



Diocese of the Rocky Mountains Customary for Vacancy and Search Procedures

Brief Overview of Process

1. Determining Care for the Church
2. Search Process Design
3. Formation of Search Committee
4. Search Committee Work
 - a. Developing a Parish Profile and a Rector Profile
 - b. Screening Candidates
 - c. Presenting Recommendations to the Parish Council
5. Interviewing Candidates and Parish Visits
6. Issuing a Call
 - a. Parish Council, in consultation with the Bishop, makes decision.
 - b. Call is issued, including financial package.
7. Transition Plan for New Rector
8. Checklist Overview of Process

Process in Detail

Care for the Church

The first major consideration for the Parish Council is the design for the care of the parish during this process. In Anglican Polity, when a congregation doesn't have a rector, the Bishop becomes the rector while the head of the Parish Council, as the Bishop's representative and working with the rest of the Parish Council and staff, is responsible for assuring the ongoing life and health of the congregation.

This care includes determining if there should be an interim rector or supply clergy, a communication-and-prayer plan for the congregation throughout the process, the availability of leadership to the congregation as a whole, how are pastoral care issues handled, etc. The goal is the ongoing spiritual care and unity of the congregation throughout the transition process.

Search Process Design

The Parish Council works with the Bishop and/or the Canon to the Ordinary to clearly set out the process for the search, including a timeline.

1. Set date for formation of Search Committee.
2. Set date for Parish Profile and Rector Profile to be completed.
3. Set dates for receiving applications.
4. Set a date for Search Committee work to be finished.
5. Set a date for decision.



The Parish Council will also need to make clear their expectations of the Search Committee. For example, how many names does the Parish Council wish to have for their final consideration? Should the finalists be ranked by order of preference or not? Are there special geographic or salary limitations to be placed on the search?

Search Process Budget

A search process budget should be developed and approved by the Parish Council to include such expenses as travel expenses of Committee members and prospective rectors and spouses as well as relocation expenses. Care should be exercised to ensure clear lines of fiduciary responsibility between the Parish Council and the Search Committee.

The Bishop should be kept informed of important decisions, process, and progress, in writing and should himself be available to the head of the Parish Council and the Search Committee Chairperson for monthly check-ins. In addition, there are crucial steps along the way that the bishop must be involved in, as noted in the further description of the process that follows.

Communications Plan

It is vital that the Parish Council implement a clear communications plan to guide them through the transition. Change is a difficult thing for most people. It is important to anticipate questions, doubt, and fear along the way. The Parish Council should establish:

- Who are all audiences
- The tone with which messages will be communicated
- Deliverables & Timeline
- Methods of communication (electronic versus in-person announcements)
- Who will respond to questions

Formation of Search Committee

As soon as practical, the Parish Council normally forms a Search Committee. The Search Committee should be as broadly representative of the parish as possible in a manner carefully selected by the Parish Council. It should be made clear to the congregation that, though volunteers for the Committee are given careful consideration, because balance is so crucial, they may or may not be appointed to the Committee. It is not appropriate for staff or clergy to serve on the Search Committee. As rule of thumb, the size of a Search Committee is roughly equal to the size of the Parish Council. At least two members of Parish Council should serve on the Search Committee to serve as a liaison and information link (the Parish Council members should not constitute more than 1/3 of the composition of the Search Committee – exceptions may be granted by the Bishop).

It is essential that all members of the Search Committee be members of the church, in good standing; that each has exercised active participation in the life and ministry of the parish, and preferably has taken some form of service / leadership in the body; that they exhibit spiritual maturity, wisdom, emotional health and balance; that they be people of prayer; that they understand and agree with the fundamental mission, vision, and strategy of the church (that they have no preset “agenda” to change the direction of the church); that they will have exhibited support by faithful financial contribution to the church (be a giver of record).



Some characteristics to look for:

- Good organizational skills (essential for the chair, desirable for all);
- Team player: will have demonstrated a healthy participation in ministry teams within the parish;
- Excellent listening skills;
- Perceptiveness, spiritual discernment, and skill in decision-making.

The Parish Council will appoint the chair for the Search Committee. The formation and composition of the Search Committee should be communicated to the congregation as soon as the Search Committee has been formed.

Search Committee Guidelines

The Search Committee works for and on behalf of the Parish Council. It is important to keep in mind that in accordance with the canons of the church, only the Parish Council can issue a call and then only with the approval of the Bishop. It is clear, therefore, that the Search Committee serves in an advisory capacity, albeit a crucial capacity.

