

PEACE RIVER PRESBYTERY

Ministry in Transition Summary

6.1400 MINISTRY IN TRANSITION

6.1401 Pastoral Leadership Transition Summary. The Ministry in Transition section is intended to offer guidance for working through a critical time in the life of a congregation. It is intended to assist Committee on Ministry liaisons who will work with sessions, transition teams and Pastor Nominating Committee (PNCs), as well as those leaders in congregation who oversee and implement the transition process.

6.1402 Congregational Culture. While each church transition is unique and requires unique responses to its particularities, there are some important broad concepts to understand about nearly all church transition.

Ordinarily transition, those times of leadership change resulting from a pastor leaving because of a new call or retirement, are opportunities for congregations to analyze and assess their ministry and discern where God is calling them to go in the future. Other transitions are related to trauma, disappointment, or conflict, and during these times there needs to be efforts to heal, learn and adjust before moving on.

6.1403 Focus Points. The first reaction during a time of pastoral transition is “Well, we all know what to do - get a new pastor. And the sooner, the better!”

As frustrating as it might seem to our impatient natures, without taking the time to explore to where God might be leading, congregations make decisions *emotionally* first, and *spiritually* second. After an unhappy pastoral relationship, congregations impulsively look for a polar opposite of the last pastor, without ever stopping to understand their role in the difficulties in the ministry; and while style and personality are indeed important, neither may have been at the root of the problem. More commonly however, congregations, after a happy pastoral relationship, impulsively seek a clone of the departed beloved pastor. Initially, such might seem to be a logical conclusion which might make many people happy, but the reality is that such a direction shows no real understanding on the changes that have occurred over the time of that successful ministry.

Congregational studies have identified five specific focus points during the transition period:

- A. Heritage,
- B. Mission
- C. Connections
- D. Leadership
- E. Future

Trained interim pastors know many ways to help a congregation handle these tasks and historically the Presbytery has relied nearly exclusively on this model for transition. However, it is recognized that some churches lose momentum during the traditional interim pastorate and under limited and controlled situation the Presbytery is open to exploring new models for effective leadership transition.

Regardless of which transition model is used, when the focus points above are effectively completed, the start-up of a new pastor is enhanced. When the focus points are not completed, the effectiveness of the new ministry is delayed.

6.1404 DISSOLUTION. Upon accepting an invitation to candidate for a new call, or at the time a retirement date is planned, the pastor should inform the Committee on Ministry, the General Presbyter and the Stated Clerk. In most cases, the process that follows begins.

- A. Called Meeting of the Session: The session does not act on the dissolution request but calls a congregational meeting to act on the pastor's request, including notice of a termination date. Terms of the present call continue to the termination date.
- B. Congregational Meeting: The resigning pastor cannot moderate this meeting (G-2.0903), and normally invite another teaching or ruling elder from the Presbytery to moderate. If necessary, the Committee on Ministry can assist in obtaining a moderator.
- C. Committee on Ministry Meeting: The Presbytery, through the Committee on Ministry, dissolves the pastoral relationship, appoints a liaison, and appoints a moderator of the session, effective the dissolution date.
- D. In the unlikely event of a pastor and congregation not concurring in the dissolution, the COM shall seek to mediate the disagreement.
- E. The Committee on Ministry will ordinarily have an exit interview with every outgoing pastor to gather helpful information for ministering with the particular congregation.
- F. It needs to be determined how the church will provide for a suitable farewell. Often this is the responsibility of a congregational committee appointed by the session. Farewell celebrations should be a time where expressions of appreciation may be made.

Additional dissolution information is found in section 6.1480

It is noted that any Parish Associate positions terminate at the dissolution of the pastor relationship.

6.1405 Transition Orientation. As soon as possible the Committee on Ministry liaison and General Presbyter should meet with the session. The incumbent pastor, if continuing in service, should not attend the meeting but appoint a *moderator pro tempore* (often the Clerk of Session) to preside. The goals for this meeting are to get to know one another, to outline what the transition period will entail, to explore temporary/interim pastoral options, to discuss how to break the ties with the incumbent pastor, to consider the establishment of a transition team, to establish an initial timeline, and to draw up a list of assignments needing immediate attention, chief among these is often the need for determining the immediate next steps in pastoral service.

The "Separation Ethics: When Pastor and Congregations Say Goodbye", section 6.1484, shall be reviewed with the session, the pastor and the congregation.

6.1406 TRANSITION TEAM RESPONSIBILITIES. Sessions may find it helpful to appoint a Transition Team to assist the session, the congregation, and the Committee on Ministry during a pastoral transition. The following responsibilities may be appropriate, but circumstances will vary materially among churches.

- A. Work with session, the congregation, and the Committee on Ministry to identify issues that require special attention, e.g. pulpit supply, pastoral care, etc.
- B. Develop and present names to session for an Interim Pastor Nominating Committee. The Personnel Committee, or any other group designated by session, can also accomplish this step.
- C. Conduct a congregation-wide event or survey.
- D. Prepare data for the Ministry Information Form (MIF) to be used in the Interim Pastor search.

- E. Review with the session and the congregation “Separation Ethics: When Pastor and Congregations Say Goodbye”.
- F. Make recommendations for appropriate recognition of the retiring or departing pastor.

6.1407 PASTORAL SERVICE. The *Book of Order* (G-3.0201a) assigns the responsibility for the continuation of pastoral service during this time to the session. The *Book of Order* defines all non-installed pastoral relations as temporary pastoral relationships (G-2.0504b). COM will assist the session in determining the best immediate course of action as well as strategy for a longer term.

Normally, COM encourages a move to interim ministry which is meant for a church without a pastor but actively engaged in seeking a new pastor. This is a relationship between the session and pastor, and must be approved by the Presbytery, through COM. See section below for comparison of temporary pastoral relationships.

In cases where the vacancy was anticipated due to retirement and the church has been stable or growing, it is possible that the interim ministry focus points may be completed while the incumbent is in continuing service. Consideration of the church’s readiness for an adaptive transition model will be done in conjunction with the session and COM. Among the guidelines to be considered will be: outgoing pastor retiring after at least seven years of service, previous three years have shown positive or stable metrics in membership, worship attendance, financial receipts and annual budgets, indebtedness, staff turnover. Additionally, that the qualitative factors of theological awareness, spiritual engagement and system dynamics are all healthy. As part of the readiness review, the congregation shall participate in a mission study process prior to the beginning of the succession planning.

