

INCUMBENT AND PARISH STAFF

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Introduction

A good place to begin when trying to understand your role as supervisor is in the person of Jesus Christ. He drew together individuals of mixed, even dubious capabilities; inspired, motivated and empowered them to offer their best to God; then delegated, that is, sent them out to offer their many gifts. (Matthew 10:1-10)

Regardless of your staff's religious background, level of responsibility or competence, their work with you will figure prominently in their sense of meaning and of personal call.

It is important therefore to create a work environment which affirms the dignity and worth of each individual, where the theological concepts of redemption and grace are lived out, where justice and compassion are practiced and where the needs of the individual are balanced with the stewardship needs of the parish. This means that:

- a person's value is not determined by position but by being a child of God; therefore respect is integral.
- information is shared, meetings are open and inclusive, expectations are clearly stated and boundaries of job descriptions are honoured.
- employees feel valued and are recognized publicly.
- in a spirit of reflective openness, staff are accountable for both good and poor performance.
- there is opportunity for growth, development and change.

This challenging ministry requires skills development and training, for few are innately gifted as a supervisor. Just as with pastoral care and preaching – practice, reading, reflection and sharing ideas will help you more effectively fulfill what God is calling you to be. The Human Resources Committee of the Diocese hopes you find this material useful as you undertake the role of supervisor.

The Role

Clergy as Supervisors

When you visualized yourself in parish ministry you probably imagined making pastoral visits, preaching at the Sunday liturgy, participating in committee events, but you probably never saw yourself as a business supervisor of staff! It is a challenging role shift for clergy to move from pastoral caregiver to workplace supervisor of paid parish employees. The important first step is to recognize the need for this shift. You may be required to develop new skills for supervision, dedicate a significant amount of your time to the task, and be attentive to legal and human resources responsibilities involved.

You, the Churchwardens and Lay Employees

The two churchwardens and the incumbent are to act jointly in matters concerning the parish in most respects *except* when hiring parish lay employees¹. The responsibility for ensuring the parish has adequate and appropriate lay staffing rests primarily with the churchwardens². They are the hiring and firing authority of the parishes. They should ensure a job description is created before hiring, that the hiring process is fair and open and that there is a suitable work space for the new employee.

Although the churchwardens are responsible for hiring lay staff, they must act in consultation with the incumbent. To do otherwise would be imprudent and potentially damaging to the life of the parish.

Once lay staff have been hired, it is the incumbent's role to supervise and oversee them on a day-to-day basis³. As the supervisor, the incumbent gives direction, provides feedback, ensures job duties are accomplished, mediates conflict and manages performance.

What about Other Clergy?

The churchwardens are responsible for staffing only with regard to the lay employees of the parish. When it comes to assisting clergy such as curates, associates or honorary assistants, staffing responsibility lies with the Bishop. The incumbent, however, has the same responsibility to supervise these clergy while they serve in the parish.

Pastoral Care and the Supervisory Relationship

¹ Canon 9 – Incumbent – The Incumbent and the Churchwardens shall act jointly in matters concerning the use of the church buildings and grounds and neither shall act without the approval of the other. Section 6.

² Canon 15 - Churchwardens - The Churchwardens in consultation with the Incumbent are empowered to appoint the Treasurer, the Sexton, the Organist, the Vestry Clerk, and other subordinate lay officers of the Church. Section 3 (4).

³ Canon 9 - Incumbent - The Incumbent shall be primarily responsible for the work of religious education in the parish ... and the superintendent of the Sunday School, and all other officers shall act under the Incumbent's direction. Section 10.

In any employment relationship people must care for one another. Our work and ministry is a significant part of who we are and so concern for feelings, personal growth and achievement are essential. However, care of the individual employee has to be balanced with the parish's need to have the work done. In other words, a good supervisory decision must benefit both the employee and the parish. If either party is compromised, the supervisory decision should be reviewed. It is important for clergy to recognize that in a pastoral relationship pastoral care is the priority; in a supervisory relationship good stewardship of resources comes first.

Parishioners and the diocese have vested the incumbent and churchwardens with the responsibility of ensuring particular tasks are accomplished. This responsibility must be taken seriously and balanced with individual needs.

Supervision Takes Time

One of the surprising discoveries for clergy is the amount of time required to supervise parish employees. If you have more than three staff (organist, secretary, janitor) you will probably have to meet with them on a regular basis to share information, coordinate efforts, deal with conflict and direct initiatives. While this takes time and emotional energy on your part, it can be regarded as an essential part of your ministry. If the necessary time is not taken to nurture and direct the work of lay staff, the parish will feel the negative effects of staff disruption; conversely, the parish will benefit greatly from the efforts of committed and hard-working lay staff.

