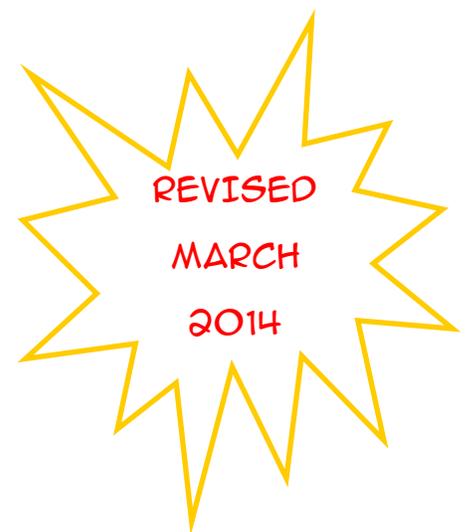
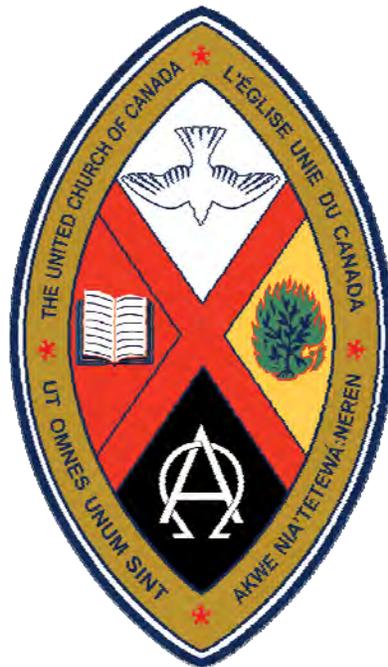


London Conference - The United Church of Canada

# HANDBOOK: DECLARING/CHANGING MINISTRY POSITIONS

A Handbook for Governing Bodies of Local Ministry Units  
to use when discerning and defining new ministry positions  
or assessing and redefining current ministry positions.



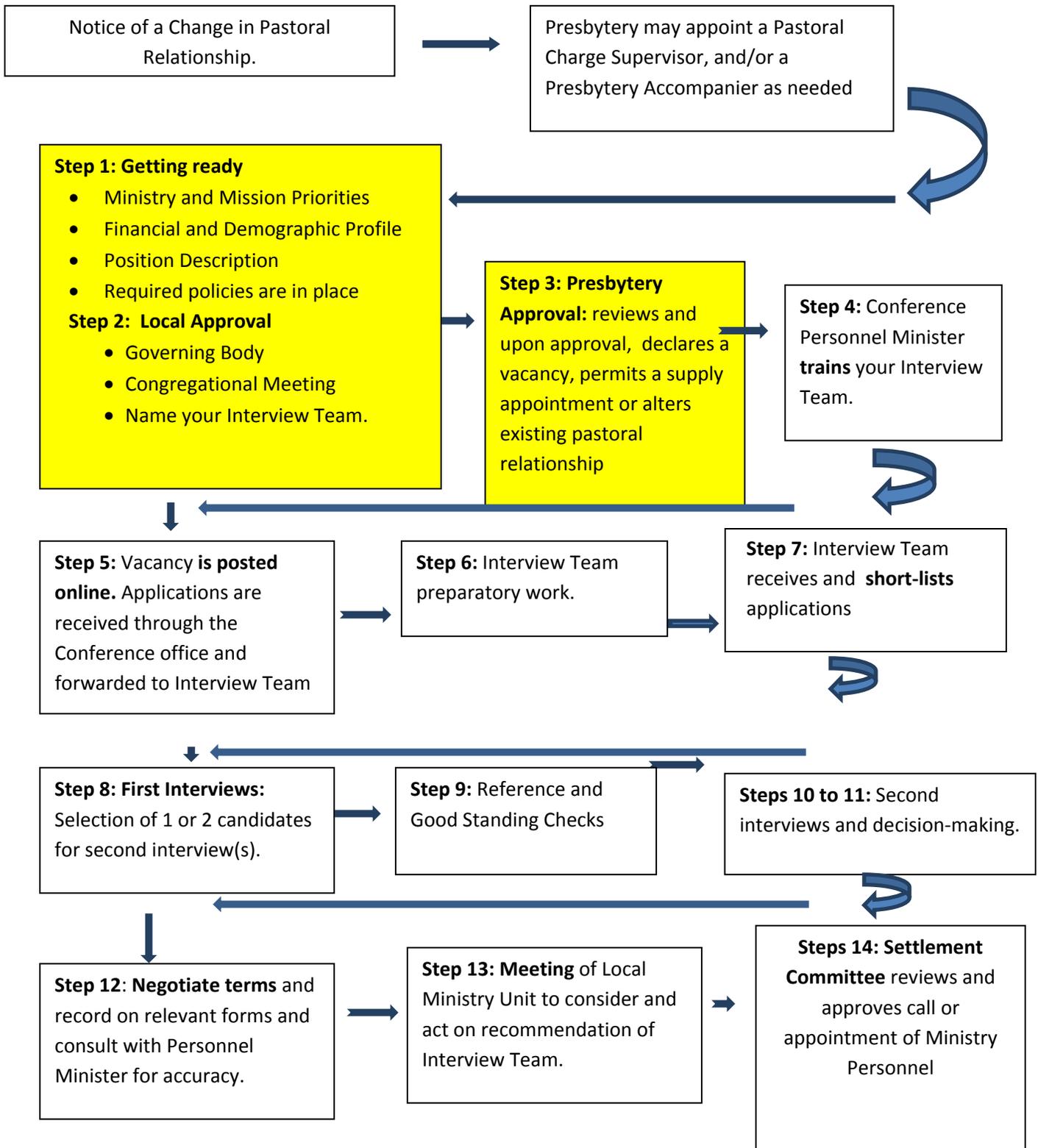
London Conference of The United Church of Canada