COM will work with the session to determine the most advantageous approach for the congregation. Depending on the timing and availability, often this process can be concluded so that there is no gap between the end of the departing pastor’s tenure and the commencement of the interim (or temporary pastor) or the arrival of the newly installed pastor. However, where this is not the case, the session has the responsibility to determine worship leadership. The Peace River Presbytery staff is able to provide contact information for pastors who are available on Sunday mornings to assist with pulpit supply. Ordinarily a representative of the COM or the General Presbyter should be asked to fill the pulpit on the Sunday after the pastor leaves in order to share with the congregation the steps involved in the pastor search process and to nurture the partnership with the Presbytery in the process.

Preparing for the Adaptive Transition – Assessment of Church Readiness

Churches wishing to be considered for the adaptive transition model may use the following outline to guide their work.

- A. Pastor/Discernment Team:** Prepare a church readiness report addressing the following to share with the Committee on Ministry in seeking approval for following the adaptive transition model.
- B. Quantifiable Metrics:**
 - 1. Length of current pastoral call
 - 2. Trend in membership (3 years)
 - 3. Trend in worship attendance (3 years)
 - 4. Trend in financial receipts (3 years)
 - 5. Annual budget

6. Current indebtedness
7. Staff turnover in last 3 years

C. Qualitative Factors:

1. Theological awareness
2. Spiritual engagement
3. System dynamics (caring relationships)
4. Intentional Evangelism

D. If approved by COM, next step: Establish a Transition Team to do the following:

1. Review with Session the transition options and the adaptive transition being considered.
2. Develop relationship with Committee on Ministry
3. Provide ongoing communication with congregation and involve the congregation in a self-study process as a component of a mission study
4. Deliberate on the five focus points below and document findings to be shared with congregation and the Committee on Ministry prior to approval to establish a Pastor Nominating Committee.
5. As the pastoral transition is completed it would be wise to plan a workshop to evaluate the completion of the interim focus points. A workshop outline is available in the Committee on Ministry tool kit which can be found on the Peace River website.

E. Five Focus Points During Transition: *These are the tasks that would normally be the central focus of an interim pastor call.*

1. Heritage – clear picture of congregation’s shared past and its ongoing meaning
2. Mission – how core values and identity of the church shape the future work of the church; may include vision and mission statements and tactical plans
3. Connections – discussion of the network of relationships the congregation has; denomination, groups within the community, communications and technology connections.
4. Leadership – identifying the leadership (lay and ordained) that is needed for the congregation’s mission and a plan to develop that leadership intentionally
5. Future – future orientation for the congregation’s core values, with openness to how God is using their heritage and mission to call them to new things.

6.1408 TRANSITIONAL PASTORAL RELATIONSHIPS. (formerly Temporary Pastoral Relationships)

Peace River Presbytery has defined these specific temporary pastoral relationships.

A. Interim Pastor. An Interim Pastor has responsibilities for worship, pastoral care, Christian education, and administration until a permanent pastor is called. The interim is expected to focus on five focus points.

1. Heritage
2. Mission
3. Connections
4. Leadership
5. Future

B. Stated Supply. A Stated Supply is a Teaching Elder appointed by the Presbytery, after consultation with the session, to perform the functions of a pastor in a church which is not seeking an installed pastor or while the pastor is unable to perform her or his duties. The relation shall be established only by the Committee on Ministry and shall extend for a period not to exceed twelve months at a time. A Stated Supply shall not be reappointed until the Presbytery, through the Committee on Ministry, has reviewed her or his effectiveness. A Stated Supply may, with Committee on Ministry’s approval, serve as moderator

of the session. A Stated Supply may, with the approval of three-quarters of the members of the Presbytery present and voting, become the church's called and installed pastor.

C. Associate Stated Supply. Associate Stated Supply is a Teaching Elder appointed by the Committee on Ministry, after consultation with the session, to perform functions of an associate pastor in a church which is not seeking an installed associate pastor or while the associate pastor is unable to perform her or his duties. The relation shall be established only by the Committee on Ministry and shall extend for a period not to exceed twelve months at a time. An Associate Stated Supply shall not be reappointed until the Presbytery, through the Committee on Ministry, has reviewed her or his effectiveness. An Associate Stated Supply may, with the approval of three-quarters of the members of the Presbytery present and voting, become the church's called and installed associate pastor.

D. Bridge. A Bridge Pastor may be considered to provide pastoral support for a church when a search for a Called Pastor is well along, but an Interim Pastor is not able to continue until the Called Pastor begins. There may also be special situations in which a pastor must step in quickly to provide short term pastoral support until longer term Called or Transitional Pastor support can be arranged. The relation shall be established only by the Committee on Ministry and shall extend for a period not to exceed six months at a time. If a candidate is a member in good standing in Peace River Presbytery, a position description and Terms of Call providing at least the minimum effective salary must be approved. No Cluster interview is required. If the term is six months or less, no reporting is required. If a candidate is not a member of Peace River Presbytery, a position description and Terms of Call, and a COM Cluster Interview are required before approval by COM. Becoming a member of Peace River Presbytery is not required. An approval process for candidates for terms longer than six months will be individually addressed BY COM as needed.

Transitional Pastoral Relationships are approved by the Committee on Ministry and do not carry a formal call or installation. Contracts for **Transitional** Pastoral Relationships may be renewed on the contract anniversary date with the approval of the Committee on Ministry. NOTE: A Designated Pastor is NOT a **transitional** pastor relationship, but a consideration for a church seeking a new pastor. Additionally, the interim pastor relationship, but a consideration for a church seeking a new pastor. Additionally, the interim pastor is normally the process used during pastoral transitions and the other forms exist only for special needs.

Approved by COM 8/11/2020

6.1409 INTERIM MINISTRY.

Temporary pastoral relationships are explained in G-2.0504 b/c. They are approved by the Committee on Ministry and do not carry a formal call or installation. Titles and terms of service shall be determined by the Committee on Ministry. The term shall not exceed twelve months which is renewable by the Committee on Ministry.