When an Employee is a Parishioner

There are obvious advantages to hiring parishioners since they probably know most of the congregation and easily understand the functioning of the church. The potential downside is also obvious when the work relationship breaks down or changes, due to incompetence, personal conflict or reorganization of duties. Terminating a parishioner can have a devastating effect on the parish causing hostility and possibly schism within the congregation.

To safeguard the interests of the parish as well as the individual, and with an eye to the Human Rights Code, strive to choose the most qualified and gifted person for the position and manage the relationship through effective supervision practices.

If a parishioner is hired as a lay employee, the first thing to recognize is that the pastoral relationship with the parishioner will change. Be aware of this change and discuss it openly with the individual.

Three Key Tools of Supervision

1. Make sure your employee has a specific and clear job description. This serves two purposes: it helps staff understand what is expected of them and establishes the boundaries between positions. Supervision is a form of delegation and so it is important to learn to respect other people's gifts, allow them to develop, and relinquish some control. A common complaint from parish employees is that the clergy assume they can do the job better and interfere in the employee's work.

2. Meet regularly. Set a weekly or monthly meeting date and adhere to it. Nothing short of a major disaster should interfere with a scheduled staff meeting. Parish ministry will be stronger with committed and motivated employees. Employees should be encouraged to speak with the incumbent at any time but this should not be the normal way of sharing information: such ad hoc meetings tend to be reactionary and crisis-driven.

3. Constantly provide feedback. Clergy will often overlook minor difficulties and indiscretions in an effort to maintain good relations with the employee and because they feel awkward offering criticism. No employee is perfect and no work relationship is perfect and so it is vital to share observations and concerns on an ongoing basis. This is especially important at the beginning of the work arrangement when the employee will be learning new duties and will require clarification of the incumbent's expectations. (Please also see section on Feedback).

Assume every employee is an individual with different needs, motivations and capabilities. What works for one person may not work for another. Observe and monitor work behaviour so that you can bring out and enhance the employee's strengths and gifts.

Feedback

Feedback is information flowing between people: it is about past behaviour, delivered in the present, and intended to influence future behaviour.

Here are some hints on providing effective feedback.

Feedback should be guided by two over-riding principles:

1. respect for the individual as a child of God, and
2. a common desire to strive for the best we can be for the church/diocese/God.

Characteristics of good feedback:

Good feedback is Specific

Be specific and clear about the behaviour which led to the feedback. Avoid vague words like “timely”, “reasonable”, “approximately”, “desirable”...

Good feedback is not Judgmental

Do not make declaratives especially when having to make negative statements. “You are perceived as not managing your time well when...” is better than “You are lazy.” Use feelings, thoughts and perceptions to state how the employee’s behaviour prevented good performance. For example, “I feel some frustration and concern when you are persistently late for meetings because your input is valuable and yet the rest of the group has to wait for you.”

Good feedback is Constructive

Outline what happened (e.g. a problem or error), why it shouldn’t happen and then offer an alternative solution (e.g. solve the problem, suggest better work habits). The recipient may be more open to constructive suggestions if positive aspects of the work or behaviour are recognized and a helpful approach is offered.

Good feedback is Honest

Do not avoid issues that must be faced. State clearly and accurately what you or the assessors perceive. Stay with the subject. Be encouraging, include the positives. Show respect for the other’s feelings.

Good feedback is Relevant and Credible

Do not be too negative. Beware of the single-event evaluation. Look instead for patterns of behavior which recur over time. Focus on relevant behaviours that impede effective performance. For example, it may be irritating when the bookkeeper wears a tracksuit but if she/he does not have contact with the public and always produces splendid financial statements dress may not be an

appropriate criterion for performance. Also, deal with behaviour which the receiver can do something about. Be solution-oriented.

Good feedback is Prompt

Give positive and negative feedback immediately and address issues as soon as possible. Do not wait for the periodic (annual) performance appraisal.

Good feedback is clear

Check to make sure the employee understands what you are trying to get across. Have him/her articulate the issues.

A Helpful Point

The Centre For Creative Leadership in Greensboro, NC, has identified two possible causes of job performance problems. The first cause we all know about – not having enough skills or experience in a particular area. The second cause of performance problems is less obvious. It is termed “overdoing a strength” and, as the description implies, it means relying on or exercising a particular talent to the extent that it actually interferes with performance.

