective candidates • Makes a short list of candidates • Conducts interviews • Chooses a candidate to present to the congregation • Recommends to session a candidate to preach for a call/ participate in a service and make a relevant presentation • Makes arrangements for the candidate's visit to preach for a call/ participate in a service and make a relevant presentation <p><i>The search committee's role is finished but members may be asked to support the call at presbytery and welcome the new minister.</i></p>

ISSUING A CALL (Book of Forms, Sections 214 – 232)			
Presbytery	Interim Moderator	Session	Board of Managers
<p>The clerk:</p> <ul style="list-style-type: none"> Ensures the interim moderator knows guidelines re stipend and benefits Puts the call on the docket Gives call to committee to review Confirms that minister <ol style="list-style-type: none"> is on pension fund has taken mandated courses <p>The presbytery:</p> <ul style="list-style-type: none"> Inquires into financial status of minister's indebtedness Hears interim moderator's report. Receives the call Hears congregational representatives 	<p>For congregational meeting:</p> <ul style="list-style-type: none"> Ensures a letter is sent out re candidate's visit to preach for a call/ participate in service and make a relevant presentation Ensures due notice is given re congregational meeting to consider the call Oversees preparation of guarantee of stipend by Board of Managers (Go to www.presbyterian.ca/documents/calldocs to prepare the document) Arranges for the preparation of call forms for signing at the meeting (Go to www.presbyterian.ca/documents/calldocs to prepare the document) Presides at congregational meeting to consider call (Follow Book of Forms, Section 214.) Telephones the minister being called <p>For presbytery meeting:</p> <ul style="list-style-type: none"> Requests a place on the docket of presbytery for the call Gives the call to the clerk of presbytery for review before the presbytery meeting to consider call Reports on his/her stewardship during the search Introduces congregational representatives to support call 	<ul style="list-style-type: none"> Approves guarantee of stipend and allowances to insert in call (Go to www.presbyterian.ca/documents/calldocs to prepare the document) <p>The congregational meeting:</p> <ul style="list-style-type: none"> Decides whether to proceed with call Appoints representatives to support call in presbytery <p>The elders:</p> <ul style="list-style-type: none"> Secure signatures to support call 	<ul style="list-style-type: none"> Recommends guarantee of stipend and allowances to insert in the call Prepares guarantee of stipend in consultation with interim moderator (Go to www.presbyterian.ca/documents/calldocs to prepare the document)

AFTER THE CALL IS ACCEPTED			
Presbytery	Interim Moderator	Session	Board of Managers
<p>The clerk:</p> <ul style="list-style-type: none"> Keeps file copies of call Makes arrangements for induction/installation Prepares edict <p>The presbytery:</p> <ul style="list-style-type: none"> Provides orientation for new minister 	<ul style="list-style-type: none"> Informs Record and Ministry and Church Vocations Consults incoming minister re any further manse renovations Ensures: <ol style="list-style-type: none"> arrangements are made for moving day minister is welcomed into community <p>For induction/installation service:</p> <ul style="list-style-type: none"> Consults with presbytery clerk re arrangements for the service Prepares the bulletin for the induction/installation Arranges for Board of Managers to meet with presbytery before service <p>To welcome new minister:</p> <ul style="list-style-type: none"> Orients the new minister to the presbytery Encourages new minister to establish mentoring/ pastoral support Makes arrangements for new minister to attend orientation/ training events Ensures minister is given items on orientation check list 	<ul style="list-style-type: none"> Arranges for welcome of new minister on moving day Acquaints minister with community Arranges reception for induction/installation Arranges for minister to receive items on orientation check list 	<ul style="list-style-type: none"> Before the induction/installation meets with presbytery to answer any questions about finance Makes moving arrangements for new minister <p>The treasurer:</p> <ul style="list-style-type: none"> After induction/installation pays minister first month's stipend and allowances

SUPPLEMENT XXI

STATED SUPPLY MINISTRY

Types of Pastoral Leadership During Times of Transition

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

1. *Occasional supply* refers to various individuals invited by the interim moderator to provide worship leadership Sunday by Sunday.
2. *Stated supply* refers to the appointment by the presbytery of an ordained minister of The Presbyterian Church in Canada for a specified period of time not to exceed 12 months. This is a *sustaining ministry* that ordinarily provides worship leadership and may include other pastoral duties to be determined by the session and the presbytery.
3. When there are circumstances that require more than sustaining ministry, an *interim minister* may be appointed. *Interim ministry* refers to the appointment by the presbytery of an ordained and specially qualified minister of The Presbyterian Church in Canada for a specified period of time not to exceed two years. Such ministry will include a covenant with *specified goals* and a timeline agreed to by the presbytery and the session. Persons who accept the role of interim minister in a congregation are not eligible to candidate for a call in that congregation. (See Supplement III p. 52)

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

Stated Supply

The conditions for a stated supply appointment are:

- the person is a minister of our Church,
- the appointment has been made by the presbytery
- the stated period for the appointment does not exceed one year.
(Book of Forms, Section 213.2)

Stated supply appointments may be full-time or part-time. If serving half-time or more, a stated supply minister becomes a constituent member of the presbytery. If not, the stated supply minister is on the appendix to the roll.
(Book of Forms, Section 176.1.1)

There is no provision for a person to be ordained to a stated supply position.

SUPPLEMENT XXII

GUIDELINES FOR CONGREGATIONAL HOUSING LOANS TO MINISTERS

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

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

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

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

Prior Considerations

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

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

Considerations in Setting Up a Housing Loan

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

1. Eligibility for housing loans would be limited strictly to ministers or professional church workers who have been called and inducted into a charge or are on a long-term appointment approved by the presbytery. Ministers or professional church workers serving short-term or interim appointments would not qualify for loan assistance.
2. When a congregation decides to make a loan to its minister to assist in the purchase of housing, the presbytery shall approve the terms and conditions of such a loan before it is signed. These terms and conditions should include the following:
 - a) the amount of the loan;
 - b) the interest rate to be charged, and whether all or part of the loan qualifies for special tax consideration under Customs and Revenue legislation;
 - c) the repayment terms, including provision for early repayment;
 - d) appropriate security: In most cases, this will be a first or second mortgage registered against the property. If the amount is small, a promissory note is sufficient. As a guideline, any amount larger than three months stipend requires a mortgage;
 - e) procedures in the event of default;
 - f) the requirement for repayment in full within six months of the date when the minister ceases to be minister of the congregation.