The primary elements of the interim pastor agreement are:

- A. Serve as Moderator of the Session.
- B. Serve as Head of Staff
- C. Become a member of Peace River Presbytery
- D. Not influence the Pastor Nominating Committee in selecting an installed pastor.
- E. Not be a candidate for the position of installed pastor.

- F. Serve for one year, but the covenant may be renewed if necessary with the concurrence of the Session, Interim Pastor and the Presbytery's Committee on Ministry. This covenant may be terminated upon 30-day written notice by either the Interim pastor or by the Session.
- G. Be accountable to the Presbytery through the Committee on Ministry and will provide written reports about their ministry every two months and may participate with this committee and the Session in an evaluation of the ministry in six months.
- H. Assist the Session and the congregation in carrying out the five focus points of interim ministry.
- I. Provide Leadership Training for all church officers.

6.1410 Primary Responsibilities of the Interim Pastor will be:

(1) Relate to worship by:

- (a) Planning worship in conjunction with the appropriate staff and committee responsible for worship.
- (b) Preaching
- (c) Providing opportunities, when appropriate, for worship education.
- (d) Officiate at weddings and funerals, and administer Sacraments as agreed with Session.

(2) Relate to pastoral care by:

- (a) Visiting the sick, shut-ins, and others desiring pastoral care.
- (b) Being accessible to and providing a confidential presence to those desiring short-term pastoral counseling and possible referral to professional counselors.
- (c) Assisting appropriate congregational groups and persons in providing pastoral care to church members.

(3) Relate to Christian Education by:

- (a) Teaching courses as negotiated with the committee responsible for Christian Education.
- (b) Serving as a resource for those responsible for Christian Education.
- (c) Assisting in leader development such as officer and teacher training.

(4) Relate to Administration by:

- (a) Devising and implementing, together with the Session, a plan by which the congregation will study its life and mission, including issues related to finances, personnel and church property.
- (b) Working with committees and other leadership groups and persons to provide for clear communication within the congregation and between congregation and the Presbyterian Church (USA).
- (c) Performing other administrative duties as negotiated with the Session.
- (d) Assisting the Pastor Nominating Committee with method, process, and reports, but will not be involved in the actual selection of the new pastor.

(5) Goals for the Interim Ministry shall include:

- (a) Maintenance (restoration, if necessary) of a healthy congregational life.
- (b) Continuity and strengthening of leadership.
- (c) Development of a Vision Statement and associated priorities.
- (d) Preparation of the congregation for the arrival of its next installed pastor.

6.1411 Rationale for Interim Not Eligible for Permanent Call

The Book of Order (**G-2.0504**) states that a presbytery, after it has determined its “mission strategy” related to pastoral transitions, may (rather than shall) have a policy that allows an exception to the established norm that interims not be considered for the position of installed pastor.

The COM of Peace River has determined that the “mission strategy” related to churches in transition is that someone called as an “interim pastor” may not be a candidate for the called permanent position. This change in the Book of Order means that not all presbyteries will have the same mission strategy, needs, and policies. The following rationale is offered to explain why, in Peace River, interims by their contracts will not become candidates for installed pastor positions. (*Note: this rationale is based on the experience of our COM and congregations, the writings, work and policy statements of the Interim Ministry Network, the PCUSA, several conferences of the UCC, and the Association of Presbyterian Interim Ministers.*)

Rationale One: *Interim pastors can enable congregations to deal with their agenda better if they have no vested interest in their own long-range call to that congregation.*

Interim pastors need to help congregational leaders identify key agenda items needing to be addressed at this time. It is essentially impossible for an interim pastor to be objective when the question becomes, “What must I do to get the call here as the installed pastor?”

Rationale Two: *Trust that persons will keep their word is essential in covenantal relationships; changing the “rules of the game” may foster distrust of the pastor and the congregational leaders who “changed the rules.”*

When an interim pastor becomes a candidate for the open position, it changes the conditions/agreements upon which the interim pastor was hired for a specific purpose. Usually there has been no general congregational involvement in an interim search process and no congregational vote or concurrence to the call issued by the governing board of the congregation for the interim pastor. Some people may feel betrayed, fooled, or taken advantage of, and distrust may then be part of the climate in which a new long-term relationship will begin.

Rationale Three: *Consideration of the interim pastor as a candidate may shortchange the search process.*

When a search/call/nominating committee decides to consider the interim pastor as a candidate, it may shortchange the search process. The focus will likely be on the personality of the interim pastor rather than on an objective definition of what the congregation wants to be in the future and the appropriate skills, strengths and abilities needed in the next pastor. When the search/call/nominating committee decides to find a way to “keep the interim”, they can no longer be objective in the crucial task they are performing on behalf of the congregation.

Rationale Four: *It is risky to call an interim pastor when there may be underlying opposition to that individual by persons in the congregation.*

The interim pastor may be liked by many, but usually there will be some persons who do not like the interim pastor for a variety of reasons. Perhaps the interim pastor has had to push, confront, challenge or strongly discourage certain behavior, actions or policies. This may have angered or alienated the interim pastor from some individuals or groups. The anger or hostility can usually be tolerated knowing the interim pastor will

one day (not too far in the future) be leaving, but now if the interim pastor is called for a long-term position there will likely be strong opposition and undermining of the interim pastor's ability to be effective for the long haul.

Rationale Five: *It is best to keep clear the contract with the interim pastor as an interim position and not to confuse the issues with considerations of being a candidate for the open pulpit.*

Suppose the interim pastor is considered as a candidate and then is not chosen by the decision-making bodies during the process? It will likely make it extremely difficult for the interim pastor to continue as an effective interim pastor for that congregation. Feelings generated by the interim pastor and those who either supported or opposed him/her for the position cannot be easily discarded after a decision has been made.

Rationale Six: *The church needs to be fair to all possible candidates and protect the concept of what an intentional interim ministry program can provide for congregations.*

It is not fair to other persons who want to be considered for the open position. The interim pastor will have a decided advantage in the call process. Of course, there are probably some exceptions where the interim pastor could indeed be the best possible candidate. However, the attitude that "we are an exception" is really a myth predicated on the false assumption that "there is only one person" that is right for us as our pastor now. There will always be many candidates who can serve the congregation. The search/call/nominating committee needs to be free to screen all interested candidates without the undue, though often unintentional, influence of the interim pastor.