In a work relationship silence is not golden. Never assume your staff are confident they are doing a good job or know what you expect. What may seem obvious to you can be obscure or unknown to others who don't have access to the same information. No feedback can be just as damaging as constant negative feedback. Focus on the positive skills and abilities and let it be known how much you appreciate them.

Performance Evaluation Meeting

The annual performance review is a formal process used to:

1. discuss the job performance, career objectives and ministry development of the employee,
2. review goals and accomplishments,
3. set goals and objectives for the coming year, and
4. identify training needs.

The Meeting

Preparation

1. At least two weeks before the performance evaluation meeting, meet with the employee to obtain a list of assessors and to set a time and place for the review.
2. Send letters and questionnaires to the assessors and the employee questionnaire to the employee.
3. Review last year's evaluation material, especially the goals.
4. Do your own evaluation of the staff person before you review the assessors' material.
5. Plan your approach to the performance issues.
6. The supervisor and the employee should meet alone. In some circumstances it may be appropriate for a warden or volunteer to be present.
7. Find a meeting space which is comfortable, private and where you won't be disturbed.
8. Schedule for at least one hour.

Opening

1. Begin with employee self-assessment. Have the employee tell you about his/her accomplishments and concerns and the focus for next year.
2. Offer your comments. Reflect on what was said by the employee. Does he/she have a good perspective of the good and bad performance issues? Review together the achievement of last year's goals.
3. It is important that there be no surprises for the employee. If there have been difficulties with performance then these should have been raised earlier in the year. Difficulties should certainly be discussed but should not be introduced for the first time at this meeting.
4. Watch for common perceptual errors such as the halo, primacy and recency effect. The halo effect occurs when a supervisor overemphasizes one characteristic of an employee. The primacy effect is when supervisors stay with first impressions and do not see the individual in his/her complexity. The recency effect takes place when supervisors focus on a recent occurrence rather than on performance throughout the whole year.

Set Next Year's Performance Goals

The goals need to be attainable, relevant, measurable, specific and challenging. For example, a youth worker may set a goal for more youth involvement in the parish. Although this may seem challenging and easy to measure, it may not be attainable and is certainly not specific. A better goal might be for the youth worker to develop a program for increased youth participation in the Sunday liturgy through the server and reader positions within two years' time.

Once you have set the goals ask yourself these questions:

- How will I know when this goal is achieved? What would successful accomplishment of this goal look like?
- Will the attainment of this goal further the work of the diocese/parish?
- Does this person have control over getting this goal accomplished or are there circumstances beyond his or her control which may serve as a barrier?
- What do I need to do to help this person accomplish this goal? What are my responsibilities?

Develop an Action Plan

1. Omitting this step can render the performance review ineffective: the employee will return to his or her busy life and may forget to make the changes. Decide together how the goals will be attained.
2. Few goals will require formal training. Most learning occurs from observing a mentor, through trial and error and with reflection. For example, if a goal is to have a human resources manual for the parish presented to Advisory Board by September, then there may be the need for a workshop on policy-writing and change- management (training). There may also be a need to discuss the issues with key people (mentoring and consultation), develop and implement the policies (trial and error) and then build in an evaluation for the process (reflection).
3. Make sure the action plan is specific, clear, attainable and has a time-line.
4. Meet frequently to check the progress of the goals.

Document

It is important to put in writing what you discussed in the performance evaluation meeting. The material will help the employee implement the action plan. Employees may also use this material when seeking other job opportunities since it gives an objective picture of his or her skills and abilities. The Diocese and the parish have an obligation to keep accurate performance records in a secure, confidential personnel file.

Difficulties

*O Lord, help me to open a path for your Word,
Give me an appreciation of the splendor of your created diversity,
Eyes to see with your compassion and understanding,
And courage of Jesus to discern and speak the truth,
That your will be done and your church may flourish.
Amen*

One of the most stressful situations for a supervisor is addressing inappropriate or inadequate performance or behaviour by a staff member. Performance difficulties can range from subtle, hard-to-define incompetence to overt non-compliance. When you become aware of poor performance there are two common responses you must avoid:

- looking the other way and hope that it won't happen again,
- making a hasty judgment, condemning the person and assuming he/she can never change.

Don't make the mistake of assuming that helping someone to be responsible for his or her behaviour is somehow unchristian. Whatever the behaviour, it must be addressed in a spirit of redemption, grace, compassion and justice.

Minor Routine Issues

These are small matters that are neither malicious nor chronic, such as wasting paper, not meeting a deadline, arriving late for a staff meeting. Speak privately to the employee as soon as you can, the faster you provide feedback the more likely the behaviour will change. The reasons for the inappropriate behaviour can include unclear expectations, a perception that consequences will be minor, misunderstandings, obstacles beyond the employee's control, or temporary stress or frustration on the employee's part. *(Please also see section on Feedback).*

Moderate to Major Issues

Never confront when you are angry. Take time to gain perspective and get beyond the purely emotional level so that you can speak professionally and at the same time sensitively with the person. Strive to keep an open mind, collect more information if appropriate, and plan to meet with the employee within a few days.

Steps for Corrective Action

Meet with the employee

1. As a principle of Christian justice, the employee has the right to defend him/herself and be given the opportunity to learn and change behaviour. It is very important that you not let the overwhelming dislike of confrontation outweigh this principle of justice.

2. Present the situation as you have heard or experienced it and ask the employee for his/her comment. Again, keep an open mind and listen; there may be a logical explanation for the poor performance/behaviour and you may see things quite differently after you hear from the employee.
3. If issues still persist, explain what they are and how the poor performance negatively affects the ministry of the parish. Avoid allowing the issues to become personal. If, for example, an employee was overheard making false accusations against you, (or worse, someone you love) the issues are not your wounded feelings⁴ but the employee's responsibility to be loyal, to be an ambassador for the parish and to be trustworthy so that good relations within the staff team and throughout the parish can be maintained. The employee needs to be aware that as a member of this team he/she is required to work within the ministry objectives of the organization and that his/her behaviour has negative consequences.
4. Determine if there are barriers to good performance and what could be done to correct the situation. Training, mentoring or concentrating on better work habits may improve the behaviour. Together, develop a plan for how the employee could more appropriately respond next time a similar incident occurs.

Another incident!

1. The previous points apply, but now you should document the meeting in a letter for the employee's personnel file with a copy given to the employee. The document should state the circumstances of the incident, the employee's response, your explanation of why the behaviour is inappropriate and suggestions for how to behave in the future.
2. If the employee takes exception to the document, listen carefully to the reasoning and make appropriate modifications if necessary. It would be unwise to consider withdrawing the document from the personnel file. You can always discard it if, after a reasonable period (a couple of years), the inappropriate behaviour has not recurred or has been corrected.
3. It is optional to have the employee sign the letter. Explain that the signature does not necessarily confirm agreement with what is stated in the letter but that it simply indicates that the employee is aware of and has read the document.
4. If you determine at this point that the employee is incapable of or unwilling to perform at the level required by the parish, then you need to think of ways of helping the employee find alternative opportunities for their gifts. This may mean a change in the job function within the parish, career counselling or the services of an outplacement agency.

Yet another incident!

1. All the points above apply, except this time you and the churchwardens decide on corrective action.
2. Meet with the employee and warn him/her that another incident will meet with a certain action. This can vary from suspension without pay, docked hours for absenteeism or termination.
3. Be specific and be prepared to follow through with the action.
4. Make sure you document this meeting and put the warning in writing. Again, a copy must be placed in the personnel file and another given to the employee.

⁴ The supervisor's feelings are important. It is impossible not to have feelings of hurt and disappointment affect your staff relationship but it is more appropriate to deal with these feelings with someone you trust who is outside the work relationship. The wardens, clerical colleague or a human resources professional can be helpful in this respect.

Final incident leading to termination

1. Consult with the churchwardens, a human resources professional and a labour lawyer, to decide how you are going to handle this very difficult situation. You must plan very carefully for the sake of the employee and the parish. If you stop the process for fear of retribution or consequences, then you will have condoned the behaviour and you will probably have to tolerate its continuation for a long time to come. If you proceed with termination you must do so in a manner which maintains respect for the employee and minimalizes the damage within the parish.
2. It is important to keep in mind that this process attempts to give the employee the opportunity to take responsibility for his/her actions. Although you do not feel good about terminating an employment relationship (it would be inhuman to feel otherwise), the employee's performance/behaviour may give you no choice.