**March 2014**

FLOWCHART .....	2
STEP 1: DISCERNING MINISTRY NEEDS .....	3
Task A: Review and Rank the Ministry and Mission Priorities .....	3
Mission and Ministry Categories.....	3
Task B - Financial and Demographic Profile .....	4
Task C - Position Description.....	4
Task D - Ministry and Personnel Committee.....	4
Task E - Required Employment Policies .....	4
Task F - Assessing the Manse .....	4
STEP 1 CHECKLIST: ARE WE DONE? .....	5
STEP 2 - APPROVALS.....	6
Task A - Request to Declare a Ministry Position .....	6
Task B – Governing Body Meeting .....	6
Task C – Nominating Interview Team members .....	6
Task D – Congregational Meeting .....	6
Task E – Presbytery Meeting.....	7
Task F – Interview Team registers for Training .....	7
STEP 2 CHECKLIST: ARE WE DONE? .....	7
APPENDIX I – MISSION AND MINISTRY PRIORITIES .....	8
Describing Your Ministry and Mission .....	8
Agreeing on Priorities.....	10
First Method of Decision-Making: Gut Instinct.....	10
Second Method of Decision-Making: Reasoned Forced Choice .....	11
Work Sheet for ‘Reasoned Force Choice’ Decision-Making.....	11
APPENDIX II – MINISTRY & MISSION PROFILE .....	13
APPENDIX III – DEMOGRAPHIC, FINANCIAL & COMMUNITY PROFILE .....	14
APPENDIX IV– CREATING A POSITION DESCRIPTION .....	19
Ministry Personnel Position Description Template .....	21
APPENDIX V – SEEKING INPUT FROM INCUMBENTS .....	22
APPENDIX VI – MINISTRY PERSONNEL POSITION DESCRIPTION.....	23
APPENDIX VII – REQUEST TO DECLARE A MINISTRY POSITION .....	24

## FLOWCHART

This handbook addresses the steps that are highlighted in yellow:



## STEP 1: DISCERNING MINISTRY NEEDS

We are testing an “Effective Leadership” process in London Conference for local ministries to discern their priorities and define their ministry positions.

This work is done to either:

- significantly change the current pastoral relationship;
- declare a vacancy for a new call or
- define and declare an opening for appointment (such as supply or Interim ministry)

It has three components: The Mission and Ministry Profile; the Financial and Demographic profile and the Ministry Personnel Position description.

All the required forms are included in the appendices of this Handbook, AND as separate downloads from the Conference website. The only form which needs to be printed and filled out by hand is the Request to Declare a Ministry Position, because it includes signatures. All other documents should be prepared and sent electronically. Remember – your profiles will be posted online to prospective applicants! You want them to look (and be) well prepared.

### Task A: Review and Rank the Ministry and Mission Priorities

The Ministry and Mission profile works with eight categories of ministry to describe ministry in the local context, and prioritize areas of ministry. This work can be done to clarify goals for the upcoming year; or as part of the vacancy work defining priorities for paid ministry personnel positions.

**Task Description:** The *Ministry and Mission Profile* enables a Local Ministry Unit to honestly and boldly, “tell its story”. The Governing Body (or designated working group) will review and rank the priorities that are identified in the *Ministry and Mission Profile*

**Forms required:** *Ministry and Mission Profile* (LC MM)

### Mission and Ministry Categories

The seven categories of ministry are listed below, with examples of associated activities. We use them alphabetically in the Handbook; you may choose to order them by priority in your forms and profiles.

<b>Discipleship:</b>	Bible/book study, spiritual practices, confirmation, Sunday school
<b>Justice and Outreach:</b>	Mission and Service fund, community meals, food bank, overseas projects
<b>Leadership:</b>	Lay leadership development, team ministry priorities, skill improvement , planning
<b>Ministry Partnerships:</b>	Community partnerships, United Church clusters, ecumenical projects, tenant/rentals
<b>Pastoral Care:</b>	Visitation, funerals, volunteer coordination
<b>Stewardship:</b>	Stewardship campaigns, fundraising, building renovations, budgeting
<b>Worship:</b>	Worship leadership and preparation

## Task B - Financial and Demographic Profile

**Task Description:** To give prospective Ministry Personnel a strong sense of your faith community and the broader community within which it ministers. The Governing Body can complete it together or delegate this task to a small group.

**Required Form:** *Financial and Demographic Profile* (LC FD).

This form is relatively easy to complete by following the different check boxes and sections of the form. Your best resources for filling out this profile will be your annual reports; annual United Church of Canada statistics submissions (now mostly done online, but informally referred to as “the blue forms”), and the United Church of Canada Yearbook Statistics (hopefully available at your ministry, from a neighbour or your Resource Centre). Include the previous two years financial information: Balance Sheet (assets and liabilities); Revenues and Expenditures; Charity Tax Return (T3013). Also include a projected budget for the current year.

## Task C - Position Description

**Task Description:** The Governing Body (or designated group) will develop the *Ministry Personnel Position Description* (LC PD). It builds on the priorities of your local ministry to define the paid work of Ministry Personnel.

**Required Forms:** *Ministry Personnel Position Description* (LC PD) An effective and accurate position description provides an organized summary of the duties, tasks, responsibilities and accountability of the position as well as the knowledge, skills and abilities required for competency.

## Task D - Ministry and Personnel Committee

**Task Description:** In order for a vacancy to be declared Presbytery and Conference must be assured that there is a functioning Ministry and Personnel Committee (M&P). You will need to provide a contact list of Committee Members with the *Request to Declare a Vacancy* form to complete this task.

If you are unsure about the role of this committee, please contact the Conference Personnel Minister, or refer to the Ministry and Personnel Committee Guidelines (January 2010) which can be found at [www.united-church.ca/files/handbooks/mandpguidelines.pdf](http://www.united-church.ca/files/handbooks/mandpguidelines.pdf).

## Task E - Required Employment Policies

- Violence and Harassment Policy (Bill 168) legislation identifies responsibilities of employers (Local Ministry Units) for protecting those who work and volunteer within their premises from violence and harassment.
- Enrollment in the United Church centralized payroll system administered through ADP is mandatory.

If you are not sure where to start and need some help and resources, call the Conference Office.

## Task F - Assessing the Manse

**Task Description:** If your Local Ministry Unit owns a manse, you must provide information about the manse. The completed form must be included as part of the package that accompanies the Request to Declare a Vacancy. The Manse Committee is probably best informed and most able to effectively and efficiently complete the form.

**Required Form:** Manse Information Summary Sheet (PR 436 MI) - [www.united-church.ca/files/forms/pr436.pdf](http://www.united-church.ca/files/forms/pr436.pdf).