It is paramount that the Search Committee maintains confidentiality about specific clergy who will be under consideration. Confidentiality within the Committee includes the identity of the candidates as well as privileged information that the Search Committee receives or develops on each of them. Any break in the confidentiality of privileged information can be seriously damaging not only to the candidate and the candidate's own ongoing ministry, but also to the congregation, Search Committee and Parish Council/Vestry and can lead to disastrous polarization within the congregation.

The Search Committee Chair should meet with the Parish Council monthly in order to give regular updates and reports.

Search Committee Organization

The Search Committee meets on its own to organize itself. The Chair will need to set regular meeting schedules and help keep the process moving forward. A process that moves along well can take a matter of months to complete; faltering at any one step can stretch the process out to a year or more. The goal ought to be to take as much time as it takes to do a thorough job while not wasting time unnecessarily.

As soon as possible, sub-committees are formed to begin work on its various tasks. Key questions for the Search Committee to resolve:

- Community Data Team: what and who is the community we seek to serve, demographics, economic and professional profile, school systems, relationships between churches, etc.;
- Parish Survey Team (will involve the entire Search Committee);
- Candidate Search Team: Initial gathering and organizing of materials for potential candidates;
- Presentation Instrument(s) such as brochures;
- Hospitality for candidates;
- Congregational Communication: What are the regular updates and prayer appeals from the Search Committee to the congregation?



Search Committee Work

While the process can seem terribly complicated and daunting, there are really only 4 major tasks:

1. Developing a Parish Profile and Rector Profile;
2. Receiving Applications;
3. Screening and Interviewing Candidates;
4. Presenting Recommendations to the Parish Council.

Parish and Rector Profile

The first task of the Search Committee is to provide for a comprehensive self-study by the congregation. In some instances, this study is the natural extension of recent work of a Planning Commission or the Parish Council, especially regarding the unique character of the parish and goals established for the congregation. In most instances, the Search Committee will want to spend a good deal of time and effort on this part of the process before moving ahead with consideration of actual candidates.

Elements of a parish profile

Who are we?

- Average Sunday Attendance
- Number of communicants and baptized members
- Composition by age, sex, years in parish, socio/economic, etc.
- Values of the parish – what is most important, what shapes us?
- What are the unique characteristics and culture of the church?
- Mission Statement
- Current programs & groups and hopes for the future
- Financial data (budget outline, pledging outline, etc.)
- Facilities
- Current staff
- Brief history of the congregation
- What are the hopes for the future?
- Worship information (style, number of services, attendance etc.)
- Music programs, emphasis
- Christian education
- Outreach (community, diocese, national church, world)

What's our community like?

- Location - map of the state, community
- Local economy, industries
- Population of community and county
- Schools
- Recreation

What are we looking for in a Rector?

- Personal characteristics
- Ministry skill/experience



- Position description and unique skills sought
- Experience sought
- Unique educational requirements
- Other expectations

Parish Survey

It may be helpful to conduct a parish survey to help ground the profile in what is actually true instead of what we hope to be true. They are also useful in giving everyone in the congregation an opportunity to contribute their thoughts and desires for the congregation.

General Guidelines

Be careful not to focus questions in a way that promises what you can't deliver. For example, it is not appropriate to ask a question like "Would you prefer a younger or older Rector?"

This data gathering might also include an open parish meeting (or the open meeting may replace a written survey altogether) at which hopes/concerns are gathered. This data will be largely "impressionistic" and will need to be interpreted by the Search Committee but can be a useful tool in involving members of the congregation and allowing everyone an opportunity to be heard. Please do not just collate the answers and present that as your parish profile – the survey is simply meant to give insight as you develop your parish profile.

Possible Questions for a survey:

1. What do you, as a congregation, do best in ministry?
2. What have been major moments in the church?
3. What made you choose this church?
4. What is distinctive about this church that distinguishes it from other congregations?
5. What is the most pressing issue?
6. What are three strengths?
7. What are three things you would want to change?
8. What has changed in the last 5 years in the congregation?
9. Describe how you would like the congregation to look five years from now?
10. In what ways is the above description different from where you are today?
11. If people have left in the last few years, why did they leave?
12. What is the best thing that has happened in the last year?
13. Why do new people come? Why do they return?
14. Describe your Sunday worship.
15. Describe the ministries of the church.
16. How are people assimilated and disciplined?
17. How do you reach people outside of the church?