Rationale Seven: *Preserving and protecting the role and strengths of a good interim pastor which may be liabilities for a permanent pastor.*

If it is possible for an interim to become a candidate, then the ability of the interim to address the Five Focus Points and deal with troubling issues may be compromised. Interims are trained to serve the interests of a congregation best when they have the competencies and freedom to objectify people and situations in order to do what's best for the health of the congregation. They must have the unflinching willingness to wade into the midst of trouble sooner rather than later, the radar constantly scanning for "change back" messages, with the predisposition to speak the truth even when they know it will hurt. An interim, because of not wanting to create negative feelings and impressions, may overtly or even unconsciously avoid some of the hard work that needs to occur. That will not serve the "mission strategy" of the Presbytery or the long-term vitality, health, and growth of a congregation.

Rationale Eight – *Honoring the interim's task of building a solid foundation on which the next called pastor can build.*

An interim by nature is to be transitional, bridging the past and the future. However, when an interim becomes a possible candidate, it may be end up being a short-term solution tied more to the last pastor and how the interim compares to him/her, rather than building a strong foundation for the next chapter in the life of the congregation.

6.1412 Temporary Pastor Search Steps:

1. When it has been determined that a church will seek a temporary pastor, the session normally will appoint a small search committee of three or four members. It is not required that this committee be elected by the congregation. The Committee on Ministry liaison shall assist this committee in preparing goals and objectives for the ministry, as well as a job description with appropriate compensation.
2. Session establishes a salary range and position description for the Temporary Pastor Nominating Committee (TPNC) to use in recruitment; usually similar to salary of vacated pastor. Ordinarily, a

temporary pastor is to be paid not less than 90% and not more than 110% of the compensation package paid to the pastor that has just left the church including:

- (1) Salary
 - (2) Housing
 - (3) Board of Pension dues
 - (4) Continuing Education
 - (5) Automobile Allowance
 - (6) Professional Expenses
3. A Ministry Information Form (MIF) can be written for the TPNC to use in the search process to expand on the limited candidate pool that may be available locally. In September 2019, COM re-instated the requirement that all Interim Pastor candidates are required to have Transitional Training.
 4. TPNC (with COM liaison) interview and select finalist for temporary pastor. Should a candidate be selected who is not a PCUSA member, the General Presbyter and Stated Clerk should be consulted for guidance on next steps.
 5. Reference checks are conducted by IPNC to confirm "goodness-of-fit", as well as by the General Presbyter in conversation with the sending Presbytery's General Presbyter.
 6. A sub-committee of COM interviews (can use video-conferencing) the final interim candidate.
 7. TPNC (with COM liaison) negotiates a contract with candidate. If the temporary pastor carries the classification of 'interim' there are additional clauses to be included in the contract.
 8. Temporary pastor finalist meets with COM for interview and approval for membership in the Presbytery. In September 2019, COM re-instated the requirement that all Interim Pastor candidates are required to have Transitional Training.
 9. TPNC makes recommendation to session and session elects temporary pastor.
 10. COM introduces the temporary pastor to the next Stated Presbytery Meeting.
 11. Interim pastor provides, bi-monthly, a written report to COM during their interim period, and attends the interim lunch conversations hosted by COM and the General Presbyter.
 12. The session and temporary pastor, in consultation with the transition team and PNC (if applicable), and COM, establishes a process to review the accuracy of the mission statement and congregation's self-understanding. Especially as it relates to the calling of a pastor, review the congregation's history, conducts appropriate congregational surveys or mission studies, and communicates in face-to-face gatherings and in written reports, all appropriate learnings and emerging directions to the congregation.

6.1413 DESIGNATED PASTOR.

The *Book of Order* (G-2.0504a) states that a teaching elder may be installed in a pastoral relationship for a designated term determined by the Committee on Ministry in consultation with the congregation and specified in the call.

The Designated Pastor plan is ordinarily used when a church is in significant conflict or in significant economic distress and needs two to four years to address the conflict or the economic problems before a permanent pastor is called. A Designated Pastor plan offers a few years for planning a new mission or ministry and can build self-confidence in the church's ability to call a pastor rather than continuing in a stated supply relationship.

Churches often feel that a stated supply relationship is temporary and may be terminated on short notice. The DP plan provides for a 2, 3 or 4-year period of consistent leadership. Because the DP is called and installed, the congregation and the pastor are able to gain a sense of self-assurance in their ministry.

After consultation and approval of the Committee on Ministry, any congregation may call a Designated Pastor. The Pastor Nominating Committee (PNC) and the minister will evaluate each other in a manner similar to the usual process.

The congregation still elects a Pastor Nominating Committee. The difference is the number of ministers whom the PNC will consider. The COM will ordinarily recommend a limited number of pastors.

At any time, the Committee on Ministry can recommend, or the PNC may request, that the Designated Pastor plan no longer be pursued, and the usual calling procedure be used.

The terms of the call, including the length of time of the contract (two, three or four years) will be agreed upon at the beginning of the term with the COM.

6.1414 Designated Pastor Search Steps:

- A. The COM discusses this alternative with the session and secures their agreement to proceed.
- B. A congregational meeting is called to elect a PNC and approve the Designated Pastor process.
- C. The plan is outlined to the congregation; and a PNC is elected.
- D. The Committee on Ministry meets with the PNC to explain its requirements for forms and process and outlines the suggested time line. PNC completes all these requirements which may include the writing of a Ministry Information Form.
- E. The Committee on Ministry ordinarily provides the PNC with the names of persons whom they have pre-screened and who are interested in a call as a Designated Pastor.
- F. PNC considers these persons. The PNC, Committee on Ministry and the candidate selected agree on terms of call, including the contracted time of the call.
- G. PNC asks session to call a congregational meeting; the congregation hears the report of the PNC and elects the pastor in the usual manner. The COM liaison reports the action of the congregation to the Peace River Presbytery Stated Clerk for PCUSA processing. The pastor is installed in the usual manner.
- H. One year prior to the ending date of the call, the session, the Designated Pastor, and the Committee on Ministry conduct a review of the ministry. If the pastor and the session want to continue the pastoral relationship beyond the agreed upon term, the congregation is asked to join in making a request to continue the relationship either for another specified period of time or to proceed to call the minister as the permanent installed pastor.