## STEP 1 CHECKLIST: ARE WE DONE?

- Part A on the **Request to Declare a Vacancy** (LC V) form is complete.
- The **Ministry and Mission Profile** (LC MM) is complete.
- The **Ministry Personnel Position Description** (LC PD) is complete.
- The **Demographic, Financial and Community Profile** (LC 405 DFC) is complete.
- The Ministry and Personnel Committee is active.
- If applicable, the **Manse Information** summary is completed and attached.
- A meeting of the Governing Body is scheduled to approve the Vacancy work
- A meeting of the Local Ministry Unit has been duly called to approve the Vacancy work.
- We have communicated with the local ministry to update everyone.

e.g. A quick bulletin and website update like:

*“The working group of the Board/Council is ready to present their material to the next Board/Council meeting. A congregational meeting will follow, so that everyone has a chance to discuss the proposed ministry position. Watch for the announcement of the congregational meeting, and a big thanks to everyone who has worked hard on our vision for ministry here!”*

If you have checked off each of the above boxes, then, **“Congratulations!” Step 1 is now complete!**

### Working Together

Remember that you always have the option of asking your Presbytery’s Pastoral Relations Committee to have an early look at your proposed Vacancy materials BEFORE you bring them to your Board/Council meeting; and your Congregational meeting. Presbytery Pastoral Relations volunteers have lots of experience reading Ministry Position Descriptions and related documents. They can see potential problems, and give advice. Much better to get their input early! It’s frustrating for everyone when problems are only identified the evening of a presbytery meeting, and approvals are delayed. Remember that your Presbytery is made up of clergy and volunteers from your area, and they want to help enable healthy United Church ministry in local communities.

## STEP 2 - APPROVALS

### Task A - Request to Declare a Ministry Position

Once the form is completed and ALL of the required documents (Mission and Ministry Priorities, Financial and Community Demographic Profile, Job Description) are attached, the Governing Body first reviews and approves the work. Next, a congregational meeting is called, and the work is approved by a vote of the **members** of the Local Ministry Unit, and the Interview Team is named. This meeting is chaired by Presbytery if the work affects currently serving minister personnel. (e.g. Determining a reduction to part time work from full time; situations where one member of a staff team is leaving and another staying)

The actions of the Local Ministry Unit including the contact information for those named to the Interview Team are documented on the form.

### Task B – Governing Body Meeting

Once the materials are prepared, the Governing Body of the local ministry considers the profiles, priorities and position description. By motion, they approve the documentation and call a congregational meeting. The Request to Declare a Ministry Position form is begun at this stage.

### Task C – Nominating Interview Team members

When considering who to ask to be a part of your Interview Team, consider the following:

- Who is a good listener? Who will listen to the voices of those who aren't on the Interview Team and be able to speak on their behalf?
- Who is comfortable with communication, especially email with attachments, websites and fill-able forms? (Applications are forwarded to Interview Teams by email)
- How can you find a good cross section of your Local Ministry Unit?
- Have you taken advantage of gifts/experiences in your midst (e.g. Human Resources/Interviewing)

You might want to brainstorm a list of potential people . Invite people to nominate others and to put their own names forward. It is not a requirement for Interview Team members to be members of The United Church of Canada, and you may want to discuss the balance on your team among adherents (active participants but not members) and members. Members of your current Ministry and Personnel Committee should not be asked to serve; as it is an unhelpful dual role in the church. In addition, former ministers and/or their family members, if still involved in the congregation, should not be recruited.

A good number for the team is between 5 and 7. This is not customarily a long-term commitment, **and every member is expected to be present for the training and all interviews with applicants.**

### Task D – Congregational Meeting

Congregational Meetings must be called with the express purpose of considering pastoral relations matters. They must be announced for at least two public worship services, and cannot be held sooner than the day after the second announcement. If the proposed ministry positions affect team ministry, or change existing ministry positions, this meeting **MUST** be chaired by a presbyter appointed by the Pastoral Relations Committee of the Presbytery. For multi-point charges, congregational meetings may be held together or separately.

## Task E – Presbytery Meeting

Contact the Pastoral Relations Committee of your presbytery. They will need copies of your profiles, priorities and position description. The Presbytery Secretary needs the original of the Request form. Make sure your local representatives to presbytery are prepared and know your materials and the process. This is one of the times when your presbytery representatives NEED to be well informed, attending meetings and carrying communication between the local ministry and the presbytery. Be clear about timelines and expectations. Find out when your presbytery pastoral relations committee needs the material for review (this will be PRIOR to the scheduled presbytery meeting). Clarify who will communicate approval to you; and who will send your profiles to the Conference office for posting after presbytery approval. Your incumbent minister or pastoral charge supervisor is also a good resource for connecting with your presbytery.

## Task F – Interview Team registers for Training

The dates for Interview Team training are scheduled on the [online London Conference calendar](#). Training sessions are offered once a month by the Personnel Minister. Participation can either be in person (in London) or by skype/conference call. Contact the Personnel Minister ([personnel@londonconference.ca](mailto:personnel@londonconference.ca)) for registration. The Interview Team handbooks are offered at the time of training. Remember – training is MANDATORY for your team. It is important that everyone attend. Applications are only forwarded after teams have attended training. Interview teams can come for training prior to presbytery approval, but all materials should be prepared and available to them.

## STEP 2 CHECKLIST: ARE WE DONE?

- Part A on the **Request to Declare a Ministry Position** (LC V) form is complete.
- The **Ministry and Mission Profile** (LC MM) is attached.
- The **Ministry Personnel Position Description** (LC PD) is attached.
- The **Demographic, Financial and Community Profile** (LC 405 DFC) is attached.
- If applicable, the Manse Information summary is completed and attached.
- The Interview Team is named on the **Request to Declare a Ministry Position** form.
- The Vacancy Request and attached documents have been approved by the Governing Body.
- The Governing Body's decision is recorded on the Request to Declare a Ministry Position (LC V)
- The Position Request and attached documents have been approved by a congregational meeting
- The Local Ministry decision is recorded on Part C of the Request to Declare a Ministry Position
- We have copied the entire package for the Interview Team records.
- The package of materials has been sent to Presbytery Pastoral Relations/Presbytery Secretary
- Our presbyters are familiar with the material and effective leadership process.
- The Governing Body (board/council/other) has established a budget for the Interview Team.
- We have communicated with the local ministry to update everyone. e.g. A quick bulletin and website update

## APPENDIX I – MISSION AND MINISTRY PRIORITIES

### Describing Your Ministry and Mission

In each category, discern whether your ministry has a specific goal in the area.