Forming the Parish Profile

The final product may well be a collection of materials that may include information in narrative form, photographs, graphs, video, information on a web site, and other important information collected from within the parish and the larger community. Here is the place to use creativity, color, and imagination to tell the story of your parish.



The parish profile should reflect the character of the congregation both in content and in format. For example: a four-color commercially printed brochure may be appropriate for one congregation and completely inappropriate for another. One congregation may offer a website as one of its resources to prospective clergy and another may not deem this at all useful. A brochure of some sort or another is most often produced as one way to help tell the congregation's story and is an invaluable enclosure in future communications with potential candidates.

Once the Parish Profile is finalized and approved by the Parish Council, it should be shared with the Bishop, Canon to the Ordinary, and Diocesan Administrator.

Rector Profile

The Rector Profile should give a clear description of the expectations for the new Rector. This would include any areas of expertise, experience, or gifting that you are looking for (for example, a congregation might want a rector who is an excellent expository preacher, or who can also speak Spanish, or who also has administrative skills). The goal is an objective and Spirit-guided series of expectations that are established before any candidates come into consideration. Once the Parish Profile is finalized and approved by the Parish Council, it should be shared with the Bishop, Canon to the Ordinary, and Diocesan Administrator.

Receiving Applications

An application needs to be developed and should include a personal resume, a list of personal references, and response questions put forward by the Search Committee. These questions should relate back to the Parish Profile itself since these were, by definition, areas of importance to the parish. The Committee may wish to limit the respondents' answer to each question to a specified length (see Appendix A for examples). The application should include links to a few sermons preached, or recordings of a few sermons preached.

The application should also have the Parish Profile and the first two articles of the Constitution of the Diocese of the Rocky Mountains (Appendix B – helpful for applicants who come from other dioceses). Other material as may be helpful to acquaint the respondents with the parish and community should also be included. This could include information from the Chamber of Commerce and other similar resources.

The Parish Council should have specified a cut-off date for receiving applications. In rare instances congregations may request that a candidate who has just come to their attention be placed in nomination or the Bishop may ask the Search Committee to reopen the nominations for additional names to be considered.

It is advisable that applications are reviewed as they come so that the screening process is not bogged down.

Screening Candidates

Initial Screening

Based on the applications, the Search Committee should narrow the list of candidates to no more than seven. The list should be communicated to the Parish Council. It should also be communicated to the Bishop, who will then contact the Bishop of other dioceses for an



evaluation of the candidate. On occasion, one or more of the names may be removed from the proposed list. (The Bishop, because of the sensitive nature of the information, may not be able to give an explanation when names are removed). In exceptional instances, the Bishop may ask that one or more candidates be reconsidered even if the Search Committee has subsequently eliminated them from the process.

Communication is key: as soon as an applicant is determined to not be a candidate, please email him, thanking him for his application, and letting him know that he is not one of the final candidates.

Reference Checks

The Search Committee will want to contact (usually by phone) references supplied by the remaining candidates. If references are approached in a friendly, non-threatening manner the information gleaned is generally invaluable. In checking references, attention should be given to information that seems ambiguous or incomplete and a follow up done, perhaps with persons suggested in the initial contact.

Telephone Interviews

Most Committees will want to take advantage of this inexpensive way of making contact with candidates. In order to conduct phone interviews, all you need is a telephone appointment with the candidate, a speaker phone, and a set of questions. Zoom, Skype or Google Hangouts can also work well. Generally, only one or two persons conduct the interview while the rest of the Committee listens in. If the Committee wishes to record the conversation (usually for the benefit of a missing member of the Committee), permission must be obtained from the candidate in advance. Interview questions can come from the Parish Profile, the candidate's application, or from the list of suggested questions in the "Face-to-face Interview" below.

Recorded Sermons

One or two recorded sermons from each candidate are usually sufficient. These may be listened to by the entire Committee at the same time or duplicated so that each member may listen to them at their own convenience. Parish websites often provide links to past sermons as well, and these should not be overlooked.

Site Visits

The question always arises about the use of site visits by members of the Search Committee to the congregation where the candidates are currently serving. Many Committees have found site visits helpful, and others have found them divisive. While cost may be a factor, it should not be the only motive in deciding whether or not to visit clergy in their own churches.

If visits are made, the Search Committee often divides up in order to accomplish this task. Candidates are usually contacted ahead of time for their advice and permission as to when to come and how best to take advantage of the visitation. A visitation report should be made for the Search Committee by the visitation team, the format of which should be decided ahead of time by the Search Committee.