If the relationship is unsatisfactory, normally the contract with the Designated Pastor ends at the agreed upon time. One year prior to the end of the contracted time, the congregation, the minister and the Committee on Ministry meet and agree to discontinue the relationship at the end of the contract period. The pastor will then have up to one year to secure a new call.

6.1415 TEMPORARY or DESIGNATED PASTOR CONTRACT

Between _____
(Church)

and _____
Interim Pastor/Stated Supply/Designated – (Circle One)

We, the Session of _____
(Church)

and _____ intend to enter into a relationship, with the following characteristics,
(Teaching Elder)

effective _____ **Part-time** _____ **Full-time** _____ **%-time** _____
(Month, Day, Year) (Number of hours per week)

_____ will be _____ for a period of _____ months
(Teaching Elder) (pastoral classification)

with the following remuneration:

DIRECT COMPENSATION		
1	Salary	\$
2	Housing Allowance	\$
3	Deferred Income	\$
4	Special Income	\$
5	Other Income	\$
6	TOTAL EFFECTIVE SALARY	\$
BENEFITS		
7	Board of Pensions Dues	\$
8	SECA Reimbursement	\$
9	*Auto Expense	\$
10	*Continuing Education Expense	\$
11	*Book Expense	\$
12	*Professional Expense (optional)	\$
13	Medical Expense (optional)	\$
14	TOTAL Benefits	\$
TOTAL PACKAGE		

*These items are paid through an Accountable Reimbursement Plan.

Also Provided

- Vacation (minimum one month) ■ Study Leave (minimum two weeks)
- Other _____

Revised 5/2019

ADDITIONAL INFORMATION

1. The duties will include those functions ordinarily filled by the teaching elder, such as a regular schedule of worship services and preaching, pastoral calling on the sick and shut-ins, serving as resource and/or consultant to church program groups and committees; and, to oversee the normal administrative functions. The teaching elder may serve as Moderator of the Session if so approved by the Committee on Ministry.
2. This agreement can be terminated by either party upon 30-day notice, pending consultation with the Committee on Ministry.
3. The attached Statement of Faith and Personal Information Form (PIF) and Biography have been reviewed by the Session.
4. The Interim Pastor will also submit a written report to the Committee on Ministry on the First day of every other month.

Items 5-6 are required to be included on Interim Pastor contracts.

5. The Rev. _____ is not a candidate for a Called Pastor.
6. Goals for the Interim Ministry: Implement a process to address all Five Focus Points of Interim Ministry.

SIGNATURES

Clerk of Session

Teaching Elder

PNC Chair – **New Call Only**

Date

6.1416 INTERVIEW QUESTIONS for PNC USE DURING CANDIDATE SCREENING

From Transformational Regional Bodies by Roy M. Oswald (Pages 84 & 85)

These are the seven principles that should guide the interview process:

- The best predictor of future behavior is past behavior.
- Behavioral performance is significantly more important than work experience.
- The focus is less on single behavior, more on a group of behaviors.
- Indirect observation of behavior by the interviewer is central to the interview.
- The interviewer needs to maintain decision uncertainty.
- Selection is a mutual decision-making process.
- Effective selection is a function of making a match between the person the place, and the call.

A bedrock principle in this interview process is to consistently ask the candidate to give examples of their behavior in a particular situation. Hypothetical questions are to be avoided. Remember the best predictor of future behavior is past behavior, not wishful thinking. As the candidate is describing a situation, try to visualize the scene as best you can, like a video camera, in order to ask all the questions that will give you the fullest picture.

Personal Motivation

- Describe some of your most important accomplishments.
How did you go about reaching your goals?
- How do you go about making yourself more effective in your work?
- Describe conflicting demands on your time, and how you go about resolving them.
- What energizes you in ministry?
- What depletes your energy?

Building Body Cohesiveness

- Describe a ministry situation where you felt particularly successful in accomplishing a goal important to you and the Church?
- Describe how you helped new members become part of the congregation.
- Describe how you build corporate identity around church and among the people.
- Think back on your ministry and tell me about a time when you confronted a person or group of people who were undermining the unity of the Church.
- How do you feel when someone takes over your idea and changes it?
- What have you done in such a situation?

Visioning Capacity

- Describe your current vision for the ministry you serve.
How did other capture the vision?
- Tell me about a time you built something from nothing?
- Describe for me a time when you felt most clear about the ministry you were performing and what you were doing in the midst of that ministry.
- Describe a situation that was stagnant or failing and how you stepped in to revitalize it.

Reaching the Unchurched

- Describe how you typically associate with unchurched people in your community.
- Tell me about an adult you introduced to the faith. How many adults have you baptized in the last two years?
- How do you convey a positive Christian witness without demeaning unchurched people.
- What does Jesus mean in your life?
- What training or guidance do you give church members who are willing to reach unchurched people.
- Tell us about a time you went knocking door-to-door

6.1417 TRANSITIONAL (formerly Temporary) PASTOR REPORTING

Transitional pastors shall provide the Committee on Ministry a one page (front and back) report on how the pastor has provided leadership to the church. The following guidelines apply to these reports.

A. Interim Pastors – Every other month

During the first phase the pastor shall report bi-monthly on progress in addressing these five focus points, as well as conducting church officer training.

THE FIVE FOCUS POINTS OF INTERIM MINISTRY

1. Heritage:

Creating ways for the congregation to share defining stories, articulating and affirming “a shared past, its ongoing meaning, and the sense of purpose it can provide.”

2. Mission:

How the core values and identity of the church shape the future work of the church. Can include developing vision and mission statements and preparing tactical plans.

3. Connections:

Discovering the network of relationships the congregation has outside of itself. An opportunity to strengthen connections with the denomination and groups within the community, as well as to consider updating communication, including use of technology.

4. Leadership:

Discerning what kind of leadership (lay and ordained) is needed for the congregation’s mission and developing that leadership with intentionality.

5. Future:

Developing a future orientation for the congregation’s core values, with openness to how God is using their heritage and mission to call them to new things.

(Keydel, John. “Focus Points and the Work of the Congregation.” *Transitional Ministry Today* Ed. Norman B. Bendroth.)

Once the above tasks are substantially complete, and the church’s search process is underway, second phase reports may address such questions as the following:

- Are there any particular goals or tasks specified in your contract? If so, how are you working to fulfill them?

- Are you aware of any hopes/intentions from the COM for this particular congregation? If so, how are you working to fulfill them?
- What are the ongoing challenges in your position, and how are you addressing them?
- What conversations are you having?
- What new direction is needed for the congregation? Are there resources to undergird this new direction?
- What is the dynamic or chemistry in the church at this time?
- What is your own discernment about the church's future?

B. Stated Supply Pastors

Stated supply pastors normally are serving a church which does not expect to call a pastor. Pastors shall bring to the COM any issues that need attention. Many of the above second phase questions for Interim pastors should be considered.

C. Bridge Pastors (a new section describing this position will be added to the COM Manual soon)

Bridge pastors normally are appointed for periods of less than six months. During this time no report is required.

6.1418 MISSION SELF-STUDY OF THE CONGREGATION.

Mission circumstances and conditions challenging congregations change significantly on an on-going basis. Churches which assess the situation God has called them to serve may have a clearer identity of who they are, what their direction is, and the mission to which God calls them in Jesus Christ. Ideally, a congregation will conduct an in-depth mission self-study every five to seven years, and review the study every two year, updating as necessary. The time of pastoral transition offers a unique opportunity to conduct a new mission self-study if a recent one is not available, or to review and update an existing mission self-study, to communicate in face-to-face gatherings and in written report/s all appropriate learning and emerging directions to the congregation. This process is an effective way to meet the interim focus points requiring attention during the transition period and to provide information for the process of calling a pastor.

Sessions and transition teams are urged to contact their COM liaison about resources available.

The session may appoint a committee to undertake this task or may refer it to the transition team. The interim pastor may participate in the process, offering orientation, guidance, and expertise, as well as spiritual context and foundations for the undertaking. When the mission self-study committee formulates its findings and recommendations, these are presented to session for discussion and revision. The session is encouraged share the self-study with the Committee on Ministry and the congregation. This information may be incorporated by the PNC into the writing of the church's Mission Information Form (MIF).

6.1420 PASTOR NOMINATING COMMITTEE.

6.1421 Organizing:

1. COM appoints a liaison for the PNC, (the initial liaison may continue). Typically, the Committee on Ministry liaison will regularly attend the initial meetings until the church's Mission Information Form is written. During the time that the PNC is reviewing Personal Information Forms the liaison will maintain weekly contact with the committee chair. At the time the committee is ready to conduct phone/skype interviews the liaison should be present, especially for any face-to-face interviews that are conducted.

2. COM, upon the request of the session to form the PNC, and with the concurrence of the interim pastor, approves the request of the session to proceed to call a Congregation Meeting for the purpose of electing the Pastor Nominating Committee (PNC).

Election of the Pastor Nominating Committee (PNC) ordinarily should take place after the pastor has left, the session has met with representatives from the Presbytery's Committee on Ministry (COM) and a temporary pastor relationship has been secured. In cases when an adaptive transition model is being pursued, the election of the PNC may happen earlier in the transition process.

3. The congregation agrees to a nominating process to nominate members of the congregation to serve on the PNC (Note: the session can make recommendations to the congregation related to this process and the PNC ordinarily should consist of between five and nine members representative of the whole congregation. Many congregations will use one of the following methods to produce candidates that are representative of the congregation and are presented as a slate of candidates for the congregation's election: (a) use the existing Church Nominating Committee; or (b) session appoints a special nominating committee to put names before the congregation.
4. Session calls a congregation meeting to elect the PNC, (floor nominations allowed).
5. Session approves a salary range, a position description for the PNC to use in recruitment, along with search expenses budget for travel and relocation.
6. COM liaison and General Presbyter instructs and trains the PNC and provides regular guidance. If the search is for an Associate Pastor, the Pastor/head of staff will be involved in appropriate ways (to be determined in consultation with COM, the COM liaison, and members of the APNC). The PNC will also be provided with a copy of *On Calling a Pastor*, a manual from the PC (USA) about the search process.
7. The PNC should organize, identifying a chairperson and secretary. Many PNCs also have a vice chairperson. **It is advised that the secretary be computer literate.**
8. The congregation and the session need to understand that the PNC works in extreme confidentiality and, except for regular progress reports on the process, does not consult with or report to either the congregation or the session during its work.

6.1422 Ministry Information Form:

9. The PNC is responsible for completing the Mission Information Form (MIF). The information gathered from the congregation during the mission self-study will be used by the PNC in writing the MIF and will inform the pastoral search deliberations. It is possible to work on many parts of the MIF at the same time by making assignments. Some sections can be assigned to individual members for writing. It is helpful, however, to have two readings of every section before its acceptance is voted upon. Other parts of the MIF require discussion and agreement of the PNC as a whole (required experience and leadership competencies). The MIF which includes Equal Employment Opportunity Statement (below), shall be approved by the Session. The Clerk of Session has to attest to the MIF. Once completed, send MIF to Presbytery office as pdf and WORD file to be included on COM agenda for approval.

6.1422a Equal Employment Opportunity Statement from Ministry Information Form:

The unity of believers in Christ is reflected in the rich diversity of the Church's membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore no place in the life of the Church for discrimination

against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution. (F-1.0403)

6.1422b Milestones in the calling process at which the commitment to inclusiveness shall be remembered include:

- A. When the PNC is formed. As far as possible, this committee should be composed of people of different ages, sexes, marital conditions, races, talents and abilities.
- B. Obtaining PIFs, reading them and deciding who will be given further consideration. Search procedures should be used which will locate and consider for employment persons regardless of race, sex, age, disability or marital status.
- C. In the interviewing process, whether by phone or in person, only questions relevant to the position and its stated responsibilities should be asked.
- D. Factors in deciding which candidate to nominate should have nothing to do with race, age, sex, disability or marital status unless it can be shown that the factors have a significant relationship to a person's ability to perform the job.