Discuss the importance of this area of ministry and mission in your local context.

Consider how much budget you allocate to this work; and who provides leadership.

Think about the unique context of your local ministry; consider any special needs; gifts or skills.

Think about groups and activities in your ministry – Which category do they fall into?

Category Title	As well as the general questions above, consider these more specific ones.
<b>Discipleship</b>	<p>Discipleship includes Christian education, evangelism, and deepening faith.</p> <ul style="list-style-type: none"> <li>• What are some of your <b>discipleship activities or groups</b>?</li> <li>• How do you <b>spread the gospel</b> in your community?</li> <li>• How do you <b>live out</b> the gospel?</li> <li>• How do you <b>teach</b> and learn the stories of our faith?</li> <li>• How do you make space for and welcome <b>new people</b> to your faith community?</li> </ul>
<b>Justice and Outreach</b>	<p>How do you understand <b>justice and outreach</b> to be part of your ministry?</p> <ul style="list-style-type: none"> <li>• How do you identify <b>community needs</b>? To what extent do you collaborate with other groups who have common goals or interests?</li> <li>• What are the <b>unique needs or strengths</b> or issues facing the community right now? How have you responded?</li> <li>• How do you use General Council resources about specific justice issues, e.g. the environment, First Nations, intercultural ministry, becoming an Affirming congregation etc.</li> </ul>
<b>Leadership</b>	<p>Who do you look to for <b>leadership</b> in your Local Ministry Unit?</p> <ul style="list-style-type: none"> <li>• How much responsibility for <b>leadership</b> is placed on staff? On lay leaders?</li> <li>• What kind of <b>leadership skills</b> are you looking for in your minister?</li> <li>• Are there <b>specific skills</b> or experience you need at this time? (e.g. transitional/transformational ministry, comfort with conflict, experience with youth/children’s ministry, consensus building, volunteer recruitment)</li> <li>• How do you support lay people to discern their gifts for <b>leadership</b>?</li> </ul>
<b>Ministry Partnerships</b>	<p>What ministry do you share with other churches, including local partnerships?</p> <ul style="list-style-type: none"> <li>• What <b>shared ministry</b> conversations (informal, amalgamation, cluster) is your Local Ministry Unit currently engaged in, or anticipating in the near future?</li> <li>• Is this a <b>team ministry</b> position? Describe the full ministry team complement, with areas of work and accountability.</li> <li>• What are your <b>ecumenical, outreach and/or interfaith partnerships</b>?</li> <li>• What responsibility and initiative are expected of ministry personnel in your current or prospective partnerships?</li> </ul>

<p><b>Pastoral Care</b></p>	<p>What activities does pastoral care involve (e.g. pastoral visiting, funerals, informal conversations in the grocery store, UCW visiting)</p> <ul style="list-style-type: none"> <li>• To whom is <b>pastoral care</b> provided?</li> <li>• Who provides <b>pastoral care</b> now?</li> <li>• Are there specific <b>pastoral care</b> needs that you have identified within your Local Ministry Unit or community?</li> <li>• How much time is spent on <b>pastoral care</b> by Ministry Personnel?</li> <li>• Are there specific pastoral care skills or experience needed?</li> </ul>
<p><b>Stewardship</b></p>	<ul style="list-style-type: none"> <li>• How frequently do you review your <b>financial situation</b>? How do you describe your financial position? Healthy? Abundant? Struggling? Near to crisis? Other? What is the ‘story’ behind this description? How did you get here?</li> <li>• Describe <b>the human gifts</b> that you have in your midst. What are your strengths? What are the areas that you need to nurture and grow?</li> <li>• What <b>property and other assets</b> does your ministry hold?</li> <li>• In what condition are your physical assets? If reserves/trust funds are held are they growing or diminishing?</li> <li>• How is <b>stewardship</b> kept visible? Who takes responsibility for it now?</li> <li>• How does your ministry support and benefit from the <b>Mission and Service Fund</b>?</li> <li>• How comfortable is your Local Ministry Unit talking about money?</li> </ul>
<p><b>Worship</b></p>	<p>Describe worship in your ministry. What makes it worth coming to?</p> <ul style="list-style-type: none"> <li>• Describe the <b>music</b> in your worship services.</li> <li>• How do you use technology in <b>worship</b>?</li> <li>• What is meaningful for you in <b>sermons</b> in terms of content, relevance, academic/theoretical/historical components, length?</li> <li>• What <b>other liturgical arts</b> are appreciated in worship? (drama, puppets, altar)</li> </ul>

Describing ministry according to the categories is the first step; next is discerning the priorities.

## Agreeing on Priorities

The Governing Body identifies and approves the priorities. Don't assume that each of you on the Governing Body has the same understanding of what's most important. Spend the time to understand your priorities for your Local Ministry. If you skip this step, you run the risk that you think you agree on the priorities when you may not have agreement at all. This work can be done by the Board or Council, by a working group or by engaging the whole community.

We've included two different approaches to prioritizing— one based on 'gut instinct' and one based on a 'reasoned forced choice'.

Do both and then compare the results. If you have no agreement on the 'gut instinct' approach, you may find that the 'reasoned forced choice' approach brings you closer to some degree of consensus.

If you find you have no agreement using either approach OR if the two different approaches bring radically different responses, spend some more time talking about this. Without agreement on your priorities; it will be impossible to agree on the job description, or the right candidate.

## First Method of Decision-Making: Gut Instinct

**Give each person a copy of the seven categories** (you can use your local descriptions, or the categories on p3)

**Prepare recording method:** Decide whether you want to record on flipchart; individually; by "ballot" with slips of paper, stickers.... Any method that will work with your group!

Read through the eight categories of the **Ministry and Mission Profile** together. Using the following questions, and talking together, come to an agreement on how to rank them in order of importance where #1 is the most important to your Local Ministry Unit and #7 is the least important.