APPENDIX

Sample Job Performance Review Form

Employee's Name _____ Length of Time in Position _____

Position Title _____ Date of Last Review _____

Part 1 Overall Evaluation

A. Based on a review of the total performance of the employee (as detailed in Parts 2-5), an overall rating is provided as follows:

- Below Expected Level
- At Expected Level
- Above Expected Level

B. Employee Comments:

C. Signatures:

Employee _____

Date _____

Supervisor _____

Date _____

Note:

- Please read the instructions for rating at the beginning of Part 2.

Part 2 Evaluation of performance against skills dimensions

Rating key:

- A = ABOVE EXPECTED LEVEL:** performance that consistently exceeds job requirements.
- B = AT EXPECTED LEVEL:** performance which consistently meets job requirements.
(This rating will normally be used for high quality performance which meets and occasionally exceeds the requirements of the position.)
- C = BELOW EXPECTED LEVEL:** performance that does not meet the requirements of the position and needs improving. (This may be due to lack of experience in the position.)
- N = NO BASIS:** the evaluator is unable to appraise performance due to the nature of the job responsibilities and assignments.
-

RATING				COMMENTS
A	B	C	N	

KNOWLEDGE OF WORK

- a good knowledge of own job.
-
- a good understanding of the relation this position has to other positions in the work unit/organization.
-
- masters own routines quickly and keeps current on overall activities of work unit/organization.
-

QUALITY OF WORK

- performs work in accordance with policies, practices and procedures of organization.
-
- work is neat and accurate and results are dependable.
-

WORK PLANNING AND OUTPUT

- completes assigned work on time in accordance with the priorities and requirements of the unit.
-
- plans tasks and activities and makes effective use of time and resources available.
-

RATING				COMMENTS
A	B	C	N	

INITIATIVE

- requires minimal direction or supervision in the performance of duties on an ongoing basis.

- during slow periods, offers assistance to other staff or initiates work activities which contribute to the efficiency of the unit.

- demonstrates willingness and ability to accept and apply new methods and techniques to duties.

JUDGEMENT

- identifies problems that should be reported to a higher authority.

- decisions are made within the context of operating directions and policies.

COMMUNICATION AND INTERPERSONAL SKILLS

- handles business relationships in a professional manner.

- demonstrates willingness to assist others.

- conveys information accurately and concisely both orally and in writing.

Part 3 Appraiser's comments

Based on your perceptions and observations, comment on the following:

A. 1. Where does the employee spend most time and energy?

2. How satisfactory is this?

3. Is a change of emphasis required?

B. 1. What does the individual do well? (Give data, if possible.)

2. What does the individual not do well? (Give data, if possible.)

3. What are the future implications of the above for Continuing Education or career goals?

Part 4 Employee's comments

To be completed by the employee and given to the Supervisor prior to the job review.

Name: _____

What have you been doing since your last appraisal? (Indicate categories and time allotments – not in great detail.)

What have you enjoyed in your job/ministry? Where do you get your satisfaction?

What do you dislike or find frustrating?

What suggestions for action were made at your last appraisal?

What concrete things have you done about them?

How does the future look? (Job, personal development, education, career.)

Part 5

*This form is to be completed by individuals (selected by the employee and supervisor) with whom the employee has worked during the past year.
All replies are dealt with confidentially.*

Job review questionnaire for _____ Position _____

Name of Appraiser _____

1. Describe briefly the ways you have worked with the employee over the past year.

2. What do you consider the main function of the position to be?

3. Attached is a copy of the job description. Based on your experience, does the employee fulfill the responsibilities of the position? In what way? Be specific.

4. In general what does the individual do well? Give examples.

5. Which of the individual's attitudes or behaviours contribute to effective performance in the job? Give examples.

6. In general, what are the skills or attitudes which the individual could improve? Give examples.

7. What skills or knowledge would advance or enhance the individual's ministry? Are there areas this individual should consider when setting next year's goals for this position?

Please make any additional comments you wish on an attachment and return to: _____

Part 6

Date

«Honorific» «First» «Last»
«Address»
«City» «Province» «Postal Code»

Dear «Salutation»,

An important aspect of the job review process is the collection of data from the constituency we serve. In preparation for X's annual review we have agreed upon a list of people to be asked to complete the enclosed questionnaire. As one of those who has worked with X in this period, I ask you to complete the questionnaire and return it to me by X. I enclose a copy of X's job description for you to refer to.

The goal of the review is to give employees accurate, formal feedback about the effectiveness of their work and ministry. It is intended to foster personal and professional growth. Here is a list of assessment principles to guide you as you complete the questionnaire.

1. Your evaluation should be based on first-hand knowledge. Comment only on that which you have observed or directly experienced. If you do not have direct knowledge, leave the question blank.
2. Provide examples which support your comments. Intuitive, unsubstantiated feelings are difficult to work with in the evaluation process – focus on the behaviours which prompted the feelings and opinions you have.
3. Evaluate only that which is in the control of the individual. If the person has only partial responsibility for a job function, note that so it is taken into consideration.
4. Look at the long term. Reflect on patterns that you have seen over the year(s), rather than a one time event, good or bad.
5. Concentrate on work behaviours. Liking or disliking the individual has little to do with how effective they may be at work.
6. A common fault is to be either too lenient or too harsh. Focus on the behaviour and the work performance which is required.

Thank you for assisting us in this important task.

Yours faithfully

Name

Sample Contract

Organist and Choir Director

This is an employment agreement between
The Parish of (name)
and (name) that as of (date) , (name)
will be engaged as the Organist and Choir Director
for a period of (duration) ending (date) .

Objective of Work Contract

The Organist and Choir Director will ensure worship services are enhanced through the use of music (instrumental and choral) so that the congregation is encouraged to participate. All activities associated with this position must be achieved in a manner consistent with the Parish Mission Statement, Goals and Objectives. All diocesan and parish policies and practices must be known and adhered to particularly the Diocese of Toronto's Sexual Misconduct and Screening Policies.

Duties and Responsibilities

To achieve this objective the Organist and Choir Director is expected to:

- a. provide leadership in a ministry of music which is sensitivity to the Anglican tradition, goals and practices of the parish and the changes of liturgical seasons.
- b. maintain, attend, nurture, recruit for and direct a senior, junior and children's choir; one practice per choir each week for 10 months a year.
- c. in consultation with the Incumbent, select appropriate hymns and anthems for all Sunday and Holy Day services.
- d. provide music for occasional services which include mid-week services, weddings, funerals and ecumenical events held in the church (See below for fee scale).
- e. participate in the Worship Committee by attending and contributing to the discussions.
- f. be responsible for the parish music library and within the limits of the annual budget, purchase choir music, vestments and pay for supplemental musicians. Be responsible for submitting an annual budget to the churchwardens for approved by the vestry.
- g. be responsible for overseeing the congregational hymnals and other liturgical music resources, making recommendations for purchases and new music to the Worship Committee.
- h. attend weekly staff meetings.

Terms and Conditions

1. This part-time position is for a period of (length) commencing (date) and ending (date) subject to the rights of termination provided for later in this agreement. The parties may extend this Agreement in writing before (date) .
2. The (monthly (or annual) pay for this position is (amount) subject to all statutory deductions. There are (or are not) benefits with this position.
3. The Organist and Choir Director is to report to and meet regularly with the Incumbent or his/her designate. All musical selections and programs must be planned with the incumbent before presentation to the choir.

4. This position will require flexible working hours to accommodate planning the working with volunteers.
5. The Organist shall have a vacation of one month (four Sundays) with pay to be scheduled at the mutual convenience of the parties, but which can not be scheduled during festival seasons of the church.
6. In consultation with the Incumbent, the Organist shall arrange for substitute replacements when needed. The parish will be responsible for the payment of the substitute organist.
7. The parish will pay the yearly fee for the Organist to belong to the Royal Canadian College of Organists.
8. The Organist and Choir Director may give private music instruction on the church premises with the use of church instruments provided it does not interfere with normal church activities.
9. This position will be subject to an initial probation period of three months whereupon there will be an evaluation of the appointment.
10. The Organist has the first option to play at weddings and funerals. He/she will receive an honorarium, (amount) subject to statutory deductions, in accordance with the fee schedule of the Royal Canadian College of Organists which are to be paid by the bride and groom. There may be additional fees required for the rehearsal of soloists.
11. The Organist will maintain a written daily log of hours worked and submit such a log for review to the Incumbent, his/her designate, on a monthly basis.

Termination

The Parish may terminate this Agreement for any reason, and without cause, by providing appropriate notice and severance. The Organist may terminate this agreement by providing one month's written notice. This Agreement may be terminated at any time without notice, for cause.

Ethics and Confidentiality

Work on this project will be conducted in accordance with all applicable laws and diocesan and parish policies particularly the Diocese of Toronto's Sexual Misconduct and Screening Policies. Failure to comply with these laws and policies, including the duty to act honestly, will constitute cause for termination.

Conclusion

In witness whereof the parties hereto have executed this Agreement as of the date first above written.

Date

Churchwardens

Churchwardens

Organist/ Choir Director

Incumbent

Sample Contract

Secretary

This is an employment agreement between
The Parish of (name)
and (name) that as of (date) , (name)
will be engaged as the Secretary
for a period of (duration) ending (date) .

Objective of Work Contract

The Secretary will ensure the efficient administration of the parish office, assisting the incumbent and wardens and other clergy and staff in parish administration and be responsible for the accurate accounting and reception of parish income and expenditures. All diocesan and parish policies and practices must be known and adhered to particularly the Diocese of Toronto's Sexual Misconduct and Screening Policies.

Duties and Responsibilities

To achieve this objective the Secretary is expected to:

Administrative

- a. be pleasant and pastorally sensitive for all who enter the parish office or seek ministry over the telephone. The intermittent nature of visitors and inquiries will require the Secretary be interrupted during administrative tasks in order to greet and assist people.
- b. set and clear the answering machine and fax messages.
- c. assist the clergy and other staff with typing, photocopying, mailing and other administrative needs such as appointments, filing, letters.
- d. handle all incoming mail.
- e. open and respond to mail as necessary.
- f. print and prepare letters and envelopes for parish mailings.
- g. maintain adequate inventory of regular and seasonal office supplies.
- h. assist parish groups in ordering and receiving materials.
- i. assist in the collection and typing of reports for the annual report.
- j. be responsible for the office budget which has been approved by the Vestry for all necessary office administrative expenses.
- k. inform the sexton of all events and parish activities.
- l. attend all weekly staff meetings.
- m. maintain a neat and welcoming parish office.
- n. type and reproduce the weekly Sunday worship bulletin and all special worship services as requested
- o. periodically train volunteers in the use of appropriate office equipment and procedures

- p. maintain an up to date parish list, calendar and service schedule.
- q. keep an accurate database and desk file of attendees
- r. print and distribute the membership list for distribution.
- s. assist parish volunteers with the creation and reproduction of the monthly calendar and newsletter
- t. post bulletin board materials and keep the board neat and up to date.
- u. maintain a record of the allocation of all parish facilities under the direction of the wardens.
- v. fill in wedding, funeral, confirmation and baptism registers and certificates.
- w. reproduce and mail certificates and other documents as needed.
- x. attend weekly staff meetings.
- y. perform other duties as assigned.

Financial

- a) manually calculate salaries and write pay cheques for non-clerical staff.
- b) calculate and submit salary withholdings and statutory deductions.
- c) produce yearend T4 forms and T4 Summary.
- d) write cheques for signature by churchwardens for monthly expenses.
- e) enter cheques in manual and computer records monthly.
- f) perform monthly bank reconciliation and produce month-end statements for the treasurer.
- g) back-up computer files onto disk for archival storage.
- h) perform year-end related bookkeeping functions including completing the parochial return.
- i) send invoices and receive rent and expense cheques related to the rectory.
- j) record all Sunday offerings and other gifts each week.
- k) input autodebit offerings and fax information to the bank monthly.
- l) keep autodebit file updates.
- m) keep track of all funds and balance monthly.
- n) issue receipts for donations and memorials.

Terms and Conditions

1. This part (full) time position is for a period of (length) commencing (date) and ending (date) subject to the rights of termination provided for later in this agreement. The parties may extend this Agreement in writing before (date) .
2. The monthly (or annual) pay for this position is (amount) subject to all statutory deductions. There are (or are not) benefits with this position.
3. There will be a three month probationary period for this position.
4. The Secretary is to report to and meet regularly with the Incumbent or his/her designate.
5. The regular office hours for this position are from (state time) with one hour for lunch.
6. The Secretary shall have an annual vacation of (no less than two weeks) with pay to be scheduled at the mutual convenience of the parties, but which can not be scheduled during festival seasons of the church.
7. In consultation with the Incumbent, the Secretary may be absent for one additional day during the year for the purpose of professional development.
8. This position may require some flexible hours to accommodate the variety of work load and parish activities at particular times of the year.

Termination

The Parish may terminate this Agreement for any reason, and without cause, by providing appropriate notice and severance. The Secretary may terminate this agreement by providing one month's written notice. This Agreement may be terminated at any time without notice, for cause.

Ethics and Confidentiality

Work on this project will be conducted in accordance with all applicable laws and diocesan and parish policies particularly the Diocese of Toronto's Sexual Misconduct and Screening Policies. Failure to comply with these laws and policies, including the duty to act honestly, will constitute cause for termination.

Conclusion

In witness whereof the parties hereto have executed this Agreement as of the date first above written.

Date

Churchwardens

Churchwardens

Secretary

Incumbent

Sample Contract

Sexton

This is an employment agreement between
The Parish of (name)
and (name) that as of (date) , (name)
will be engaged as the Sexton
for a period of (duration) ending (date) .

Objective of Work Contract

The Sexton will maintain the cleanliness, appearance and security of the Church's buildings at (place) and the surrounding grounds to the highest possible standards. All activities must be consistent with the Parish Mission Statement , Goals and Objectives.

Duties and Responsibilities

To achieve this objective the Sexton is expected to:

- a. clean the entrances, washrooms, narthex, nave, sanctuary and parish hall in preparation for all worship services and parish events.
- b. clean all other rooms, offices, the kitchen and parish hall weekly. Vacuum carpets or wash floors and dust or wipe all other surfaces.
- c. clean indoor windows regularly (year round) and clean outer windows as needed during the summer months.
- d. water all plants regularly as required.
- e. regularly collect and separate for recycling all garbage and put out for the weekly pick-up.
- f. maintain all washrooms so that they are in a clean and sanitary condition
- g. cut and trim all lawns and oversee the maintenance of all gardens. Apply fertilizer and water as necessary.
- h. be present for all services of worship, unlocking the buildings at least 1/2 hour beforehand. Set the numbers on the hymn boards and turn on the sound system. Make an accurate count of all in attendance and provide this information to the sidesperson or clergy. Ring the Church bell to mark the beginning and end of worship services. Lock the buildings after all worshippers have departed. Perform other duties as requested by the wardens during the worship times.
- i. set up and put away tables and chairs for Church School and congregational meetings and fellowship gatherings.
- j. open the building before all weddings and funerals and after all worshippers have departed.
- k. assist funeral directors and sidespersons as needed at all funerals.
- l. perform minor repairs of all facilities and equipment as needed. Contact appropriate professional repair people where required in consultation with at least one warden and the incumbent.
- m. within the budget approved by vestry, select, purchase or order all necessary cleaning supplies, toilet supplies, light bulbs, gardening and grounds suppliers.
- n. check all walkways in the winter and remove snow or salt slippery areas. Arrange for driveway snow removal on consultation with the wardens.
- o. assist with the set up and clean up for seasonal parish events (e.g. Lenten lunches). These events are those activities approved by the incumbent and wardens

- p. when requested by the Incumbent or churchwardens, perform any necessary set up, clean up and other duties as assigned.

Terms and Conditions

1. This part-time position is for (length) commencing (date) and ending (date) subject to the rights of termination provided for later in this agreement. This agreement may be extended through a written offer made before (date) .
2. The monthly pay for this position is (amount) subject to all statutory deductions. There are (or are not) benefits with this position.
3. The Sexton reports to and meets regularly with the Incumbent or his/her designate. Any requests made of the Sexton by parishioners, or other people, being beyond the scope of this agreement must first be approved by the Incumbent, in consultation with the churchwardens.
4. This position will require flexible working hours to accommodate seasonal variations in duties and responsibilities and the priority of building use on the occasion of weddings, funerals or holy day worship services.
5. The Sexton shall have an annual vacation of (no less than 2 weeks) with pay which is to be scheduled at a mutually convenience time.
6. The Sexton will receive (amount) , subject to statutory deductions, for additional work associated with a wedding, funeral or building rental approved by the Incumbent and wardens.
7. This position will be subject to an initial probation period of three months whereupon there will be an evaluation of the appointment.
8. The Sexton will maintain a written daily log of hours worked and submit such a log for review to the Incumbent, his/her designate, on a weekly basis.

Termination

The Parish may terminate this Agreement for any reason, and without cause, by providing appropriate notice and severance. The Sexton may terminate this agreement by providing one month's written notice. This Agreement may be terminated at any time without notice, for cause.

Ethics and Confidentiality

Work on this project will be conducted in accordance with all applicable laws and diocesan and parish policies particularly the Diocese of Toronto's Sexual Misconduct and Screening Policies. Failure to comply with these laws and policies, including the duty to act honestly, will constitute cause for termination.

Conclusion

In witness whereof the parties hereto have executed this Agreement as of the date first above written.

Date

Churchwardens

Churchwardens

Sexton

Incumbent