



Diocese of Toronto
Anglican Church of Canada

**Guidance on
the Clerical Appointment Process
in the Anglican Diocese of Toronto**

Preface

The process of recommending and appointing a new incumbent is one of the most important processes in the life of the diocese, of a parish, and in the lives of clergy. This is a time of discernment, reflection, and prayer for all who are involved in the process. It offers an opportunity for renewed health and growth in the life of the Church.

This document provides an overview for all those involved in the process and it will identify where resources can be found. Canon 10 sets the canonical framework that we use. You can find Canon 10 in the appendix on page 19. The aim of this document is to aid those involved in understanding their roles and responsibilities and the roles and responsibilities of others when making recommendations. It was not written to be a step-by-step guide.

In addition to outlining the roles and responsibilities for Parish Selection Committee members, Clergy, and Area Bishops, the document contains a Parish Selection Committee guide, resources for prayer, and appendices, with checklists and other useful information and resources.

On page 7 you will find the general timeline for the selection process and its various phases. It is important to note that the sections are organized in the three phases indicated in the timeline.

Table of Contents

General Information	1
The Authority to Appoint Clergy	1
Prior to clerical vacancies	1
Changes initiated by a cleric	
Clergy In Motion	
Preparation of documents	
Changes initiated by a bishop	
Episcopal Discernment: How positions will be filled	
Canon 10 Options to Fill a Vacancy	
Roles and Responsibilities	4
Episcopal Responsibilities:	4
Discernment	
Who determines clergy remuneration?	
Appointment letter	
Announcements	
Clerical Responsibilities:	4
Preparation to conclude an appointment	
Parish (Churchwardens) Responsibilities:.....	5
Parish Financial Resources	
Moving Costs	
Vacation	
PSC support	
Timeline of the Selection Process	
Parish Selection Committee Guide.....	7
Introduction	
Is this selection process similar to hiring processes in other workplaces?	
Phase One:.....	7
Where do we begin?	
The role of the Parish Selection Committee	
The composition of the Parish Selection Committee	
What if a vacancy occurs on a PSC?	
What is the role of the PSC chairperson?	

Table of Contents

Phase Two	9
The first PSC meeting with the Area Bishop	
What is the role of the PSC facilitator?	
What is the role of the Fresh Start transition coach?	
How long will it take for the PSC to do its work?	
What is a parish profile and how does it get developed?	
What about the rectory?	
Clergy In Motion	
Phase Three	11
The Applicant List	
Interview Questions	
Interview	
Types of Interviews	
Visiting the Applicants' Churches	
The Discernment and Selection	
Offer of appointment	
Other applicants	
Confidentiality	
What can I say?	
PSC support	
Fresh Start	
What is Fresh Start?	
Where to Learn More about Fresh Start	
How Is Fresh Start Initiated?	
Prayer Resources for Parish Selection Committees.....	16
Parish Selection Committee Prayers	
Passages from Scripture for Reflection on Leadership	
One model for a group conversation about Scripture	
Other resources for prayer	18
Appendices	19
A: Canon 10	
B: Checklist for the Clerical Appointment Process of a New Incumbent	
C: Fresh Start	

General Information Regarding Clerical Appointments

The Authority to Appoint Clergy

Clerical appointments in the Anglican Diocese of Toronto are carried out pursuant to Canon 10. According to Canon 10, all clerical appointments within the Diocese are made by the Diocesan Bishop. You will find Canon 10 in the appendix of this document.

Having said that, the Diocesan Bishop has delegated to the Area Bishops the responsibility for appointing clergy to parishes in their area. The Area Bishop carries out all parts of the appointment process except for the service of institution which is conducted by the Diocesan Bishop. Please consult Canon 43, section 2 of the diocesan canons for further information.

Prior to clerical vacancies

Clerical moves can be initiated either by the cleric or the Area Bishop.

Changes initiated by a cleric

When a cleric believes that it is time to leave their current appointment for any reason, they must first contact their Area Bishop. With their Area Bishop, clergy will discuss future ministry opportunities.

If a cleric is considering a possible appointment outside the diocese they will speak to their Area Bishop prior to speaking with any member of a Parish Selection Committee ("PSC"). If a cleric is contacted by a member of a PSC either from within or outside the diocese, the cleric should direct the individual to their Area Bishop.

Any cleric not licensed by the Bishop of Toronto and who would like to be considered for a position within the diocese, must contact the Executive Assistant to the Bishop of Toronto as a first step. All requirements for the Responsible Ministry: Screening in Faith Policy of the diocese must be met prior to any offer of appointment.

Clergy In Motion

When a cleric sees a possible appointment of interest in the Clergy In Motion section of the diocesan website, the cleric may contact the Area Bishop to show their interest in this appointment. The cleric will not receive the parish profile nor will their name be included on a list until the process enters phase 2 of the PSC process. It is at the discretion of the Area Bishop if a cleric is presented for an interview.

Preparation of documents

It is the responsibility of clerics to prepare any documentation that may be required as they participate in the process.

Resources for resume writing can be found in the PSC section of the diocesan website. If you would like assistance writing your resume or preparing for an interview, external consultants are available. Contact information for consultants is available through the human resource department

of the diocese. Any related costs will be the responsibility of the cleric. To access funds from the continuing education plan visit the National Church please contact www.cep.anglican.ca or phone 416-960-2484.

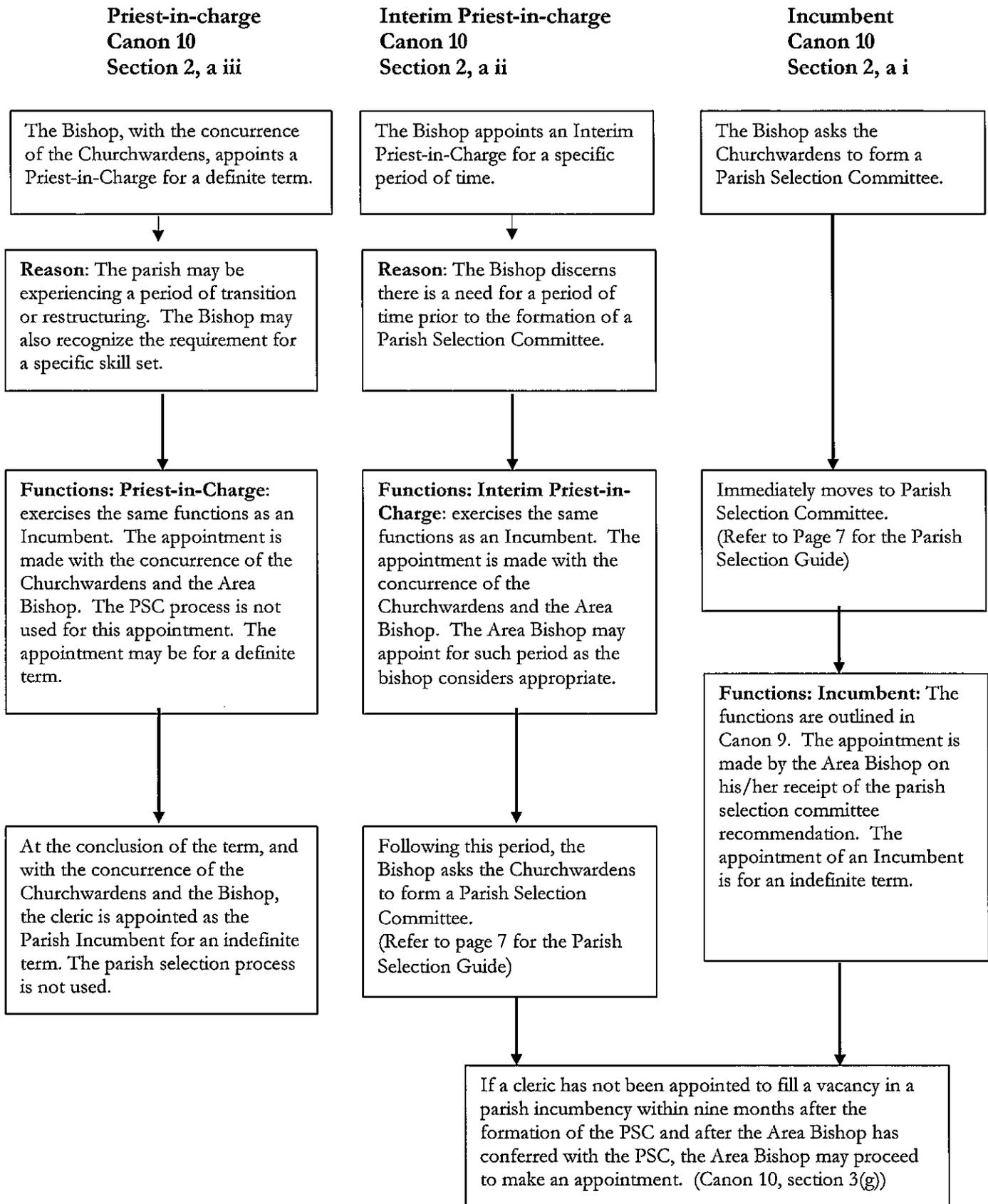
Changes initiated by a bishop

There may be occasions when the Area Bishop believes that it is important for a cleric to begin the search for a new appointment. The Area Bishop will speak with the cleric to explain the reasons for this decision and speak about possible ministry opportunities.

Episcopal Discernment: How positions will be filled.

The flow chart on the following page outlines the possible appointment options that are available to the Area Bishop for his / her discernment. Since each parish and each appointment is unique, so each appointment is unique. Canon 10 provides the flexibility of options.

Canon 10 Options to Fill a Vacancy



Roles and Responsibilities in Clerical Appointments

The following roles and responsibilities are used for all appointments.

1. Episcopal Responsibilities:

When the Area Bishop has become aware that there is a vacancy in a parish, he/she makes the decision whether or when the vacancy should be filled. Not all vacancies are filled immediately. Not all vacancies are filled through the parish selection process. The Area Bishop has the authority to appoint a Priest-In-Charge for a fixed period of time prior to deciding to start a parish selection process.

The Area Bishop may appoint an interim Priest-In-Charge for such a period as he/she considers appropriate. Please review the flow chart below (P. 3) for options for discernment as outlined in Canon 10.

Discernment

It is the responsibility of the Area Bishop to discern how a parish vacancy will be filled. This will be completed in concurrence with the Churchwardens.

Who determines clergy remuneration?

When a cleric is appointed, the Area Bishop, in consultation with the cleric and Churchwardens, determines the remuneration package including travel reimbursement. Going forward, the Churchwardens should meet annually with the parish clergy to determine changes to their levels of remuneration.

Appointment letter

The Area Bishop's office prepares the appointment letter. Appointment letters are prepared for all clerical appointments.

Announcements

After consultation with the cleric and the Churchwardens of the parish to which the cleric is being appointed, the Area Bishop will determine the time and date of the announcement of the appointment, both in the parish where the cleric is currently serving and that to which he/she is being appointed. As a matter of courtesy, some time prior to the public announcements the cleric should inform the Churchwardens of his/her present parish of the forthcoming appointment.

2. Clerical Responsibilities:

Preparation to conclude an appointment

For the interim Priest-In-Charge or the incoming Incumbent the following should be left with the Churchwardens by the outgoing cleric.

- A current membership list and the most recent pictorial directory if one exists.
- A current Advisory Board or Parish Council membership list with notation of each individual position in the parish and the reason for being on the board or council.

- Financial statements for the past year.
- The annual budget.
- A list of parish ministries and active committees including contact persons and phone numbers.
- Up-to-date files on all volunteers within the parish (these files should include up-to-date Responsible Ministry: Screening in Faith documentation).
- The most recent copies of the parish newsletter.
- The most recent incumbent's and church warden's parochial returns.
- A list of all passwords and combinations required within the parish.
- All keys.
- An account of any discretionary funds available – location and how to access them.
- A list of shut-ins including a brief description of their needs and their history in the parish.

3. Parish (Churchwardens) Responsibilities:

Parish Financial Resources

Prior to the Area Bishop appointing a cleric to a parish, the Churchwardens shall provide the Bishop with satisfactory evidence of the parish's financial ability to provide the necessary remuneration for the said cleric, in addition to meeting its other financial responsibilities.

Moving Costs

It is the responsibility of the parish to pay for a move within the diocese for the newly appointed cleric, and make the necessary moving arrangements. The Diocese will reimburse the parish for up to \$1,000 of the moving costs. The individual who is moving, and the Churchwardens of the parish to which he or she is moving, should negotiate a general agreement about the moving costs. This policy also applies to curates entering a first appointment. Clergy leaving on retirement are entitled to \$1,000 reimbursement from the Diocese. (Canon 11, section 7)

Moving costs from outside the Diocese are to be negotiated by the cleric, the Area Bishop, and the Churchwardens.

Vacation

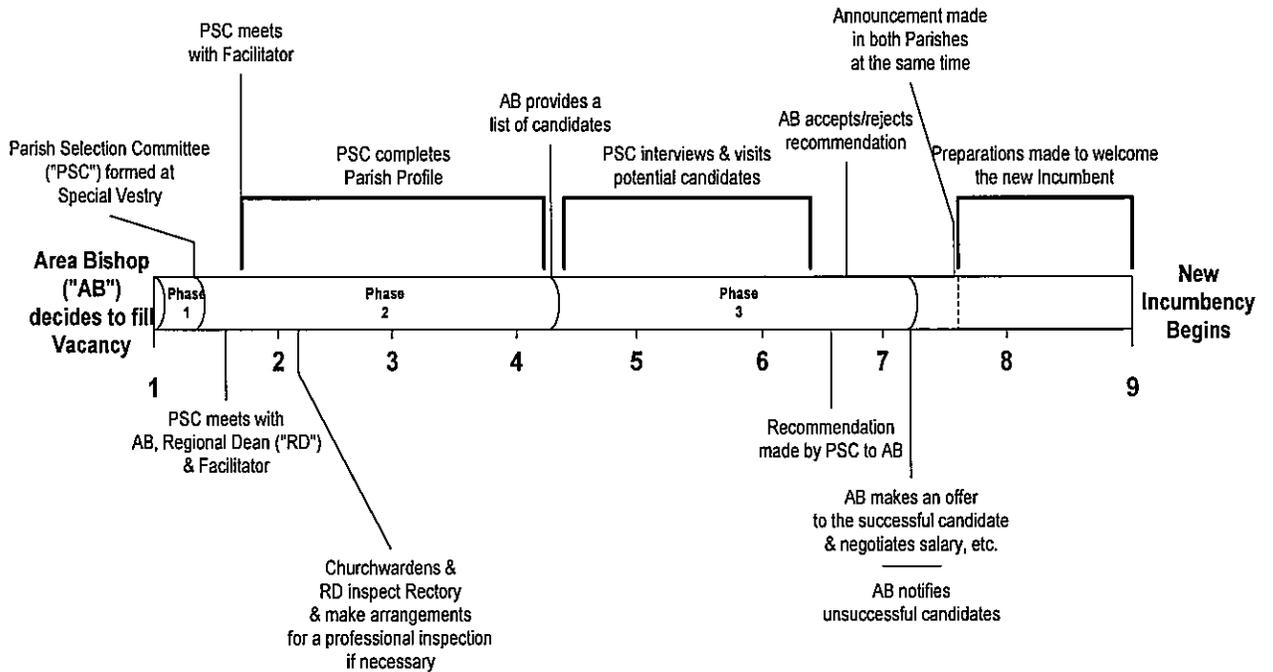
Annual vacation entitlement is accrued during the period from July 1 of the previous year to June 30 of the current year. When a cleric moves during the year, the vacation costs are shared between the parishes. The calculation is based on the percentage of time spent at each parish during the entitlement period.

PSC support

It is the responsibility of the PSC members to offer support and guidance to the newly appointed priest for at least a year. PSC members will meet with the Incumbent one year following the appointment for review and support.

Timeline of the Selection Process

Area Bishop decides to fill the position using a Parish Selection Committee under Canon 10 para 2 (a) (i) and (ii)



Parish Selection Committee Guide

Introduction

Thank you for becoming a member of your parish's Parish Selection Committee! You have a very important ministry role to carry out, and that is to make recommendations to your Area Bishop regarding the appointment of the new parish incumbent. We hope this guide will help you in the process and that you come to a fuller understanding of the responsibilities of the Parish Selection Committee ("PSC").

Is this selection process similar to hiring processes in other workplaces?

Although this process has a lot in common with a typical recruitment and selection process found in many workplaces and other denominations, there are some key differences, starting with the unique role of an Incumbent in the Anglican Church.

The Incumbent is neither an employee of the parish nor of the Diocese but rather a priest of the diocese who is appointed by the Area Bishop to the parish as an office holder. The role is both a vocation and a multifaceted leadership role.

The priest as Incumbent is to:

- lead a local Christian community with the help and support of the laity;
- proclaim the Gospel;
- be a pastor and teacher;
- provide liturgical leadership;
- represent the Church in the community and foster ecumenical relationships; and,
- strengthen the church community, collectively and as individuals, to live into the ministry that God is calling them to do.

The work you are called to do is for the Church and you are expected to reflect Christ's teaching and our shared Christian values in how you carry out your work. Openness to the Holy Spirit, the use of prayer and diligence in seeking justice and equity are all integral components of the Christian life and this discernment process.

Phase One:

Where do we begin?

When the Area Bishop became aware that there was to be a vacancy in your parish, the Area Bishop made a decision as to whether and when the vacancy should be filled. Not all vacancies are filled immediately. Not all vacancies are filled through a selection process. Sometimes, the Area Bishop decides to appoint a priest-in-charge for a fixed period of time before deciding to start a selection process. This is a matter for Episcopal discernment in our Church.

When the Area Bishop decided it was time to begin a selection process, the Area Bishop met with your parish Churchwardens and asked them to form a PSC in accordance with Canon 10. Also, in most situations, the Area Bishop will have identified a trained volunteer PSC facilitator and a Fresh Start transition coach to work with you. The PSC facilitator will guide the PSC in an effective

process as it carries out its work. The transition coach (also referred to as the Fresh Start transition coach) will work with the Churchwardens and the rest of the congregation to support your community through this period of change and transition.

The first things that need to take place for PSC members are:

1. You will need to meet formally as a committee to elect a chairperson.
2. The chairperson will need to arrange a meeting of the PSC with the Area Bishop, or the Area Bishop's designate.
3. The Area Bishop, or the Area Bishop's designate, will introduce you to your facilitator and the parish transition coach. [If the Area Bishop has decided not to appoint a PSC facilitator or transition coach, you will, in your meeting with the Area Bishop gain a clear understanding of how your work will be carried out without a facilitator and/or transition coach.]
4. Members of the PSC need to read Canon 9 and 10 of the Diocese's Constitution and Canons (particularly sections 1 – 3 of Canon 10). Take time at an early meeting of the PSC to discuss any questions and make sure you all have the same understanding of these canons.
5. Complete reading this guide.

Resist the urge to do anything more than this before your meeting with your Area Bishop. A hasty or uninformed beginning may cause you or the other members of the PSC a lot of frustration and wasted time.

The role of the Parish Selection Committee

The primary role of the Parish Selection Committee (PSC) is to work with and provide recommendations to the Area Bishop in the selection of the next incumbent of the parish. Ultimately, the selection decision is made by the Area Bishop, who relies on the committee for its help, support, and advice, as stated in Canon 10, Section 1, "all clerical appointments within the Diocese are made by the Bishop."

Therefore, priorities for the PSC are to:

- provide a complete and accurate profile of the parish – where it is now and where God is calling it to be;
- be objective, fair and open-minded as it meets with all applicants and to ensure that the interviews create space and grace for prayerful listening for all involved;
- follow sound discernment practices in arriving at recommendations;
- keep the parish, groups, and committees informed of the process and projected timeline.
- comply with the Canons of the Diocese and all legislative and human rights policies; and,
- provide its best advice to the Area Bishop on the appointment of the next incumbent.

The composition of the Parish Selection Committee

As stated in Canon 10, section 3(b):

The PSC shall consist of the Churchwardens (and in the case of multi-point parishes, one Churchwarden from each congregation) and such other members of the parish, not fewer than four (4) or more than six (6) to a maximum of eight (8), to be determined by the Churchwardens and to be elected by Vestry (or in the case of multi-point parishes, by the Parish Executive Council). The composition of the PSC should attempt to reflect the diverse communities within the parish.

This means that, for a single-point parish, the PSC members include the Churchwardens and up to six other members of the parish elected by Vestry. The Churchwardens determine the size of the committee and can set the number of elected members as no fewer than four and no more than six. Elections take place at a special meeting of Vestry. Churchwardens must always give careful consideration to the method of nomination and election so that they honour the goal of having the committee represent the diverse communities within the parish. The Churchwardens will have discussed this with their Area Bishop before moving ahead to get a better understanding of what has worked well in other parishes.

For a multi-point parish, the PSC members will include one Churchwarden from each congregation. It is up to the Churchwardens from each congregation to determine which one of them will sit on the PSC as "Churchwarden". Those Churchwardens determine how many additional members of the parish are elected by the parish executive council to make up the rest of the membership. A parish executive council always needs to carefully determine how it goes about identifying and electing members to the PSC and will have consulted with their Area Bishop or Regional Dean to help them sort this out.

What if a vacancy occurs on a PSC?

If a vacancy occurs on the PSC, the Area Bishop will confer with the Churchwardens and will then appoint a new member of the PSC.

What is the role of the PSC chairperson?

The chairperson is responsible for maintaining regular contact with the Area Bishop. The chairperson leads the PSC to keep to the agreed upon time-lines. The Chairperson will take care to ensure that all members of the PSC have a chance to participate as fully and equitably as possible.

The first task for the chairperson is to make contact with the Area Bishop and forward to him/her the names and contact information of the PSC members.

Phase Two

The first PSC meeting with the Area Bishop (or the Area Bishop's designate)

At this meeting, the Area Bishop will lead the PSC in a discussion of the parish's ministry. Members will be expected to provide information about the general condition, needs, and goals of the congregation(s) and the surrounding community. The PSC will also discuss particular

qualifications that may be sought out in an ordained leader in order to assist the parish in carrying out its current and future ministry.

The Area Bishop will want to discuss with the PSC arrangements for an Interim Priest-In-Charge, should one be necessary, the condition of the rectory and the requirement for its inspection and other administrative matters.

At this meeting, members will also be able to meet with the PSC facilitator and transition coach that the Area Bishop has appointed to work with the PSC and the parish.

What is the role of the PSC facilitator?

The PSC facilitator is an experienced volunteer who is specifically trained to work with PSCs across the Diocese. The role of the PSC facilitator is to assist the PSC and the Area Bishop with the selection and discernment process.

The facilitator will work with you on the committee procedures and practices that have worked well in other parishes; they will guide you through the various stages of the selection process and provide coaching and assistance on interviewing and arriving at consensus; they will help you develop appropriate communications strategies for keeping parishioners informed and integrated into the selection process.

What is the role of the Fresh Start transition coach?

In cooperation with the parish transition team, the Fresh Start transition coach will develop and offer a program designed to deepen the understanding of what may happen during a transition of incumbents. The objective of the program is to strengthen relationships among the cleric, lay leaders, and parishioners.

To accomplish this, the program will deepen trust, facilitate communication, and facilitate parishioners' discussion of transition issues. It can also sharpen the leadership skills of lay leaders and clergy.

How long will it take for the PSC to do its work?

PSC members should be prepared to give this process at least one evening a week for at least three or four months and may find that their involvement increases with particular tasks, such as interviewing. There are four distinct stages to the process:

1. preparation of the parish profile;
2. Area Bishop receives names of applicants on behalf of the PSC;
3. interviewing applicants; and
4. making recommendations to the Area Bishop.

It has been the experience in this Diocese that the selection process, from the departure of one incumbent to the arrival of the next, takes on average from six to nine months.

What is a parish profile and how does it get developed?

The purpose of a parish profile is to provide potential applicants with a vehicle whereby they can familiarize themselves with your parish, its current ministry, and its vision for future ministry, as well as any expectations of the next Incumbent's gifts and focus.

It is important that the PSC provide as much information as possible in an honest and sincere way when developing the profile. The goal here is to communicate and inform in a careful and prayerful way. In developing the profile, the PSC may gather information from a variety of sources such as parish meetings, focus groups, meetings and questionnaires.

Upon completion of the profile, one paper copy, and one electronic copy should be forwarded to your Area Bishop's office. The Area Bishop will review the profile and, if the Area Bishop finds it to be a faithful representation of the parish, will provide copies to potential applicants as appropriate.

Once your parish finishes the profile the PSC will develop a list of the three to five most important ministry priorities for your parish to focus on over the next few years. You will need to keep these priorities in mind as you frame your interview questions and work toward a decision.

What about the rectory?

It is the responsibility of the Churchwardens to meet with the Regional Dean to inspect the rectory and arrange for any work that should be carried out while it is vacant. If the previous Incumbent is still living in the rectory for a period of time, the Churchwardens will arrange a mutually convenient time for this inspection. [See Parish Human Resources Manual on the diocesan web site.]

Clergy In Motion

Following a conversation with the College of Bishops the vacancy will be published in the Clergy In Motion section of the diocesan website. The Area Bishop may decide to advertise the appointment beyond the diocese.

Phase Three

The Applicant List

The Area Bishop receives the names of the applicants on behalf of the PSC. In some cases, there are only one or two names. In addition to those priests who submit their names for consideration, the Area Bishop may contact priests to solicit their interest. From these names, your Area Bishop will prepare a list of applicants to be interviewed by you. If you are presented with just one name at this time, your Area Bishop will explore with you the implications of this and how the PSC may creatively use the situation.

If a parishioner or PSC member wishes to suggest a specific cleric as an applicant for the appointment, that individual should forward the name of the cleric to the PSC Chairperson, who will pass it on to the Area Bishop. The Area Bishop will confer with the College of Bishops and bishops of other dioceses as appropriate.

The PSC will meet with and interview all the applicants on the list provided by the Area Bishop. It is the duty and responsibility of the PSC to provide advice to the Area Bishop on all applicants.

If a PSC willfully frustrates the interview or selection process, or fails to make a recommendation within nine months, the Area Bishop may proceed with an appointment without having received the advice of the PSC, as set out in Canon 10, section 3(g).

Interview Questions

The PSC facilitator will assist you in developing a list of interview questions that are relevant and substantive and based upon the parish's priorities found in the parish profile. The PSC members individually and collectively are responsible for making sure that all interviews and all interview questions are both professional and prayerful. If your PSC members have little experience in interviewing, the facilitator can assist you in coming to understand what questions are and are not appropriate in the interview setting.

Questions about stipend and benefits are not asked during the interview process. It is the responsibility of the Area Bishop to work with the Churchwardens and the cleric to arrive at mutually agreed upon stipends and benefits. You may discuss housing arrangements however, if it is important for you to understand whether the applicant will want to live in a rectory.

You must always be mindful of your legal, professional, and Christian responsibilities, regardless of your own personal work experience and background. Practice interviews or role-playing may be a process that your facilitator will use to prepare you for the interviews. You will recognize that some questions may provide interesting personal information, but are not helpful in discerning how well the person will fit into your parish. Be aware that personal questions are not only inappropriate and uncharitable, but violate boundaries and may also be illegal.

Here are some examples of inappropriate questions:

- Will your spouse teach Sunday School?
- How much do you plan to give to the church?
- How much is your present stipend?
- How old are you?
- Will your children be attending church?
- Will you be starting a family soon?
- Do you plan on taking a day off?
- Were you born in this country?
- Do you have any disabilities?
- When are you going to retire?

If a priest chooses to talk about family, disability, or lifestyle, then it is clearly something that they want you to know about themselves and it is important to them that you are aware of it. You can then have a conversation about how that relates to parish ministry, but you must take care not to make judgments or draw conclusions that are unwarranted.

Your parish may have specific ministry needs that need to be addressed during the interview. You may want to ask the cleric about their theology or how they would deal with a specific topic regarding these needs. If a need in the parish as it moves forward is in regards to stewardship, you may ask the individual about their theology of stewardship and how they would support those

efforts as a leader in the parish. You would not ask, “How much do you plan to give to the church?”

Finally, if you do meet an applicant’s spouse or family member on a social basis during this time, it is inappropriate to use this occasion to interview that person or to discuss the selection process.

Interview

The purpose of the interview is to provide an opportunity for the PSC members and the applicant to learn about each other, and to discover as best as possible in this relatively artificial setting whether there is likely to be a good fit. The interview is therefore a process of information exchange in which both priest and PSC members ask questions and listen to each other talk about their respective gifts, needs and aspirations and is a time of prayerful reflection.

Prepare for each interview by reviewing the applicant’s information and reviewing the list of interview questions which your PSC has developed with your facilitator, as well as your parish profile.

Types of Interviews

The Diocese recommends a semi-structured interview in which the PSC members ask a number of questions in a consistent format making sure there is an opportunity for follow up questions which explore and clarify important matters. Always make sure there is ample time allotted for the applicant to ask questions. Be sure to ask the same questions of all the applicants.

As a PSC, you may decide that one person will ask all the pre-determined questions and others only clarifying questions; or you may share the role of asking and answering questions. It is important that the method of questioning and answering is appropriate for your PSC members.

Visiting the Applicants’ Churches

All PSC members must attend at least one service of worship conducted by each applicant in the Church where he/she serves. Only a few members should visit at one time and they should space themselves throughout the church.

The PSC chairperson will check the schedules of the applicants to ensure that they will be presiding and preaching on the Sunday you intend to visit. This is easily done by a quick phone call to the Area Bishop’s office or checking the parish website. Keep in mind that the traditions and customs you observe in the service may reveal more about the priest’s ability to adapt to that parish than it does about his/her personal worship preferences.

The Discernment and Selection

Following the interviews, the PSC will develop a consensus decision and provide a recommendation to the Area Bishop. If it is not possible to achieve consensus and the facilitator agrees that consensus is unlikely, then that, too, should be provided as information to the Area Bishop along with the divergent recommendations. It is the role of the Area Bishop to decide and to appoint and for the PSC to provide advice.

No member of the PSC should ever approach an applicant directly regarding the possibility of an appointment or continue any dialogue with the applicant outside of the interview process. At times,

with the mutual consent of the applicant and the Area Bishop, the PSC can make arrangements for a second interview.

As part of its recommendations, the PSC will explain to the Area Bishop why certain applicants are not being recommended. This will assist the Area Bishop's discernment and also can assist the applicant in the future.

Offer of appointment

It is the responsibility of the Area Bishop to make an offer of appointment to the appropriate applicant. The Area Bishop begins the discussion regarding stipend, housing and benefits.

Other applicants

The Area Bishop will contact those applicants who were not chosen for the position. Feedback will be offered to assist them in future processes.

Confidentiality

From the moment you agree to be a member of the PSC, it is imperative that you hold all deliberations and all personal information in the strictest confidence. No information about the applicants may be discussed with other individuals, at vestry meetings, advisory boards or other parish meetings. Much damage can result from an inappropriate comment. The Area Bishop has and will exercise the authority to stop the selection process if indiscreet behaviour of this kind occurs.

What can I say?

The chairperson is the key spokesperson for the PSC and individual members should not be talking about the work of the PSC unless asked to do so by the chairperson. In a multi-point parish, the chairperson may ask the Churchwarden from congregations other than his or her own, to act as the communications liaison with those congregations.

It is always appropriate to keep the parish, groups, and committees informed of the process and your projected timeline. The more information you share in this regard the better. The PSC facilitator will assist you with appropriate communications to the parish.

PSC support

It is the responsibility of the PSC members to offer support and guidance to the newly appointed priest for at least a year. PSC members will meet with the incumbent one year following the appointment for review and support.

Fresh Start

The role of the Fresh Start program is to work with both clergy and laity to help them make the transition period to a new incumbency a helpful, positive and supportive experience for everyone.

What is Fresh Start?

It is a diocesan led program for incumbents and their congregations during the critical period of change in parish clerical leadership.

- It is a program designed to strengthen the relationship between clergy and lay leaders, assisting with transition issues. By sharing a common understanding of what transition is, common vocabulary, clarity about the expected impacts on both congregation and clergy, the parish can anticipate and prepare to respond to parish needs.
- It sharpens the skills of lay leaders and clergy for congregational development that can continue to be used, not just during the transition period, but into other aspects of leadership within the parish.
- It encourages discussion of how people are feeling, what is happening and the future the parish seeks to craft together.
- It builds collegial relationships amongst clergy and between parishes that are also undergoing change, inviting a sharing of best practices, learnings and struggles. Parishes discover they are not alone.
- It deepens trust and communication with the Bishop and his/her “ambassadors”, the volunteers and clergy who deliver the program.
- It reminds participants that God is with them during this time of change, recalling examples in Scripture of how people were challenged by change.

The content of Fresh Start is based on three key principles: the theory of transition, the importance of relationship building, and the need for self-care.

Where to Learn More about Fresh Start

For further information about Fresh Start, please contact the Congregational Development Department, at the Toronto Diocesan Office.

How Is Fresh Start Initiated?

At the time that a PSC is convened by the Area Bishop, a Fresh Start transition coach is named for the parish. The coach will attend the first meeting of the Parish Selection Committee to meet with the members and to introduce Fresh Start. Plans will be made for the Anticipating Change Workshop for the whole parish at the request of the Area Bishop and the Churchwardens. At the workshop, names may be forwarded to the Churchwardens for members of the Fresh Start transition team.

Participation in the Fresh Start program is a diocesan requirement for newly appointed incumbents and involves monthly sessions for the first two years of their incumbency.

Prayer Resources for Parish Selection Committees

As a member of the parish selection committee you have been called to exercise a practice that is central to Christian life - the process of discernment. Both at the individual and community level, we are called to discern what God's will is for us in our particular time and setting. Discernment is based on our belief that God is at work in our lives, and that our task is to align our wills and our lives with the purposes of God for us.

In choosing an incumbent, discernment means that the committee is opening itself up to the voice of God, to discern who it is that God is calling to this position of leadership within this community. We bring to bear all the gifts that God has given us including our reason, our emotions, and our intuition. We approach our work in a spirit of prayerful openness, listening intently for the voice of God within us and in each other. We approach our task with humility, being willing even to set aside our preconceived notions of what is best for our parish. Prayer is at the heart of this process of discernment.

Parish Selection Committee meetings should allow ample time for prayer and reflection. Reflection on the nature of leadership demonstrated in the Scriptures and in the tradition of the Church is particularly important. Some resources are provided in this guide to help you in this process and your transition coach may assist you in this. Our prayer is that at the completion of your work as a selection committee you can join with the early disciples meeting at the Council of Jerusalem who at the end of their deliberations were able to say, "It has seemed good to the Holy Spirit and to us..." (Acts 15:28).

Parish Selection Committee Prayers

*Almighty God who knowest the needs of thy church in every place:
Look graciously at this time upon the people of this parish,
and give to them a faithful pastor who shall feed thy flock according to thy will and make
ready a people acceptable unto thee;
through Jesus Christ our Lord. Amen.*

Book of Common Prayer, page 45

*Almighty God, giver of all good gifts.
Look on your church with grace, and guide the minds of those who shall choose a Priest for
this parish, that we may receive a faithful servant who will care for your people and support
us in our ministries, through Jesus Christ our Lord. Amen.*

Book of Alternative Services, page 676

A Prayer for Transition:

Ever present God, You call us on a journey to a place we do not know. We are not where we started. We have not reached our destination. We are not sure where we are or who we are. This is not a comfortable place. Be among us, we pray. Calm our fears, save us from discouragement, and help us stay on course. Open our hearts to your guidance so that our journey to this unknown place continues as a journey of trust. Amen

Written by Rev. Kristi Philip

Passages from Scripture for Reflection on Leadership

As part of the discernment and reflection, the PSC may find the following scripture passages helpful for Bible Studies as part of their reflection on leadership. Below you will also find a model to assist with the conversation.

<i>Call of Moses:</i>	Exodus 3:1 – 4:20
<i>Servant Leadership:</i>	John 13:1-16
<i>Sharing Leadership:</i>	Numbers 11:16-17, 24-25a
<i>Call of Matthias:</i>	Acts 1:12-26
<i>Variety of Gifts:</i>	Romans 12:1-18
<i>God's call to holiness:</i>	1 Peter 1:13-21
<i>Qualifications:</i>	2 Corinthians 3:1-9
<i>The One Body:</i>	Ephesians 4:1-16

One model for a group conversation about Scripture

- Step 1. Have one participant read the passage aloud.
- Step 2. Allow a moment of silent reflection: "Which phrases or actions in this reading speak to you?"
- Step 3. Spend a few minutes sharing individual responses coming out of that reflection
- Step 4. Then, as a group, consider a broader question, such as: "How might this Scripture help us better understand our mandate as a parish selection committee?"
- Step 5. Have another participant read the scripture passage again as closure to the reflection.

Other resources for prayer

Prayers for the Servants of God, Edward Hays, Ave Maria Press, Notre Dame, Indiana, 1980.

Selecting Church Leaders: A Practice in Spiritual Discernment, Charles M. Olsen & Ellen Morseth, The Alban Institute, Bethesda, Maryland, 2002.

Discerning God's Will Together, Danny E. Morris & Charles M. Olsen, Upper Room Books, Nashville, Tennessee, 1997.

So You're on the Search Committee, Bunty Ketcham & Celia Allison Hahn, Alban Institute, Herndon, Virginia, 2005.

Prayer in the Calling Process by Verna Dozier (available on the Internet)

You may purchase the following resources through Augsburg Fortress at 1-800-265-6397. There are a limited number available for loan from the Congregational Development Department of the diocese.

Appendix A

CANON 10

CLERICAL APPOINTMENTS, EXCHANGES, RETIREMENTS AND TERMINATIONS

1. Clerical Appointments

All clerical appointments within the Diocese are made by the Bishop.

2. Clerical Vacancies

a. Filling a Vacancy in a Parish Incumbency

When a vacancy occurs in a parish incumbency, the Bishop will decide whether or not to fill the vacancy. In the event that the Bishop decides to fill the vacancy, he/she may do so as follows:

- i. The Bishop may begin to fill the vacant incumbency immediately by asking the Churchwardens to form a PSC, as set out below; or
- ii. The Bishop may appoint an interim priest in charge for such period as the Bishop considers appropriate, following which the Bishop will ask the Churchwardens to form a PSC, as set out below to begin to fill the incumbency; or
- iii. The Bishop may, with the concurrence of the Churchwardens, appoint a priest in charge for a definite term on the understanding that, at the conclusion of the definite term and with the concurrence of the Churchwardens and the Bishop, the cleric's appointment as parish incumbent will become indefinite.

b. Interim Appointment

The Bishop may appoint an interim priest in charge for such period as the Bishop considers appropriate.

c. Parish Financial Resources

Before the Bishop makes any appointment to a parish, the parish shall provide evidence satisfactory to the Bishop that the parish has sufficient financial resources to be able to provide the necessary remuneration for the cleric, in addition to meeting its other financial obligations.

3. Parish Selection Committee ("PSC")

a. Formation of PSC

If the Bishop has decided to fill the vacancy, he/she will ask the Churchwardens to form a PSC in accordance with section 2(a) (i) or (ii).

b. Composition of PSC

The PSC shall consist of the Churchwardens (and in the case of multi point parishes, one churchwarden from each congregation) and such other members of the parish, not fewer than four (4) or more than six (6) to a maximum of eight (8), to be determined by the Churchwardens and to be elected by Vestry (or in the case of multi-point parishes, by the Parish Executive Council). The composition of the PSC should attempt to reflect the diverse communities within the parish.

c. Election of Chair of PSC

The members of the PSC shall elect a chair from among their number.

d. Function of PSC

The function of the PSC is to provide advice to the Bishop on the appointment of a cleric to fill the vacancy.

e. **Vacancy on PSC**

If a vacancy occurs on the PSC, the Bishop shall, after conferring with the churchwardens, appoint a new member of the PSC.

f. **Conferring with PSC**

The Bishop will confer with the PSC before making the appointment of a new incumbent under section 2 (a) (i) or (ii).

g. **Time for Appointment**

If a cleric has not been appointed to fill a vacancy in a parish incumbency within nine (9) months after the formation of the PSC and after the Bishop has conferred with the PSC, the Bishop may proceed to make the appointment.

4. Appointment of Assisting Clergy

- a. "Assisting Clergy" includes, but is not restricted to, Assistant Curates, Assistant Priests, and Associate Priests;
- b. The appointment of assisting clergy shall be made by the Bishop after consultation with the Incumbent and the Churchwardens;
- c. Subject to subsection (f), the appointment of assisting clergy shall be for a definite term. However, the term may be renewed upon the agreement of the Bishop and the Incumbent, after consultation with the Churchwardens;
- d. The terms and conditions of the appointment of assisting clergy shall include guidelines regarding expectations and responsibilities of the assisting clergy, the incumbent and the parish, which shall have been previously agreed to by the Bishop, the assisting clergy, the incumbent and the churchwardens;
- e. Before any appointment is made, the Bishop shall be satisfied that the vestry has made provisions for whatever part of the remuneration and benefits is to be paid by the parish;
- f. After the death, resignation or removal of the incumbent, any assisting clergy shall tender their resignation to the incumbent's successor.
- g. Where the Bishop, after consultations with the Churchwardens, deems it advantageous to the life of the parish, the Bishop may defer the submission of one or more resignations under subsection (f) to a date to be specified by the Bishop, to allow for the discussion of the possibility of a reappointment under subsection (d) of this Canon.

5. Appointment of Honorary Assisting Clergy

- a. Clergy appointed to a parish other than an assisting clergy shall be honorary assisting clergy and their appointment shall be made by the Bishop after consultation with the incumbent and the Churchwardens. The appointment of honorary assisting clergy shall be at the pleasure of the Bishop.
- b. After the death, resignation or removal of the incumbent, the honorary assisting clergy shall tender their resignation to the incumbent's successor.

6. Deemed Resignation at Age 70

A cleric on attaining the full age of seventy (70) years shall be deemed to have submitted a resignation to the Bishop. The Bishop shall accept such resignation forthwith, or, upon agreement with such cleric, shall fix a date which shall be earlier than the seventy-first (71st) birthday of such cleric upon which date such resignation shall be effective.

7. Resignation of Clerics

The Bishop may accept the written resignation of any Cleric under the Bishop's jurisdiction. If the Bishop declines to accept such resignation, the applicant may demand a Commission of three, consisting of a cleric of the Diocese appointed by the Bishop, a cleric of the Diocese named by the applicant, and a lay member of the Synod, not a representative of such parish, named by the other two members of the Commission. If this Commission within one (1) month of its appointment, unanimously recommends the acceptance of such resignation, the Bishop shall comply therewith.

8. Appointment of Clerics who are 70 years of age

Any appointment by the Bishop of a cleric who has attained the age of seventy (70), to any position within the power of the Bishop, shall normally be for a term of not more than one (1) year at a time.

9. Termination of Clerical Appointments

Clerical appointments may be terminated as follows:

- a. Retirement or resignation of the cleric under this Canon;
- b. Withdrawal of the Cleric's License or appointment by the Bishop as a matter of discipline under Canon 22;
- c. Termination in accordance with the terms of the appointment;
- d. Non-disciplinary termination of appointment in accordance with Section 10 of this Canon.

10. Non-Disciplinary Termination of Appointment

- a. Termination by the Bishop in writing

The Bishop may terminate the appointment of a cleric, whether incumbent or assisting clergy, in accordance with the provisions of this section, upon notice to the cleric in writing;

- b. Circumstances of Termination

Although it is not possible to set out all the circumstances which may lead the Bishop to such a decision, they include financial difficulties within a parish, decline in parish membership, redeployment of human resources, and the inability of the cleric to carry out his/her ministry.

- c. Preliminary steps required of Bishop

When the Bishop considers that there are circumstances within a parish which may require the termination of an appointment, the Bishop will first meet with the cleric and, where appropriate, with the churchwardens and others members of the parish:

- i. To review the particular circumstances with the parish;
- ii. To advise the cleric and lay members of the parish of his/her concerns;
- iii. To consider the views of the cleric and lay members of the parish;

- iv. To consider possible alternatives to the termination of the appointment including other appointments within the Diocese, a leave of absence, further education or professional development;
 - v. To provide, financial pastoral, vocational, or other assistance to the cleric or parish as may be appropriate; and
 - vi. To review the procedure for the termination of clerical appointments, including the responsibilities of the Bishop, the Advisory Commission and the Arbitration Board.
- d. Advisory Commission on Termination of Clerical Appointment (“Advisory Commission”)
The Advisory Commission shall consist of 3 (three) members of Synod elected by the members of Synod, including at least 1 (one) lay and 1 (one) clerical representative. The elected members shall hold office from the conclusion of the meeting of Synod, until the conclusion of the next regular session of the Synod. The members shall elect a Chair from amongst them. In the event of the resignation or death of an elected member, the Chancellor shall appoint a replacement to complete the term of office.
- e. Termination Procedures
If the Bishop, after meeting with the cleric, intends to proceed with the proposed termination, the Bishop shall advise the cleric and the Advisory Commission in writing of the proposed termination, along with the reasons therefore. The Advisory Commission shall consider the circumstances surrounding the proposed termination of appointment and provide the Bishop with its advice. The Bishop and the cleric shall meet with the members of the Advisory Commission to review the matter and the Commission shall provide the Bishop, the College of Bishops, and the cleric with its advice on the proposed termination of appointment within sixty (60) days of the receipt of the Bishop’s advice. The Advisory Commission may, in its discretion, make public its advice and the reasons of the Bishop.
- f. Offer of Reasonable Notice or Remuneration
In the event that the Bishop decides to terminate a clerical appointment, and is not in a position to provide a further appointment to the cleric, the Bishop will as soon as possible offer the cleric in writing, reasonable notice of the termination of the appointment, or remuneration and benefits in lieu of notice;
- g. Establishment of Arbitration Board
In the event that the cleric is not satisfied with the amount of notice or remuneration and benefits in lieu of notice offered by the Bishop, the cleric may notify the Bishop in writing of his/her desire to submit the matter to arbitration and the notice shall contain the name of the cleric’s appointee to the Arbitration Board. The Bishop shall within fourteen (14) days, inform the cleric of his/her appointee to the Arbitration Board. The two appointees so selected shall, within fourteen (14) days of the appointment of the second of them, appoint a third person who shall be the Chair. If the Bishop fails to appoint an Arbitrator, or if the two appointees fail to agree upon a Chair within the timeframe, the appointment shall be made by the Chancellor of the Ecclesiastical Province of Ontario.

h. Arbitration Procedures

The Arbitration Board shall provide an opportunity to the cleric and the Bishop to make submission to it in writing and to respond to the submissions of the other party. It shall determine the amount of notice or payment and benefits in lieu of notice to be given to the cleric including, where appropriate, financial and vocational counselling and shall take into account prevailing practices within the secular community. The decision of the Arbitration Board which shall be in writing, is final and binding on the cleric and the Bishop.

i. Authority of Arbitration Board

Notwithstanding subsection (h), the Arbitration Board, however, shall have no authority to change a decision by the Bishop to terminate an appointment.

j. Cleric in Good Standing

The termination of an appointment under this Canon does not affect the good standing of the cleric within the Diocese.

11. Education, Training and Professional Development

Where an appointment is terminated under section 10, the Bishop may consider it appropriate for the cleric to engage in further formal education, retraining or professional development for a period of time prior to, or as a condition of a further clerical appointment. In such an event, the Bishop and the cleric will attempt to reach a mutually satisfactory agreement governing the terms and conditions of such an arrangement.

12. Leave of Absence

- a. No cleric shall be continuously absent from the charge or duties to which such cleric is appointed for longer than one month in any one year, unless leave of absence in writing from the Bishop has been obtained.
- b. No leave of absence shall be granted for longer than two years, but leaves may be renewed by the Bishop on written application of the cleric seeking such leave.

13. Armed Forces or Government Service

Notwithstanding the provisions of the next two preceding sections, a cleric serving in The Canadian Armed Forces or in the service of a Provincial Government or the Government of Canada, may be granted leave of absence by the Bishop from such cleric's charge or duties or from the Diocese for a period not exceeding two years, but such leave may be extended by the Bishop from time to time.

14. Removal from the Diocese and Letters Dimissory

- a. Any priest or deacon under the jurisdiction of the Bishop of the Diocese, who desires to move from the Diocese, shall apply to the Bishop for Letters Dimissory.
- b. If the applicant is of good standing in the Diocese, the Bishop shall grant the said application, but in case of refusal, the Bishop shall state the reasons for such refusal in writing and such reasons shall be delivered to the applicant.
- c. The applicant may demand that the Bishop refer the said reasons to the Bishop's Court for determination of sufficiency, and the applicant will be bound by the findings of the Court after trial in accordance with the Canon of the said Court.

15. Exchange

In the event of the Bishop deeming it expedient that an exchange of Incumbents of any two parishes should be made, or in the event of any two Incumbents notifying the Bishop of their desire to effect an exchange, the Bishop shall confer with the said Incumbents. If the exchange is agreed upon, the Bishop shall confer separately with the Churchwardens and with the Lay Members of Synod who represent and are members of the vestry or vestries of the respective parishes, and if the consent of each of these groups is given to the exchange, the Bishop may proceed to carry it into effect.

16. Vocational Deacons

This Canon has no application to Vocational Deacons.

Appendix B

Checklist for the Clerical Appointment Process of a New Incumbent

Phase One

- Churchwardens review the current parish finances.
- Area Bishop is satisfied that there are financial resources to support a new incumbent.
- Area Bishop decides to fill a clerical vacancy with a new incumbent.
- Determination if a housing allowance or rectory will be offered.
- Area Bishop meets with the parish Churchwardens to create a parish selection committee (PSC).
- PSC is constituted by the Churchwardens under Canon 10, either paragraph 2(a)(i) or 2(a)(ii).
- PSC elects a Chairperson who then arranges a meeting with the Area Bishop and sends him/her the names and contact information of the PSC members.
- PSC complete reading Canon 9, Canon 10 and the Parish Selection Committee Guide.
- Area Bishop identifies PSC facilitator and a Fresh Start transition coach.
- Churchwardens meet with the Regional Dean to inspect the rectory and determine the work needed to bring it into good condition.
- Clergy In Motion is updated to include parish name.

Phase Two

- PSC meets with Area Bishop or his/her designate. PSC facilitator and Fresh Start transition coach are identified.
- Interim clergy needs are identified.
- Regional Dean and Churchwardens inspect the rectory and make any necessary arrangements for preparation of new Incumbent.
- PSC begins work on parish profile
- Interested clergy contact Area Bishop
- PSC completes the parish profile in consultation with the assistance of a PSC facilitator and returns one copy to the Area Bishop's office.

Phase Three

- Area Bishop in consultation with the College of Bishops approves the applicant list.
- Area Bishop sends potential applicants the parish profile.
- PSC works with the facilitator to determine the questions for the interview(s).
- PSC interview the applicants as requested by the Area Bishop.
- PSC members discretely visit the churches of applicants during Sunday services.
- PSC provides advice and recommendations to the Bishop.
- The Area Bishop receives the recommendations and advice of the PSC and makes a decision on who should be the next Incumbent.
- Area Bishop follows up with applicants who will not be selected and provides feedback and pastoral support.
- The Area Bishop offers the appointment and discusses stipend, housing and benefits with both the Cleric and the Churchwardens.
- Area Bishop's office prepares the appointment letter.
- The PSC Chairperson writes a thank you note to all applicants.
- At the time and date determined by the Area Bishop, the appointment is announced.
- The PSC Chairperson writes thank you notes to all members of the committee.
- Cleric and parish participate in the Fresh Start program.
- PSC members offer support and guidance to the newly appointed Incumbent for at least the first year.
- PSC members meet with the new Incumbent one year following the appointment for review and support.

Appendix C Fresh Start

Other Resources

The Anglican Diocese of Toronto Website (www.toronto.anglican.ca)

1. Churchwardens Resources

- Selecting a new incumbent
- Human resources manual

2. Clergy Resources

- Vacancies and calls (Resume writing, core values)
- Green Book

3. Clergy in Motion

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