- What category is most closely linked to your sense of mission within this community?
- Is your ministry most defined by one category? (e.g. Is your ministry defined by it's location/site? Or outreach programme? Or worship service?)
- In which category do you expect the Ministry Personnel to have the most skills and gifts?
- In which category do you expect the Ministry Personnel to spend the most time?

Ask people to sit in silence for a few minutes. Invite them to enter into this short time of contemplative prayer (if this part doesn't feel right to you, rewrite it so that is more meaningful for you):

Picture the people in your local ministry- those who are active and those who are less so. Hold them in your mind's eye for a moment. Sit quietly as you do this.

Now picture the broader community – who are the people and needs that are beckoning to you as a Local Ministry Unit? Hold those people and those needs in your mind's eye for a moment. Again, sit quietly for a moment.

Still your heart.

Pray

Invite each person to prayerfully rank/order the categories in silence, with that prayer echoing in their hearts.

Ask each person to record how they ranked the categories. Don't worry if they are different. Listen without comment. Just accept them and take a break.

After the break, move into the second form of decision-making.

## Second Method of Decision-Making: Reasoned Forced Choice

The 'Reasoned Forced Choice' approach asks you to compare each one of the categories against each other, one at a time. For instance *Discipleship*, is compared to *Justice and Outreach*: if you had to choose between them, which would you choose?

Then, compare *Discipleship* to *Leadership*: and choose.

Then, compare *Discipleship* to *Ministry Partnerships*, etc. . . .

### Work Sheet for 'Reasoned Force Choice' Decision-Making

**Step 1:** Read and think about these four questions

- What category is most closely linked to your sense of mission within this community?
- Is your ministry most defined by one category? (e.g. Is your ministry defined by it's location/site? Outreach programme? Worship service?)
- In which category do you expect the Ministry Personnel to have the most skills and gifts?
- In which category do you expect the Ministry Personnel to spend the most time?

- Based on your thinking, compare Discipleship against 'Justice and Outreach.' Choose **one** and enter the short-form in the appropriate blank space in the 'discipleship' row (the second row in the table). (e.g. 'D' for discipleship, 'JO' for Justice and Outreach' etc.). Keep moving across the row, comparing 'Discipleship' against each of the other categories.
- Repeat the process.
- Continue the process moving through the rest of the rows.
- Note that the spots that are grey are not needed (those comparisons have been done in earlier rows).

	Discipleship (D)	Justice and Outreach (JO)	Leadership (L)	Ministry Partnerships (MP)	Pastoral/ Spiritual Care (PC)	Stewardship (S)	Worship (W)
D							
JO							
L							
MP							
PC							
S							
W							

**Step 2: Count up the number of times each of the categories appears and fill in the blanks below:**

Discipleship \_\_\_\_ Justice and Outreach \_\_\_\_ Leadership \_\_\_\_ Ministry Partnerships \_\_\_\_  
 Pastoral Care \_\_\_\_ Stewardship \_\_\_\_ Worship \_\_\_\_

**Step 3:** 'Rank' the categories by assigning number 1 to the category that had the highest number of 'counts' in Step 2 and number 7 to the category that had the least 'counts.' Record the 'Rank' for each category to the left of the category in the table above.

LONDON CONFERENCE of THE UNITED CHURCH OF CANADA  
Handbook for Discerning and Declaring Ministry Vacancies

Here is an example of a chart that has been filled in:

	Discipleship (D)	Justice and Outreach (JO)	Leadership (L)	Ministry Partnerships (MP)	Pastoral/ Spiritual Care (PC)	Stewardship (S)	Worship (W)
D		D	L	MP	PC	D	W
JO			JO	MP	PC	S	W
L				L	PC	L	W
MP					PC	MP	W
PC						PC	W
S							W
W							

On this chart, worship has been prioritized over each other category (and so is counted six times). Pastoral Care is next, with five 'counts'. Discipleship and Ministry Partnership have each been chosen three times.

Everyone's 'counts' are added together to get totals by category. Here is an example:

	Bob	Sally	Juanita	Che	Lawrence	Swee	Kaim	Lori	Total 'count'
Discipleship	1	5	3	4	2	4	3	1	23
Justice and Outreach	4	0	4	3	3	0	3	2	19
Leadership	1	4	0	2	3	2	3	1	16
Ministry Partnerships	1	0	2	1	2	4	3	2	15
Pastoral Care	5	5	4	3	4	5	2	5	33
Stewardship	3	2	3	2	1	1	1	4	17
Worship	6	5	5	6	6	5	6	6	45

When the categories are 'ranked' in order of the highest number of counts to least number this is the result:

- #1 – Worship (45)
- #2 – Pastoral Care (33)
- #3 – Discipleship (23)
- #4-- Justice/Outreach (19)
- #5 -- Stewardship (17)
- #6 -- Leadership (16)
- #7 – Ministry Partnerships (15)

**APPENDIX II – MINISTRY & MISSION PROFILE**

**THE UNITED CHURCH OF CANADA  
 L'ÉGLISE UNIE DU CANADA  
 LONDON CONFERENCE**



**Local Ministry Unit – Telling Our Story:  
 Ministry and Mission Profile (LC MM)**

**PURPOSE:** To enable a Local Ministry Unit to honestly and boldly “tell its story”.

**Who Uses it:** Governing Body develops the profile in consultation with congregation.

**When to use:** When you are amending a current call or appointment; seeking new Ministry Personnel whether for a call or appointment or can be used for a regular review of priorities for purposes of assessment and goal-setting.

**How to use:** Either copy/paste this page from your electronic copy of this handbook to use as a template, or download it separately from the London Conference [website](#). Make sure that an electronic copy is available to send to the Conference office for posting once the Presbytery approves the Vacancy.

\*\*\*\*\*

**Name of Local Ministry Unit:**

**Address of Local Ministry Unit:**

**Brief Description of Local Ministry (three sentences):**

Priority (#1 to #7)	Category Title	This is who we are as a Local Ministry Unit:
	<b>Discipleship</b>	
	<b>Justice and Outreach</b>	
	<b>Leadership</b>	
	<b>Ministry Partnerships</b>	
	<b>Pastoral Care</b>	
	<b>Stewardship</b>	
	<b>Worship</b>	

## APPENDIX III – DEMOGRAPHIC, FINANCIAL & COMMUNITY PROFILE

### THE UNITED CHURCH OF CANADA L'ÉGLISE UNIE DU CANADA LONDON CONFERENCE



## Financial and Demographic Profile (LC FD )

**PURPOSE:** To collect information about the local ministry and community

If you are preparing a vacancy for an outreach or other non-congregational ministry; please contact the Conference Personnel Minister regarding a more appropriate Demographic, Financial and Community Profile.