Presenting Recommendations to the Parish Council

The Final List

On the basis of the information gathered through all of the screening tools and the accompanying impressions, the Search Committee then meets to decide which candidates they wish to recommend to the Parish Council for a visit and in-person interview. This list should be no more than three candidates.

The Search Committee meets with the Parish Council to give its recommendations. This recommendation is not simply giving a name but stating the reasons for the recommendation. The Search Committee should also be prepared to answer questions from the Parish Council.

Communication with the Bishop: If the Parish Council accepts the recommendations, the list should be communicated to the Bishop, who will then engage in the process of theological interviews, conversations with each candidate's current bishop, and potential wellness interviews.

Background Checks: The Diocese will request a background check for the candidate that the Parish Council calls (see "Issuing a Call", p. 11). The Bishop cannot approve the candidate or finalize a clergy transfer until we have a recent background check. The Parish Council may wish to order or request a recent (within in the past 2 years) background check from the candidate at this stage.

Ideally the above will be completed before you schedule face-to-face interviews (in case there is a reason a candidate is disqualified).

Communication with Other Candidates: The Search Committee will need to communicate with those no longer under consideration as soon as possible, with as much information as the Committee can share as to what factors brought them to this decision. (Open, honest, communication at this stage is very important to allow the candidates no longer under consideration to put that decision into perspective. While confidentiality is essential to the entire process, secrecy within the Committee and with the candidates almost always breeds undue and useless confusion, anxiety, and anger.)

The work of the Search Committee is completed, though the Parish Council may invite the Search Committee to participate in any of the remaining steps.

Interviewing Candidates and Parish Visits

Face-to-Face Interviews

The last phase of the process is in many ways the most fun and the most demanding. This involves a visit to the congregation by the candidate or candidates who constitute the final list. This phase will be both time-consuming and potentially costly but is also often considered the most rewarding.

From this point forward, the Parish Council takes the lead of this process. The Parish



Council may invite the Search Committee to participate in the interviews and discussion, or any other aspect of the visit. Prior to the visit of the candidate(s) and spouse(s), the Search Committee will need to supply the Parish Council with informational materials, including at least a copy of a resume and responses to the questions previously sent by each finalist.

The Parish Council should also, before the interviews begin, determine the financial package they can offer the candidate, using the DRM Customary on Compensation and Benefits.

At the full expense of the parish, the final candidate(s) and spouse(s) are invited to the parish for a face-to-face visit as outlined below.

This visit is an opportunity for the candidate to visit the community and spend time with the Parish Council. A schedule agreed to by the candidate and Parish Council will facilitate this. Candidates **should not** be invited to celebrate, preach, or participate in a congregational service or be part of congregation-wide gatherings. The Candidate should only meet with the Parish Council (and Search Committee if invited).

Here are a few things that might be included in the visit:

Social Time: Most often the Parish Council gather for a social time with the candidate and spouse. This usually includes a meal away from the church (a home or a private room at restaurant) and perhaps wine and cheese. This is intended to provide an informal time to get acquainted and is not a time to grill the candidate.

During this time, it is appropriate to ask questions of a more personal nature, such as:

1. What book (or books) has had a great influence on you and why?
2. What makes you laugh?
3. What is one thing you have learned about God since being ordained?
4. What is one thing you have learned about yourself since being ordained? How did you learn that?
5. What do you do for fun?
6. How do you engage with someone who is far from God?
7. When are you most likely to lose all track of time because you're so engaged in the activity?

Formal Interview: The Parish Council will conduct the interviews and may wish to include the Search Committee as active observers. The spouse is almost always invited to attend the interview. Below are some *possible* questions for the formal interview.

Leadership Questions

1. What about the Parish Profile do you resonate with? What concerns you?
2. How do you go about the process of building teams? How do you nurture and encourage the ministry teams, leaders, and volunteers under your care?
3. How have you seen your church engage the local community effectively?
4. Describe a time when a change you were implementing caused stress for your staff. How did you know? What did you do?
5. Tell about a time when you were confident enough to disagree with someone in a position of authority.