10. COM approves MIF and Stated Clerk of Presbytery provides verification to CLC.
11. COM chair provides church with "on-line" ID number for MIF; unique to the church, combination of letters and numbers, and is case sensitive when typed into the screen log-in box.
12. MIF is entered into the Church Leadership Connection (CLC) web site. The CLC has instructions that can be downloaded. It is highly recommended that the person assigned by the PNC to type the MIF on the computer read these instructions. For example, a church can download computer-friendly (WORD format) forms to type most of the material "off line" and then cut and paste the information into the CLC site. Further, care should be taken, inasmuch, as there is a character limit to many of the narrative responses on the MIF. These limits are imposed without exception by the computer program.
13. MIF becomes "Active" on CLC website. CLC phone # 1.888.728.7228. At this point the PNC is free to advertise the position seeking self-referrals.
14. PIFs are downloaded from CLC site, received from referrals, and recruited. Instructions for receiving the PIFs can be downloaded from CLC. One person from the PNC is usually assigned to download these PIFs. The CLC does not send paper copies. Further, the PNC may not request certain PIFs from the CLC, even if the church has a PIF identification number; an individual PIF may be obtained by contacting the candidate directly.

6.1423 Initial Screening:

15. COM Liaisons are to have a copy of all PIFs the PNC has received.
16. The PNC, after studying the PIFs, should identify their candidates-of-interest; likely to be five to seven candidates. The PNC may consult with the COM liaison for evaluation ranking methods.
17. The liaison and General Presbyter will help the PNC design an interview process that identifies competencies and skills necessary to be successful in the position. Looks at areas of emotional, relational, and spiritual maturity, and interview questions that are based on behavior and past performance, not just wishful thinking. Included in this design will be suggestion on helpful ways, in

addition to the MIF, to introduce candidates to the church and community. After initial interviews the Pastor Nominating Committee may call additional references for follow up questions.

6.1424 Active Screening:

18. The PNC after studying the PIFs, checking references, listening to sermons, doing video conference interviews, etc. should select a priority list of three to five persons. Should a candidate be selected who is not a PCUSA member, the General Presbyter and Stated Clerk should be consulted for guidance on next steps.

6.1425 Final Screening:

19. An executive reference check is conducted by the General Presbyter, Stated Clerk or Chair of COM (or designee), prior to an invitation for face-to-face interviews with a potential candidate. If the candidate is a seminary student, it will be necessary to secure clearance from the Committee on Preparation for Ministry/Presbytery that is maintaining the covenant relationship with the candidate.
20. The PNC must hear the final candidate preach and lead worship in person in either a neutral pulpit or private worship setting. An APNC may arrange a suitable face-to-face activity applicable to the candidate's expected primary responsibility.
21. It is required that the PNC do a comprehensive (including criminal and financial) background check on the finalist candidates through the Presbytery office. Candidates will be informed that the PNC, as part of its process and in addition to doing reference checks, will do a comprehensive background check. (Note: The church will pay for the cost of the background check. Only the PNC Chair, COM Chair, PNC Liaison, Stated Clerk and General Presbyter will have access to the information.) Additional information is in section 6.1314.

The PNC Chair should ask the Presbytery office to forward the Background Study Authorization form for completion by the candidate. Since the form requests personal information (social security number and driver's license number), it is recommended that the candidate return the completed form directly to the Presbytery office.

The PNC may wish to use an assessment tool when considering finalists for a position. One such tool is LeaderWise and details on it are found in the COM Tool Kit; other assessment tools are available.

22. Sub-committee of COM interviews the finalist candidates. It is typically convenient to arrange this interview meeting in conjunction with a candidate's visit to the church campus.

6.1426 Offering the Call:

23. Once the PNC has made their selection, ordinarily the chair of the PNC contacts the candidate to discuss the call, provide specifics of the terms of call, and outline the next steps in the process.

6.1427 Preparing for the Committee on Ministry Meeting:

24. The PNC will coordinate with the Committee on Ministry to schedule an Order of the Day interview to be conducted with the candidate. Members of the PNC will come to the meeting to introduce the candidate and be prepared to discuss the rationale for selecting the candidate being presented.
25. Prior to the meeting, the PNC will provide the Committee on Ministry with: the candidate's Personal Information Form, the terms of call which must meet Presbytery minimum and include start date

(complete form in section 6.1450), the candidate's biographical sketch (a one-page summary) and a personal statement of faith. The biography and statement of faith documents will be used to introduce the candidate to the members of the Peace River Presbytery. Additionally, the PNC shall provide a one-page statement setting forth the reasons the PNC believes this particular pastor is the right person for their church.

Statement of Faith Guidelines for Ministers: The Statement of Faith should include, but not be limited to the following topics:

- A. Person and Work of Christ
- B. Trinity
- C. Holy Spirit
- D. Authority of Scripture
- E. Sacraments
- F. The Church – its mission and ministry to society

26. Welcome Letter: The PNC should request the Presbytery office to send the Welcome Letter and packet to the candidate.

Salutation,

The Committee on Ministry of Peace River Presbytery supports ministers and congregations in Christ. We understand that you have reached a point in your candidacy where additional information might be helpful to your discernment process and our conversation about your sense of call to the new congregation and presbytery.

Ours is a covenant community grounded in a shared commitment to live into and under the discipline of our promise to *be a friend among (our) colleagues in ministry, working with them, subject to the ordering of God's Word and Spirit* (Book of Order W-4.4003).

We invite you to prayerfully consider our mission statement and two specific documents that reflect our commitment to collegial relationships based upon God's Word and mutual respect for the standards we embrace as leaders in this community of faith.

Peace River Presbytery Mission/Vision Statement. We believe Peace River Presbytery is called:
to affirm congregations,
to connect disciples in mission,
and to be the body of Christ together.

A *Code of Ethics for Ministers* is important to us and our congregations. Please review the attached document carefully so that you are prepared to seek clarification if necessary, and subject to affirmation of your call, sign the document.

The *Clergy Sexual Misconduct Policy* enables us to preserve the integrity of our pastoral relationships and immediately address any behavior that compromises this standard. We ask that you study the document so that we can discuss any questions you have since our members confirm their commitment to uphold this standard by signing the document.

We look forward to meeting with you and appreciate your dedication to ministry and the call process that has brought you to the pivotal point. Know that we hold you in our prayers as we prepare to meet on _____ day _____ in North Port, Florida.

Sincerely,

COM Moderator

6.1428 Approvals:

27. Final candidate is examined by the COM and terms of call approved.

The Presbytery of Peace River has the responsibility to examine ministers and candidates seeking membership in the Presbytery (G-3.0306) including their Christian faith and view in theology, the sacraments, and the government of the Presbyterian Church (USA). The Presbytery of Peace River has delegated this examination to the Committee on Ministry (COM).

Presbytery and Interview Questions.

The Committee on Ministry (COM) is authorized by the Presbytery of Peace River to find in order calls issued by churches, to approve all calls for service of ministers, to approve the examination of ministers transferring from other presbyteries, to dissolve the pastoral relationship in cases where the congregation and pastor concur, and to dismiss ministers to other presbyteries, with the provision that all such actions be reported to the next stated meeting of the Presbytery, in accordance with G-3.0306 and G-3.0307.

The COM examination of all persons seeking membership in the Presbytery will take place at its regular monthly meeting on the second Tuesday.

The examination will include the following:

- (1) The applicant's Christian faith and views on theology, the Sacraments, and the government of the church.
- (2) The applicant's suitability for the position.
- (3) The "match" between applicant and position.
- (4) The talents and interest of the applicant.
- (5) The needs of the church or employing body.
- (6) The applicant's knowledge of the position.

6.1429 Interview Questions for COM Use in Examining Candidates

- (1) Tell us about your faith journey.
- (2) What are the things you feel best about in your present ministry?
- (3) What have been the challenges there?
- (4) What makes you think you may be called to leave there now?
- (5) What interests you about this position?
- (6) What do you bring to (church) ministry?
- (7) What are your greatest strengths in ministry?
- (8) What are your greatest weaknesses?
- (9) One of the goals is to strengthen _____. How would you do that?
- (10) Describe a typical week in your ministry.
- (11) Share your perspective on the Presbyterian Church (U.S.A.).
- (12) How do you balance your personal/family life with your ministry?
- (13) What questions or concerns do you have?

If the COM vote is unanimous the pastor can begin serving once congregation approves call (steps 28-29).

28. PNC requests session to call a congregational meeting to hear their report.
29. The congregation receives the PNC's recommendation and calls the pastor. Ordinarily, the candidate will preach on the Sunday on which the congregational meeting is held. At this meeting the PNC may be dismissed at a date certain. The COM liaison reports the action of the congregation to the Peace River Presbytery Stated Clerk for PC (USA) processing.
30. The candidate will confer with COM regarding the composition of the Administrative Commission appointed to install the pastor and will give COM the names to make up that commission. COM will elect this Administrative Commission to install the pastor.
31. Remove MIF from CLC when the call has been extended and accepted.
32. COM presents the pastor, biography, statement of faith and terms of call, at a meeting of Presbytery for official welcome. A representative from the congregation will attest before Presbytery that a congregational vote was received in support of the candidate. Interested members of the congregation are often observers at the meeting of Presbytery when their candidate is presented-
33. PNC to issue letters to candidates at the time the candidate is no longer being considered.

6.1430 Preparing for New Ministry:

34. The General Presbyter ordinarily preaches the Sunday prior to the new pastor's arrival.
35. Service of Installation is coordinated by new pastor and COM liaison, in consultation with General Presbytery and PRP Moderator. COM encourages installations of pastors and designated pastors to occur at times other than on Sunday mornings so that members of the Presbytery can be present. The Service of Installation is a Presbytery event, even if it is combined with a congregational worship service. Ordinarily the current moderator of the presbytery convenes the commission and asks the installation or ordination questions, and the General Presbyter brings greetings on behalf of the presbytery.
36. Many churches have found it helpful to keep the PNC in place for the first six months of the new pastorate to serve as a support team and transition committee for the new pastor.
37. A First Year Review Workshop is normally held with the PNC, the session, the pastor, COM liaison and General Presbyter within the first year of the pastor's ministry. It is designed to name the expectations, affirm the experiences, and appreciate the hopes that the PNC, the pastor, the session, and COM have for the church as the pastor begins their ministry as pastor/head of staff, and as the church moves into God's future. Additional information in section 6.1360.

**To be used in reporting Compensation details for all pastoral positions except temporary positions.
Information for Temporary positions should be reported on form 6.1415**

PEACE RIVER PRESBYTERY
6.1450 Pastoral Terms of Call

_____ Presbyterian Church of _____, Florida,
 being well satisfied with your qualifications for ministry and confident that we have been led to you by the Holy Spirit as one whose service will be profitable to the spiritual interests of our church and fruitful for the Kingdom of our Lord, earnestly and solemnly calls you, _____

(Name)

to undertake the office of _____
(Pastor, Associate Pastor)

of this congregation, beginning on _____ *(date)*, promising you in the discharge of your duty all proper support, encouragement and allegiance in the Lord.

That you may be free to devote full time/part time *(if part time, indicate what percentage of time devoted to this call: _____)* to the ministry of the Word and Sacrament among us, we promise and obligate ourselves to provide you the following annually:

DIRECT COMPENSATION:		
1.	Salary	\$
2.	Housing Allowance	\$
3.	Deferred Income	\$
4.	Special Income	\$
5.	Other Income	\$
6.	TOTAL EFFECTIVE SALARY	\$
BENEFITS:		
7.	Board of Pensions Dues	\$
8.	SECA Reimbursement	\$
9.	*Auto Expense	\$
10.	*Continuing Education Expense	\$
11.	*Book Expense	\$
12.	*Professional Expenses (Optional)	\$
13.	*Medical Expense (Optional)	\$
14.	TOTAL BENEFITS	\$
TOTAL PACKAGE (add item 6 plus item 14) =		\$

*These items are paid through an Accountable Reimbursement Plan

ALSO PROVIDED:

- ▶ Vacation (minimum 1 month) ▶ Moving Expense Reimbursement (taxable) up to \$_____
- ▶ Study Leave (minimum 2 weeks) ▶ Other _____

Pursuant to G-2.0804 of the Book of Order, the Session promises to review with you annually the adequacy of this compensation. Pursuant to G-1.0503 of the Book of Order, these Pastoral Terms of Call shall be effective upon the affirmative vote of the congregation.

 Teaching Elder
 Date Signed: _____

 Clerk of Session
 Date Signed: _____

Revised 5/2019