For multipoint charges, please complete this profile for each point.

#### PART A: ABOUT OUR PEOPLE:

Number of congregations:     1     2     3     Other

\_\_\_\_\_ (Name of Congregation)

\_\_\_\_\_ (# on roll)

\_\_\_\_\_ (Avg. Sunday attendance)

**We think of ourselves MAINLY as:**     Rural     Remote     Small town     Suburban

Urban     Inner City     Other \_\_\_\_\_

**Most of us live** (check only one):

In apartments     In single-family homes

In retirement homes     In long-term care homes

On working farms     On rural retirement properties

**The rest of us live** (check all that apply):

In apartments     In single-family homes

In retirement homes     In long-term care homes

On working farms     On rural retirement properties

**Our congregation includes** (approx. number in each group)

Infants and pre-school \_\_\_\_\_

Children (5-12) \_\_\_\_\_

Teens (13-19) \_\_\_\_\_

Young adults (20-30)

Adults - (35-50) \_\_\_\_\_

Adults- (51+) \_\_\_\_\_

Young retirees (51-64) \_\_\_\_\_

Older Retirees (65-70) \_\_\_\_\_

Seniors (over 70) \_\_\_\_\_

**Most of us...:** (choose one)

Grew up in this area

Moved to this area for work

- Moved here to be close to family or other resources       Moved here for other reasons

**Many of us work in the following industries or sectors:** (check all that apply)

- Health or social services       Education       Manufacturing       Transportation  
 Agriculture and food production       Tourism/Hospitality       Retail  
 Environment       Mining/Forestry       Information Technology  
 Government       Professional Services       Other (specify):

**Our congregation is like:** (choose one that best applies)

- A family where we all know each other, many members are related to each other;  
 A medium sized church with some people very involved and others participate mostly by attending worship;  
 A church with an ethnic identity or diverse inter-cultural mix  
 A big church with a staff team and lots of different programmes and small groups.  
 Other description:

**We think of our local ministry unit as in the following way:** (choose one that best applies):

- We have a new vision and are really excited; still working out how to live into that vision  
 We are clear about our vision and purpose and have/are developing the skills and gifts to bring it about; we are excited and optimistic about our vision.  
 Our congregation is changing and it is clear that we can no longer continue as we have been; we don't know how to go forward and have some anxiety. We believe that we have a future but can't quite see it.  
 We see that the ministry within this community is probably winding down after many positive and productive years of faithful ministry, mission and service; we want to celebrate what we have been as we intentionally and graciously end this ministry.

**PART B: ABOUT OUR TANGIBLE ASSETS**

**Governance structure:**

How many people are on your Governing Body? \_\_\_\_\_

How many are typically present at a meeting of your Governing Body? \_\_\_\_\_

**Our Church Building(s):** (include information for each building if more than one)

- We don't have a church building. (if you check this one, please comment briefly on where you worship and what other spaces you use for your ministry.)

LONDON CONFERENCE of THE UNITED CHURCH OF CANADA  
Handbook for Discerning and Declaring Ministry Vacancies

Is your church fully wheelchair accessible?  Yes Tell us how:

No

Is it partly accessible?  Yes Tell us how:

No

What other measures of accessibility do you provide? (e. g. Assistive Hearing Devices, Large Print)

Do you have plans for improving accessibility?  Yes Tell us how:

No

Sanctuary holds \_\_\_\_\_ people

Seating/set up in sanctuary (pews, chairs, choir loft etc)

Is the sanctuary used other than for Sunday Worship? If so, how?

Are there meeting rooms?  Yes  No

What are they used for?

Is there a nursery?  Yes  No

Are the nursery toys/furniture compliant with current safety standards?  Yes  No

Are there Sunday Schools rooms?  Yes  No

How many? Are they also multipurpose use?

Are there activity rooms? (ie quilting, gym, library)  Yes  No

Brief descriptions:

Where is the office located for the minister? Is it shared?

Describe it:

What computers/telephones are provided at the church?

Is internet provided at the church?  Yes  No *if yes*  High Speed  Dial-up

What Social Media accounts and Webpages does the church hold? Who maintains, updates them?

Is there a photocopier in the church?  Yes  No

Is the building used by outside groups as well as ministry activities?  Yes  No

Brief descriptions (tenants, occasional rentals, frequency of use)

**Administrative Support:**

What administrative support is provided?

How many hours per week? \_\_\_\_\_ Is this  paid or  volunteer?

**Ministry and Personnel Committee:**

How many members? \_\_\_\_\_

How often does the committee meet? \_\_\_\_\_

Has one or more of the committee members attended a M&P Committee Training event in the last three years?

Yes  No

**PART C: ABOUT OUR FINANCES**

Attach the previous two years financial information, including:

- Balance Sheets (assets and liabilities)
- Revenues and Expenditures
- Charity Tax Returns (T3013)

Also include the current year's budget.

**The word or phrase that best describes our current financial situation is:**

- Abundant  Adequate  Not meeting expenses but optimistic
- Not meeting expenses and relying on bequests and reserves to fund operating budget.
- Other (describe)

**Our Revenue Sources** are (please indicate approximate percentage of your current operating budget that comes from each source:

Congregational givings \_\_\_\_\_

Congregational Fundraising Activities \_\_\_\_\_

Rental of building/services \_\_\_\_\_

Bequests/Reserves/Investments \_\_\_\_\_

Other (please briefly describe):

**Our Financial Reserves:**

We have sufficient reserves in the bank that we could cover three months of expenses if we had an emergency.

Yes  No

**Our Financial Accountability:**

Our financial statements are reviewed by an external person each year:

Yes: a formal third-party review.

No.