6. How do you measure your success and the success of your church?
7. Describe a time when you were overwhelmed at work. What did you do about it? What is most likely to make you feel overwhelmed?
8. If you were to take this position, how long could you see yourself in this role?
9. What elements of being a pastor come most naturally to you? What areas are you drawn to the most? The least? Where would you want others to “staff your weaknesses”?
10. Describe a time when you saw the Holy Spirit at work in a difficult situation in your ministry.
11. Describe a conflict you had with someone in a job setting and how you resolved it.
12. How would you address a member who disagrees on a point of Anglican doctrine?
13. What is your experience in leading and mentoring lay and ordained leaders?
14. What experience do you have in working on a team? What roles do you prefer to play when working with a team?

Character Questions

1. What is your most common reaction to stress?
2. Describe a time you failed at something and how you handled it.
3. What can you say about what is prompting you to consider making a change?
4. What has been a consistent area of personal development for you?
5. Can you think of a time when someone misinterpreted your words in a more negative way than you intended? How did you handle the situation?
6. Do you currently have a mentor? How has that relationship affected you?
7. What is most likely to make you angry?

Spiritual Life

1. Describe the spiritual disciplines/rhythms that mark your life.
2. Perhaps the most important thing a leader may do is to be tenaciously intentional in the care of one's soul. How do you care for your soul?
3. Describe a time when you doubted God's presence or struggled in your faith.
4. Which stream (Word, sacrament, Spirit) do you most and least identify with?
5. What, or who, was most influential to you as you studied for the priesthood?
6. What are your spiritual gifts?

Tour: A tour of the community and the parish is included for the candidate and spouse. This might include a tour of a range of different real estate in the area as well as schools, recreational facilities, libraries, cultural sites, etc.

Hospitality: It is usually best to provide a hotel room for the candidate and spouse rather than lodging in the home of a parishioner. This allows the clergy couple to discuss freely with one another their own feelings and observations about this possible move and new ministry. Please remember to allow the clergy and spouse (and sometimes other family members) sufficient time for rest during such a visit if the time spent in the parish is longer than a half day. Small gestures of hospitality are much appreciated and a sign of welcome. Examples might be flowers or a basket of fruit in the hotel room.

Processing the Interviews



The Parish Council should meet after each interview to share thoughts, impressions, things that were encouraging, and the things that brought concern. Notes should be made of each of these meetings.

Issuing a Call

The Parish Council decides whether to issue a call and if so, immediately contacts the Bishop for verbal approval before a call can be extended to the clergy person elected (Title 1, Canon 8, section 3). The Bishop should be aware of when the Parish Council is meeting so that he is, if possible, available for the phone call.

If the candidate is transferring from another diocese, a recent U.S. background check needs to be completed/obtained before the Bishop gives his approval and before a clergy transfer can be completed. If the Parish Council has already obtained a recent background check (within past 2 years) from the candidate, this will need to be shared with the Bishop, Canon to the Ordinary, and Diocesan Administrator.

The candidate elected should be given sufficient time (not generally exceeding a week) to accept or reject the call and should communicate that decision to the Parish Council. No public announcement is to be made until an agreement is reached in principle and until the timing of the announcement has the approval of the Bishop's office, the newly elected Senior Pastor, and the Parish Council.

Please be aware that the final candidates can, and sometimes do, turn down a call. The interview is also the candidate discerning if he feels called to the church.

Letter of Agreement

As soon as practical, the Parish Council will prepare a Letter of Agreement that describes the details of the relationship (see Appendix C for a sample). The DRM Customary on Compensation and Benefits will be a necessary reference in drawing up a letter of agreement. Please note: The call is neither officially extended nor accepted until the Letter of Agreement is acceptable to both the priest and the Parish Council and approved by the Bishop.

Transition Plan

Welcoming the New Rector

Moving Arrangements: Congregations are responsible for moving expenses and should make every effort to facilitate the moving and arrival of the new rector and family.

Family Inclusion: A special committee should be assigned to work especially with the spouse in getting established. Small groups might call on the spouse to invite her/the couple to various parish functions, and to help him/her get acquainted in the community.

The same would be true for the children. Children of the same ages should establish contact and begin to make them feel comfortable in their Sunday School environment, as well as



in their regular school environment.

Acclimation

The first 90 days of a transition can set the tone for success. It is important that the Parish Council works with the new rector to establish a wise and realistic timeline for getting to know the congregation and community.

Introductions: Leadership should walk through not just names but also history and known dynamics of the following groups.

- Clergy
- Staff
- Ministry Teams
- Small Groups
- Unofficial leaders of the church
- Those likely to struggle with the transition
- Community Members

Role Analysis and Review

The Rector and the Parish Council are expected to come together sometime between the 6th and 12th month of this new ministry and conduct an initial Mutual Ministry Review. This review might begin with the Parish Profile developed during the search process and the new Rector/Vicar's own Portfolio. What surprises have there been? What was missing from these profiles and what can be done about it now?

Appendix A

Possible Questions for Application

1. Describe a moment in your worshipping community's recent ministry that you recognized as one of success and fulfillment.
2. Describe your liturgical style and practice. If your community provides more than one type of worship service, please describe all.
3. How do you practice incorporating others into ministry?
4. As a worshipping community, how do you care for your spiritual, emotional, and physical well-being?
5. How do you engage in pastoral care for those beyond your worshipping community?
6. Describe your worshipping community's involvement in either the wider Church or geographical region?
7. Tell about a ministry that your worshipping community has initiated in the past five years. Who can be contacted about this?
8. How are you preparing yourselves for the Church of the future?
9. What is your practice of stewardship and how does it shape the life of your worshipping community?
10. What is your worshipping community's experience of conflict? And how have you addressed it?
11. What is your experience leading/addressing change in the church? When has it gone well? When has it gone poorly? And what did you learn?

Appendix B

Article I Fundamental Declarations of the Diocese

The Diocese being part of the one, holy, catholic and apostolic church of Jesus Christ, believes and confesses Jesus Christ as Lord. He is the Way, the Truth, and the Life: no one comes to the Father but by Him. This Diocese holds the essentials of evangelical Anglicanism handed down through the English reformation. We believe that the doctrine of the Church is grounded in the Holy Scriptures and in such teachings of the ancient Fathers and Councils of the Church as are agreeable to those Scriptures. As such, this Diocese affirms the Jerusalem Declaration that was adopted at the Global Anglican Future Conference in Jerusalem, June 2008 (Appendix 1). In particular, this Diocese confesses and upholds:

- (a) The Holy Scriptures of the Old and New Testaments to be God's Word written, containing all that is necessary for salvation;
- (b) The orthodox Christian creeds, namely the Apostles' Creed, the Nicene Creed and the Athanasian Creed together with the Chalcedonian Definition;
- (c) The Thirty-nine Articles as containing foundational doctrine of the Church agreeing with God's Word and as authoritative for Anglicans today;
- (d) Anglican sacramental and liturgical heritage as an expression of the gospel, and the 1662 Book of Common Prayer as a true and authoritative standard of worship and prayer, to be translated and locally adapted for each culture.

The Diocese likewise conforms to the Fundamental Declarations of the Province as set forth in Article I of the Provincial Constitution. The Diocese acknowledges the authority and powers of the Province as set forth in the Provincial Constitution and Canons and adopts this Constitution to be in conformance therewith. In an event of a conflict between the Constitution and/or Canons of the Diocese and the Constitution and/or of the ACNA, the Constitution and Canons of the ACNA shall govern this diocese. Consistent with the principle of subsidiarity, all powers not granted to the Province are reserved to the Diocese. In turn, the Diocese exists to serve and coordinate the work of its Churches and Missions, so whatever the Diocese may wisely leave to the local congregation will be left to the local congregation.

Article II Mission Values

The mission of the Diocese is that of the Church, to fulfill the Great Commandment and the Great Commission. We affirm that local Churches and Missions, acting within and with the support of the diocese, are the fundamental agencies of the mission of the Church. A principal work of the Diocese is to encourage and strengthen existing



congregations and to assist them in planting new congregations, which may become self-sustaining member churches of the Diocese.

With roots in Rwanda and our context in North America, we affirm the following values that blend these two realities together:

1. **Consecrated Lives:** We will submit to our Lord Jesus Christ in the power of the Holy Spirit, striving to grow in his love and holiness as a people rooted in God's Word, enflamed by prayer, united in common worship, and passionate for effective mission.
2. **Low Overhead:** We will share and steward our resources with a passionate concern for the planting of churches, without sacrificing the vital need of pastoral care and support for our existing churches.
3. **Leadership Development:** We will work together to discern and develop practical means for finding, forming, and funding leaders capable of planting healthy Anglican churches in the West.
4. **Collaborative Mission:** We will develop meaningful ways to connect and unite churches, even across large distances, so as to promote mutual learning, cooperative ministry, and effective leadership throughout the Diocese.
5. **Delegated Authority:** We will strive to recognize leaders and delegate authority throughout the Diocese so as to facilitate local pastoral care, leadership initiative, and church planting.
6. **Movement above Structure:** We will prioritize bold and creative kingdom initiatives, refusing to allow structure to burden or hinder mission, while upholding the importance of godly order for the health of Christ's body.
7. **Strategic Thinking:** We will carefully consider the difference between where we are and where we believe God wants us to be, discern the necessary steps to close the gap, put those steps in their proper order, and then methodically begin to take them.
8. **Global Relationships:** We will exercise fellowship and cooperation in Gospel ministry with the Global Church. We will explore how our respective assets and gifting can support the work of gospel mission in the Anglican Church in the Global South, and we commit to hold in common the proclamation of the faith of Jesus Christ, the fellowship of the Holy Spirit, and the glory due to God the Father.

Appendix C

This is a sample letter of agreement – it gives you an idea of what could be in a letter of agreement.

Letter of Agreement between [Church name] & The Reverend [Clergy name]

Introduction

The Reverend [Clergy name] has been called to [Church name] as Rector. The effective date of employment is [Date] This agreement shall continue until dissolved by mutual consent of all parties or by arbitration and decision as provided by the relevant canons of the Diocese.

Responsibilities of Rector (*From the Canons of the Anglican Diocese of the Rocky Mountains*)

The Rector of a church is an Anglican presbyter elected and called by the Parish Council of that church, with approval from their Bishop. The Rector is the spiritual leader and authority within the local congregation, under the authority of the Lord Jesus Christ through the Bishop of the Diocese. He is the presiding leader of the Parish Council. The Rector represents the Bishop and the Diocese to the Congregation and is accountable to the Bishop of the Diocese for his ministry in the local congregation.

The duties of the Rector include:

- exercising pastoral ministry in accordance with The Book of Common Prayer (1662) and the Ordinal; upholding the Gospel; proclaiming the Faith delivered once for all to the apostles and 15 prophets; and teaching, rebuking, and correcting the local family of the faithful to whom he is assigned;
- presiding at all meetings of the Parish Council, except on rare occasions when circumstances warrant that the Rector designate another member of the Parish Council to preside;
- final authority in the administration of all matters pertaining to the public worship, Christian Education, mission and ministry within the church, subject to the godly counsel of their Bishop;
- appoint, employ, terminate, and have authority over all ministers of the church and staff (lay or ordained) assigned to his office, by whatever name they may be designated, with the provision that no clergy may be called or dismissed from a congregation without consulting the Bishop;
- keep a register of all baptisms, confirmations, marriages, and burials solemnized by him or another minister in his church and a list of the active members of the church.

Expectations

The Rector will provide specific leadership in helping [Church name] in proclaiming the Gospel, serving the marginalized, and being excellent stewards of our gifts from God. Particularly around the following goals:



[Here are described any specific goals pertaining to the above responsibilities that need special mention as to the priest's leadership role in this particular congregation.]

Responsibilities of the Church

The people of [Church name] will work with the Rector in carrying out the Church's vision and mission, offering their gifts and resources.

[Church name] will

- provide a base salary (including housing) of _____, payable _____.
- provide life insurance, and short and long term disability coverage.
- provide health insurance coverage for the reactor [and family].
- contribute XX% of the base salary to a 403b pension fund.
- Provide for 4 weeks of vacation time per year, which will include four Sundays
- Provide for at least one day (continuous twenty-four hour period) off each week reserved for personal and family use.
- Provide 2 weeks of continuing education time each year (Continuing Education time should be focused on vocational or spiritual development, workshops, courses or intentional study in areas that undergird present or future ministry and develop or strengthen content, talents or skills).
- Provide for all travel and lodging to Diocesan Synod for the rector [and his spouse]
- reimburse travel expenses at the current IRS standard rate. The rector will submit travel claims on a monthly basis.
- reimburse other expenses related to his ministry with the submission of appropriate receipts. [You may add a budget amount for this]
- will pay all moving expenses. The Rector is required to obtain three estimates for these expenses and present them to the Parish Council for approval ahead of time.
- Will reimburse 75% of any counseling session (receipt needs to be submitted) up to \$XX per year.
- Provide for a sabbatical, as outlined in the DRM Customary on Sabbath and Sabbatical – eligible after 6 years of serving as the rector.

Other Agreements

The Rector shall not charge fees for performing any rites of the Church (e.g. baptisms, marriages, funerals) for members of [Church Name]. He may, however, receive income from other sources such as honoraria for professional services performed on personal time for persons or groups unrelated to the parish, or for sermons, books, or articles published outside the parish.

The Rector and the Parish Council will establish a regular and ongoing time of mutual reflection and review of their work and ministry together.

In the event of the Rector's death, [Church Name] agrees to continue to pay the cash salary and appropriate insurance benefits to the surviving dependents, if any, for a period of *at least* one month for each year of service.



Rector signature and date

Senior Warden signature and date

Bishop signature and date



Appendix D

Checklist for DRM Rector Search Process

For online version, see link and make a copy (save) to use:

<https://docs.google.com/spreadsheets/d/1cPnUMH3IjtatmH7cHvcbzwh1Myseh01dCvdtJ21SO3A/edit?usp=sharing>

SEARCH PROCESS DESIGN (p. 1)	Completed/ Dates	Notes
Set date for formation of Search Committee (p. 1, 3)		
Parish Council set clear expectations of Search Committee (p. 1-4)		
Budget - Parish Council set Budget for search process (p. 2)		
Communication Plan - Parish Council to determine who will respond to emails, phone calls, questions from congregation & how to respond (p. 2)		
Setting the Timeline (p. 2)		
Set date for Parish Profile to be completed		
Set date for Rector Profile to be completed		
Set dates for receiving applications		
Set date for search committee work to be finished		
Set date for decision		
FORMATION OF SEARCH COMMITTEE (p. 2-4)	Completed	Notes
Characteristics and Guidelines (p. 3)		
Select Chair and Form Sub-Committees (p. 3)		
Resolve Key Questions (p. 3)		
SEARCH COMMITTEE WORK	Completed	Notes
Create Parish Profile (p. 4-6)		
<i>Who are we?</i>		
<i>What's our community like?</i>		
<i>What are we looking for in a Rector?</i>		
Parish Survey (optional, p. 5)		
Parish Profile approved by Parish Council		
Send to Bishop, Canon to the Ordinary, and Diocesan Admin		



Create Rector Profile (p. 6)		
Description of expectations of new Rector, specific things church is looking for		
Rector Profile approved by Parish Council		
Send to Bishop, Canon to the Ordinary, and Diocesan Admin		
Develop Application (p. 6)		
Determine cut-off date for receiving applications		
Application should include (from applicants)		
-Resume		
-List of personal references		
-Response questions created by Search Committee, see also Appendix A		
-Recordings of sermons		
To include (when sending application to applicants)		
-Parish Profile		
-First 2 articles of DRM Constitution (p. 6, Appendix B)		
-Other helpful information for applicant		
Screening and Interviewing Candidates (p. 7)		
<u>Initial Screening (p. 7)</u>		
Narrow list to no more than 7 applicants		
Communicate list to Parish Council		
Communicate list to Bishop		
Bishop will contact other diocesan Bishops		
Communicate with applicants that are not selected to proceed (p. 7)		
<u>Receive, review, and respond to Applications (p. 7-8)</u>		
Reference Checks		
Telephone/Video Interviews		
Review Sermons per candidate		
Site Visits (optional; determine report expectations prior)		
Final List - no more than 3 candidates (p. 8)		



Present Recommendations to the Parish Council (p. 8)		
Present Final List of 2-3 candidates that are recommended for parish visit and in-person interview		
Communicate with candidates no longer under consideration		
Share list with the Bishop. The Bishop will engage in theological interviews, potential wellness interviews, conversations with other Bishops		
Background Checks - Optional at this stage, but required for the Bishop's approval and for a clergy transfer for selected candidate (see Issuing a Call)		
<i>Search Committee work is now complete</i>		
Parish Visits / Face-to-Face Interviews (p. 9-11)		
Communicate Final List to Bishop		
Determine Financial Package to offer candidates using DRM Customary on Compensation and Benefits		
To include in visit		
<i>-Social Time</i>		
<i>-Formal Interview</i>		
<i>-Tour of Community and parish</i>		
<i>-Hospitality</i>		
Process Interviews: meeting after each and record thoughts, impressions, and notes from this meeting		
ISSUING A CALL (p. 11)	Completed	Notes
Background Check sent to Bishop, Canon to the Ordinary, Diocesan Admin		
Verbal Approval from Bishop		
Announce Decision (only after background check completed)		
Letter of Agreement (p. 12 and Appendix C)		
TRANSITION PLAN (p. 12)	Completed	Notes
Welcoming		
Acclimating / Introductions		
Role Analysis and Review		