Our Statistics from the last five years of submissions to the United Church of Canada show:

	Line # in the Yearbook	Current year	One year ago	Two years ago	Three years ago	Four years ago
Average weekly attendance Sunday	20					
Identifiable givers (local)	18					
\$ expended for pastoral charge operations	40					
# households under pastoral care	5					

**PART D: ABOUT OUR COMMUNITY**

This is what we love about our community. This is what makes it unique.

The three economic, demographic or political challenges facing our area are:

Here are two or three websites that offer detailed information about our community:

Other faith communities represented in our community/region are:

We have close ties with the following faith communities:

## APPENDIX IV- CREATING A POSITION DESCRIPTION

An effective and accurate position description provides an organized summaries of the duties, tasks, responsibilities and accountability of the position as well as the knowledge, skills and abilities required for competent fulfillment of the position. It will be used in a number of ways:

When initiating a call or appointment process:

- Ministry Personnel will refer to it to determine if they wish to apply for the position;
- Interview Teams will use it as the basis for defining interview questions and evaluating the responses
- Both will use it as the basis for negotiating the terms of a call or appointment.

When establishing the relationship between new Ministry Personnel and Local Ministry Unit:

- Ministry & Personnel Committee (M&P) and Ministry Personnel will review it to discuss expectations

When supporting the ongoing relationship between Ministry Personnel and Local Ministry Unit, M&P Committee and Ministry Personnel will use it:

- To assess and formally recognize areas of strength and development for both the Ministry Personnel and the Local Ministry Unit itself (along with the ministry and mission priorities);
- To assess and adjust work balance
- To examine the position as it changes over time.

Taking time in the beginning means fewer chances of miscommunication and unrealistic expectations after the Ministry Personnel is called or appointed. In situations where an existing ministry position is being redefined (such as shifting from full time to part time); redefining the Position Description is the key piece of work to identify which areas of work are being taken from/added to a position. \*

### WHEN TO LOOK AT A POSITION DESCRIPTION:

1. The position description is reviewed before new Ministry Personnel positions are created. A position description is a prerequisite to having a vacancy declared or a current position amended (by Presbytery).
2. When existing Ministry Personnel positions may be changed (because of shifting priorities or changing resources) revised position descriptions must also be reviewed and approved by Presbytery.
3. At the time of the annual performance review - the position description should be, at least briefly, reviewed to identify, and revised if appropriate, any areas of concern or change. Either the Ministry Personnel or the Ministry and Personnel (M&P) Committee can identify potential revisions;

*\* Whenever significant changes are made to the **Ministry Personnel Position Description** that impact the 'terms of the pastoral relationship' (e.g. including, but not limited to, reduction or increase in hours) the Vacancy work must be completed prior to seeking agreement between the ministry personnel and ministry. The Vacancy work and new position description **MUST** be reviewed and approved by the presbytery. Consult the Conference Personnel Minister for clarification.*

### WHO SHOULD DEVELOP AND REVIEW POSITION DESCRIPTIONS?

The Governing Body is responsible for approving **Ministry Personnel Position Descriptions** (LC PD). It can delegate the work of developing the position description to a small group of its members . Whoever develops the position description should seek input from others.

### WHO IS ASKED FOR INPUT?

- The Ministry Personnel: You may want to provide them with an opportunity to provide written input and follow up with an interview. It can be helpful to them record their activities over a couple of months, prior to providing input, as a way of assessing the current accuracy of the position description.
- Team Ministries bring particular opportunities and challenges, so make sure to ask for input. In particular, ask how positions overlap and relate to one another. Be very clear that you are asking for their input related to the position -- not the person AND that their ideas will act as input – not as decision-making.
- Other non-ministry staff: Other staff members play key roles and have a unique perspective to offer when it comes to developing or revising position descriptions. Be very clear that you are asking for their input related to the position -- not the person AND that their ideas will act as input – not as decision-making.
- Related committees or working groups: Those who work with this position can provide accurate input. Use the existing position description as the basis and emphasize that this is a review of the position -- not of the person in the position AND that their ideas will act as input – not as decision-making.
- Other Local Ministry Units or other denominations: Consult with groups having similar ministry positions for input on developing a new **Ministry Personnel Position Description**.

## Ministry Personnel Position Description Template

**Position Title:** \_\_\_\_\_

**Position Profile:**     Full-time             Part-time            If Part-time, hours per week \_\_\_\_\_  
                          Solo                     Team Ministry        If Team, describe full ministry complement

**Position Summary:** (2-4 sentences that summarize the position)

**Autonomy in Decision-Making:** What decisions will Ministry Personnel make independently (without consulting others) and what types of decisions will require consultation, and with whom. This list does not need to be exhaustive but should indicate what types and amounts of expenditures can be authorized by the Ministry Personnel, as well as the relationships among other paid staff, e.g. Who has decision-making role in music?

### Principal Areas of Responsibility and Associated Duties:

General Instructions:

1. Use the **Ministry and Mission Profile** to guide how you complete these categories, which can be ordered by priorities and the amount of time, energy and skill required to fulfill them. (In the Handbook they are ordered alphabetically; which is fine too!)
2. For each 'principal area' define the duties that are associated with the area. As much as possible, indicate the frequency of the duties (e.g. daily, weekly, monthly, occasionally or yearly if applicable). BE HONEST. Don't say something is 'as needed' when you really mean 'daily.'
3. Start by being specific and including EVERYTHING. Then go back and delete the things that don't really belong. The position description, in most cases, will be between 3-5 pages.
4. Involvement in Presbytery and Conference is not optional but rather a key component of each Ministry Personnel's vocation. A Local Ministry Unit cannot choose to eliminate this as an expectation.

### Required Knowledge, Skills and Abilities:

This section identifies the absolute requirements of the position (not the 'nice to have but not essential'). Include: expected level of education; certifications required; driver's license and access to car (if required); areas of specialization, if any; computer and technological expertise (if required); etc.

### Other 'Preferred' Assets:

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

## APPENDIX V – SEEKING INPUT FROM INCUMBENTS

Seeking input from a person about their position description can sometimes be seen as quite intimidating. Unless you are really clear about your purpose, the person might think things like:

- Are they unhappy with my work? Are they trying to get rid of me?
- Are they planning to hire an additional person without involving me?
- What is motivating this? Has someone made a complaint?

To avoid provoking anxiety, clarify the purpose of your conversation: that it is related to the Mission and Ministry profile and priorities; and that their perspective is valued. Emphasize that this is NOT a conversation about job performance. Be intentional about asking for concerns to be shared and do what you can to alleviate them.

### Written Input:

1. Give Ministry Personnel enough time - no less than two weeks and ideally no more than two months. Schedule a time to meet to review the written input in advance and confirm who will do the interview.
2. Ask the Ministry Personnel to look at their position description and if time allows, ask them to record for a few weeks or a couple of months, how much time they spend each week in each category. Ask them to record specific things they are doing that are not in the position description, as well as things that they aren't doing that ARE in the description. Reinforce THIS IS NOT A PERFORMANCE REVIEW. You are asking them to conduct a review of the position description and to be honest and bold in their assessment.
3. Ask them to ponder and record:
  - a. What they like (or is working well) from the position description.
  - b. What they don't like (or isn't working well).
  - c. Suggestions they have to make it more accurate or to better align with the new priorities.
4. Ask if there are any other questions or concerns about the position description review process.

### Interview to Review the Written Input:

1. Setting up:
  - a. Meet in a confidential and comfortable place
  - b. Schedule enough time so that neither person is rushed.
  - c. Start again with reinforcing that this is NOT a performance review. Tell her/him how the information will be used and what will be done with their specific feedback
2. Conducting the Interview:
  - a. The interviewer is there primarily to listen and to record suggestions, not to provide comments.
  - b. Ask clarifying questions if the input is unclear.
  - c. Use active listening skills to ensure that what the Ministry Personnel intended has been captured.
  - d. Take good notes.
3. Summarize what was heard in terms of what is working well, what needs changing and any other concerns. Ask for any further thoughts or comments.
4. Thank them. Confirm what happens next.

## APPENDIX VI – MINISTRY PERSONNEL POSITION DESCRIPTION

### THE UNITED CHURCH OF CANADA L'ÉGLISE UNIE DU CANADA LONDON CONFERENCE

#### Ministry Position Description (LC 425a PD )

**Position Title:** \_\_\_\_\_

**Position Profile:**     Full-time     Part-time    If Part-time, hours/week \_\_\_\_\_  
                          Solo             Team ministry    If Team, # of other Ministry Personnel: \_\_\_\_

**Position Summary:** (2-4 sentences that summarize the position)

---

---

---

**Autonomy in Decision-Making:**

**Principal Areas of Responsibility and Associated Duties:**

**Discipleship:**

**Justice and Outreach:**

**Leadership:**

**Ministry Partnerships:**

**Pastoral/Spiritual Care:**

**Personal Spirituality and Self Care:**

**Stewardship:**

**Worship:**

**Required Knowledge, Skills and Abilities:**

**Other "Preferred" Assets:**

## APPENDIX VII – REQUEST TO DECLARE A MINISTRY POSITION

**PURPOSE:** To provide Presbytery and London Conference with the necessary documents to consider the declaration of a ministry position (changing an existing position, or declaring a vacancy/appointment opening). To be evaluated for future use in London Conference between July 2013 to August 2015.

**WHO USES IT:** Local Ministry Unit – to be completed by Governing Body.

**WHEN TO USE THIS FORM:** When you have completed the Position Description and are ready to request that Presbytery declare a vacancy. Can be used for Interim Ministry and short-term Supply Ministry also.

*for internal communication between united Church of Canada Courts*

**ROUTING: Please keep a copy for your records prior to sending on.**

- Governing Body completes Parts A and B; and forwards to Presbytery.
- Part B is completed following a meeting of the Local Ministry Unit.
- Presbytery reviews documents, approves and completes Part D.
- Presbytery forwards the form to London Conference Office (vacancies@londonconference.ca).
- London Conference posts vacancy onto London Conference website (www.londonconference.ca).

### PART A: CHECKLIST

- We have reviewed and attached our Annual Ministry and Mission Priorities
  - We have developed and attached our Ministry Personnel Position Description
  - We have completed and attached our Financial and Demographic Profile
  - The required policies and practices are in place within our local ministry unit:
    - Workplace Violence and Harassment Policy (Bill 168);
    - Name and contact information for the Chair of the Ministry and Personnel Committee
- \_\_\_\_\_
- ADP Payroll number \_\_\_\_\_
  - IF APPLICABLE: An up-to-date Manse Information Summary Sheet (PR 435 MI) is attached.

### PART B: RECOMMENDATION of GOVERNING BODY

The Governing Body of \_\_\_\_\_ Local Ministry affirmed the attached Ministry and Mission Priorities, Financial and Demographic Profile and the Ministry Personnel Position Description at a meeting on \_\_\_\_\_ and recommends a vacancy for \_\_\_\_\_ effective \_\_\_\_\_:

\_\_\_\_\_  
Month/Day/Year

\_\_\_\_\_  
Signature: Governing Body Designate

\_\_\_\_\_  
Printed Name:

**PART C: ACTIONS ARISING FROM A MEETING OF MEMBERS OF LOCAL MINISTRY UNIT:**

The \_\_\_\_\_ Local Ministry affirms the attached Ministry and Mission Priorities, Financial and Demographic Profile and the Ministry Personnel Position Description, at a meeting on \_\_\_\_\_ and requests that \_\_\_\_\_ Presbytery declare a vacancy for \_\_\_\_\_ to be effective \_\_\_\_\_ (date).

\_\_\_\_\_  
 Month/Day/Year                      Signature: Chair of Meeting                      Printed Name (same)

\_\_\_\_\_  
 Month/Day/Year                      Signature: Recording Secretary                      Printed Name (same)

**We name the following as our Interview Team to represent us:**

**Interview Team** (*recommend no fewer than 5 and no more than 7*): This committee is inactive until first meeting called by Liaison from London Conference Settlement and Pastoral Relations Committee.

Name (print)-	Email Address	Phone
Communication Contact		

**PART D: Presbytery Confirmation and Action:**

\_\_\_\_\_ Presbytery has reviewed the Local Ministry Unit Ministry and Mission Priorities, Financial and Demographic Profile and Ministry Personnel Position and:

Declares a vacancy for \_\_\_\_\_ effective \_\_\_\_\_ (date).

\_\_\_\_\_  
 Month/Day/Year                      Signature: Presbytery Secretary                      Printed Name: