

*Manual
for
Ministry*

Approved in 2015

*The Presbytery of Northumberland
The Synod of the Trinity
Presbyterian Church (U.S.A.)*

Manual for Ministry

*For the Presbytery of Northumberland
The Synod of the Trinity
Presbyterian Church U.S.A.
2015*

Citations from the 2015-2017 Book of Order

The first edition of this manual was created by Executive Presbyter, The Rev. David Vogan and The Rev. Robert J. Andrews in coordination with the Committee on Ministry of 1995. The fourth edition was edited and revised by the Rev. Dr. William K. Knudsen in coordination with the Commission on Ministry of 2015

Fourth Edition, 2015

Table of Contents

Section One - Commission on Ministry services.....	5
<i>From the Commission on Ministry to you.....</i>	6
<i>Roles and Responsibilities of the Commission on Ministry</i>	7-9
<i>A Presbytery Profile.....</i>	10
<i>Commission on Ministry Intervention Protocols.....</i>	11-12
<i>Checklist for Requested Commission Services.....</i>	13-14
Section Two - Policies and Procedures.....	15
<i>Sample Minimum Compensation Requirements.....</i>	16-17
<i>Manse Versus Housing Allowance: A Comparison.....</i>	18-19
<i>Minimum Fee Schedule for Other Professional Ministerial Services.....</i>	20
<i>Guidelines for Congregations That Do Not Meet Minimums.....</i>	21
<i>Sick Leave Policies.....</i>	22
<i>Sabbatical Leave Guidelines.....</i>	23-24
<i>Study Leave Guidelines.....</i>	25
<i>Study Leave Proposal Form.....</i>	26
<i>Study Leave Evaluation Form.....</i>	27
<i>Exchange Pastorate Guidelines.....</i>	28-29
<i>Hints on Dealing With Conflict.....</i>	30
<i>Personnel Committee Guidelines.....</i>	31
<i>Performance Evaluations.....</i>	32
<i>A Performance Evaluation Process.....</i>	33-38
<i>Signs of Organizational Deterioration.....</i>	39
<i>The Marks of Leadership.....</i>	40-41
Section Three - Leader's Guide for Pastorless Congregations.....	42
<i>Models of Congregational Organization.....</i>	43
<i>Models of Pastoral Leadership.....</i>	44
<i>Moderating the Pastorless Congregation.....</i>	45-46
<i>Annual Report of Appointed Moderators.....</i>	47-49
<i>Commissioned Ruling Elders in Pastoral Relationships.....</i>	50
<i>Commissioned Ruling Elders Covenant.....</i>	51
Section Four - Calling and Installing a Pastor.....	52
<i>Checklist for Pastoral Transitions.....</i>	53-57
<i>Dealing with the Dissolution.....</i>	58
<i>Phases in the Transition.....</i>	59-60
<i>Sample: Agreement for Termination or Voluntary Separation.....</i>	61
<i>Exit Interview Form for Relocating Pastors.....</i>	62

<i>Debriefing Questions for Pastorless Congregations.....</i>	<i>63-64</i>
<i>Dissolution Form.....</i>	<i>65</i>
<i>Guidelines for Retired Ministers and Their Former Congregations.....</i>	<i>66-70</i>
<i>Sample Letters for Transition at the Time of Retirement.....</i>	
<i>Forming the Pastor Nominating Commission.....</i>	<i>71-72</i>
<i>Quick Road Map to the Pastor Nominating Commission.....</i>	<i>74</i>
<i>Glossary of Terms.....</i>	<i>74</i>
<i>Pastor Nominating Commission Directory.....</i>	<i>75</i>
<i>Equal Employment Opportunity Policy.....</i>	<i>76</i>
<i>Reading the Personal Information Form..Model 1.....</i>	<i>77</i>
<i>Reading the Personal Information Form Model 2.....</i>	<i>78-79</i>
<i>Making Reference Calls.....</i>	<i>80</i>
<i>Making Contact with a Possible Candidate.....</i>	<i>81-82</i>
<i>Interviewing the Potential Candidate.....</i>	<i>82-83</i>
<i>Sample Questions to ask Potential Candidates.....</i>	<i>84-85</i>
<i>Worship Evaluation.....</i>	<i>86</i>
<i>Sample Questions for Prospective Members of Presbytery.....</i>	<i>87</i>
<i>Examination Process for Candidates Previously Ordained.....</i>	<i>88-89</i>
<i>Welcoming the New Pastor.....</i>	<i>90</i>
<i>Attestation Form.....</i>	<i>91</i>
<i>Pastoral Call and Certification Form.....</i>	<i>92</i>
<i>Service of Installation Planning Form.....</i>	<i>93-96</i>
<i>Section Five - Operational Presbytery Forms & Worksheets.....</i>	<i>97</i>
<i>Terms of Call Report Form.....</i>	<i>98-100</i>
<i>Temporary Supply Pastor Contract.....</i>	<i>101-102</i>
<i>Parish Associate Contract.....</i>	<i>103-104</i>
<i>Covenant for Intentional Interim Ministry.....</i>	<i>105-107</i>
<i>Pulpit Supply Eligibility Grid.....</i>	<i>108</i>
<i>Pulpit Supply Application Form.....</i>	<i>109-111</i>
<i>Pulpit Supply Annual Renewal Form.....</i>	<i>112-113</i>
<i>Member of Presbytery Application Form (call possible).....</i>	<i>114-115</i>
<i>Validated Ministry and Member At Large Annual Report Form.....</i>	<i>116-117</i>
<i>Member At-large Application Form.....</i>	<i>118-119</i>
<i>Retirement Application Form.....</i>	<i>120-121</i>

Section One

Commission on Ministry Services

From the Commission on Ministry to You

Dear Friends,

Much of the materials you receive from the larger Church tells you *what* you need to do. We have compiled from many existing sources this home grown Manual for Ministry in the attempt to help you know *how* to do it. We realize there is much material contained within this booklet. Much of the information you may not need today. But you will need it someday.

The first section of the Manual, *Commission on Ministry Services*, acquaints you with the members, purpose, aims, and procedures of the Commission on Ministry of the Presbytery of Northumberland. This chapter, as all the others, communicates as clearly as possible what the Commission on Ministry does and how it does it.

The second section, *Policies and Procedures*, details information useful in Personnel matters and problems. We want to avoid confusion, ambiguity, and assumptions. We want everyone to have the same information.

The third section, *Leader's Guide for Pastorless Congregations*, will be especially helpful for members of Presbyteries assigned to moderate such congregations in transition as well as for the Session elders who have to shoulder the leadership of the congregation following the pastor's departure.

Our fourth section, *Calling and Installing a Pastor*, speaks to pastors who are planning on relocating and to the congregations looking for the new pastor. Here you will find a play-by-play description of how to do the work during the transition.

The final and fifth section, *Operational Presbytery Forms*, contains every form you will need and many you won't. We ask you to remove and photocopy the forms and return them when appropriate.

We hope this information will serve you in the ministry you perform.

Roles and Responsibilities of the Commission on Ministry

G-3.0106 Administration of Mission

Mission determines the forms and structures needed for the church to do its work. Administration is the process by which a council implements its decisions. Administration enables the church to give effective witness in the world to God's new creation in Jesus Christ and strengthens the church's witness to the mission of the triune God. Councils higher than the session may provide examples of policies and procedures that may be gathered into advisory handbooks. These examples illumine practices required by the Constitution but left to councils for specific implementation. Such handbooks may also offer information that enhances or secures the ministry of the particular council.

A council may delegate aspects of its tasks to such entities as it deems appropriate, provided that those entities remain accountable to the council.

The Book of Order does not specify the responsibilities of the Commission on Ministry. The Presbytery voted in November of 2014, to establish a Commission on Ministry with the following Administrative Commission Powers:

The Commission on Ministry as empowered by the Presbytery has a threefold area of responsibility for the Presbytery as outlined in G-3.03. The Commission will also be a Pastor, Counselor and Advisor to the Teaching and Ruling Elders commissioned to pastoral service and facilitate the relations between the presbytery and its congregations, teaching and ruling elders, and settle difficulties on behalf of the presbytery where possible and expedient: G-3.0301 and G-3.037

G-3.03 THE PRESBYTERY—The presbytery has responsibility and power to:

- a. provide that the Word of God may be truly preached and heard. This responsibility shall include organizing, receiving, merging, dismissing, and dissolving congregations in consultation with their members; overseeing congregations without pastors; establishing pastoral relationships and dissolving them; guiding the preparation of those preparing to become teaching elders; establishing and maintaining those ecumenical relationships that will enlarge the life and mission of the church in its district; providing encouragement, guidance, and resources to congregations in the areas of mission, prophetic witness, leadership development, worship, evangelism, and responsible administration to the end that the church's witness to the love and grace of God may be heard in the world.**

- b. provide that the Sacraments may be rightly administered and received.** *This responsibility shall include authorizing the celebration of the Lord’s Supper at its meetings at least annually and for fellowship groups, new church developments, and other non-congregational entities meeting within its bounds; authorizing and training specific ruling elders to administer or preside at the Lord’s Supper when it deems it necessary to meet the needs for the administration of the Sacrament; and exercising pastoral care for the congregations and members of presbytery in order that the Sacraments may be received as a means of grace, and the presbytery may live in the unity represented in the Sacraments.*
- c. nurture the covenant community of disciples of Christ.** *This responsibility shall include ordaining, receiving, dismissing, installing, removing, and disciplining its members who are teaching elders; commissioning ruling elders to limited pastoral service; promoting the peace and harmony of congregations and inquiring into the sources of congregational discord; supporting congregations in developing the graces of generosity, stewardship, and service; assisting congregations in developing mission and participating in the mission of the whole church; taking jurisdiction over the members of dissolved congregations and granting transfers of their membership to other congregations; warning and bearing witness against error in doctrine and immorality in practice within its bounds; and serving in judicial matters in accordance with the Rules of Discipline.*

The Presbytery of Northumberland grants the following powers to the Commission on Ministry: The Commission will have the power to dismiss, transfer, and remove teaching elders from the roll of the presbytery and to dissolve pastoral relationships. The Commission will also have the power to appoint moderators as needed, and to approve Temporary Pastoral Relations and Commissioned Ruling Elder contracts. The Commission is granted the power to implement the responsibilities as outlined in G-3.03 except for receiving new members onto the rolls of the Presbytery.

THE COMPOSITION AND DUTIES OF THE COMMISSION ON MINISTRY:

Composition: The Commission shall consist of eight Teaching Elders and eight Ruling Elders; the quorum shall be a majority of the members. The Presbytery nominating committee will nominate the members of the commission.

The Commission will be guided by the Advisory Handbook for the Commission on Ministry as provided by the Office of General Assembly of the PCUSA, and the Northumberland Presbytery Ministry Manual.

The Commission on Ministry is “To serve as pastor, counselor, and advisor to the Teaching and Ruling Elders of the presbytery, to facilitate the relations between congregations, pastors, and the presbytery, and to settle difficulties on behalf of presbytery when possible and expedient.” “The Commission shall be open to communication at all times with the Teaching and Ruling Elders who are members of sessions, sessions of the presbytery, and Certified Christian Educators.”

Duties shall include:

1. To review annually the terms of call of Presbytery Pastors and to report its recommendations on the status and adequacy of terms of call to Presbytery.
2. To recommend annually the minimum terms of call for installed pastors;
3. To appoint moderators for Sessions of pastorless churches;
4. To recommend the minimum compensation for pulpit supply;
5. The Chair of COM will determine the uses of the Clergy Emergency Fund and voucher expenditures from that Fund to the Presbytery Treasurer through the Stated Clerk;
6. To designate a Board of Pension Liaison who will correspond to the Board of Pensions regarding specific concerns members might have with the Board.
7. To keep before Presbytery the responsibility of ministering to those men and women of each particular church who are serving in the armed forces; to maintain contact with Chaplains, both active and reserve, who are members of the Presbytery and to present the opportunity of service in the military chaplaincy to seminary students who are members of Presbytery;
8. To advise and encourage congregations that are in conflict and to act as agents of reconciliation wherever possible.
9. To represent Presbytery in the care and oversight of candidates for the Ministry of the Word and Sacrament (Teaching Elders), in accordance with the duties set forth the Advisory Handbook recommended by the Office of General Assembly, including participation in the reading of examinations conducted by the General Assembly.

Commission on Ministry Waiver Policy for Northumberland Presbytery:

The following is the policy adopted by Northumberland Presbytery in 1998, and approved by the Synod of the Trinity.

1. The Commission on Ministry will meet with the candidate to explore reasons for the continued failure to pass a particular exam or exams. The Commission on Ministry and the candidate will work out a specific plan to remedy the situation, in a manner acceptable to both.
2. The Commission for Ministry will monitor the candidate's progress in implementing the remedial plan.
3. When the remedial process has been completed to the satisfaction of Commission for Ministry, the Commission for Ministry will recommend a waiver to the presbytery, including a summary of the remedial process and a rationale for the waiver recommendation.

A Presbytery Profile

The 39 Congregations of the Presbytery of Northumberland

Southern Tier East	Southern Tier West	Central Tier	Northern Tier
1. Benton United	1. Allenwood, Washington	1. Jersey Shore	1. Arnot, First
2. Berwick, First	2. Lewisburg, First	2. Lock Haven, Great Island	2. Elkland, Parkhurst Memorial
3. Bloomsburg, First	3. Mifflinburg, First	3. Mill Hall, Bald Eagle	3. Emporium, First
4. Danville, Grove	4. Milton, First	4. Montoursville	4. Galeton, First
5. Danville, Mahoning	5. Montgomery, Grace	5. Muncy	5. Mansfield, First
6. Elysburg	6. Mooresburg	6. Williamsport, Bethel-Linden	6. Nelson United
7. Mount Carmel, United	7. Potts Grove, Chillisquaque	7. Williamsport, Covenant Central	7. Osceola
8. Orangeville	8. Sunbury, First	8. Williamsport, First	8. Renovo, First
9. Benton Raven Creek	9. Watsontown, First	9. Williamsport, Lycoming	9. Tioga, Trinity
10. Shamokin, First		10. Williamsport, Northway	10. Wellsboro, First

Commission on Ministry Fund Accounts

1. Clergy Emergency Fund (emergency financial aid for ministers of Presbytery and their families) Call the current COM moderator to make application for this fund. The Clergy Emergency Fund was established in 1954. Expenditures may be authorized by either Council or the Commission on Ministry
2. Supportive Ministers and Calls (specialized training and counseling opportunities for pastors)
3. New Church Development

Intervention Protocols

The Commission on Ministry sees its role as a mediator of disputes rather than as a juridical and disciplinary instrument. The Presbytery has other such mechanisms for judicial hearings and disciplinary action. The Commission on Ministry seeks to provide counsel, guidance, and prayerful direction in the hopes of repentance, forgiveness, and redemption.

The Commission on Ministry upholds the importance of the local Session addressing and resolving all possible disputes, keeping the issue and the steps toward the solution "in-house" wherever and whenever possible.

The Commission on Ministry communicates with and through the Sessions and the Teaching Elders (Ministers of the Word and Sacrament). Rare occasions may warrant consideration of the concerns brought to the attention of the Commission on Ministry by regular members of the congregation.

Intervention Protocol Grid

Contact From	Member of Church	Session or Elder or Pastor
Contact To	Ordinarily the chairperson or vice chairperson of the Commission on Ministry, Executive Presbyter, Stated Clerk, or any member of the Commission on Ministry	Ordinarily the chairperson or vice chairperson of the Commission on Ministry, Executive Presbyter, Stated Clerk, or any member of the Commission on Ministry
Step One	With permission, the issue will be brought to the attention of the full COM	With permission, the issue will be brought to the attention of the full COM

Step Two	Refer the issue back to the local Session for consideration; The Session may then choose to officially communicate with the COM	The COM will dispatch representatives to consult as needed: <ol style="list-style-type: none"> 1. Private meeting with the pastor 2. Private meeting with the pastor and elder 3. Private meeting with the Personnel Commission and Pastor 4. Private meeting with the Session and Pastor
Step Three	If Session refuses to acknowledge or hear the issue of concern, the COM will invite the concerned members to meet with its representatives	These meetings, limited to four, are designed to help the COM representatives to: <ol style="list-style-type: none"> 1. Analyze the issue 2. Diagnose the issue 3. Define the issue 4. Help the Church formulate solutions
Step Four		The Commission on Ministry will review the steps taken and recommend, if necessary, a full exchange with all concerned parties present, including the full Commission on Ministry present
Step Five		If needed, the Commission on Ministry will direct the use of professional counseling resources, with which the COM has professional relationships, the cost for which shall be born by the congregation (for Sessional issues) with financial support from the COM (special funds are available for pastors to receive subsidy for counseling services): <ol style="list-style-type: none"> 1. Psychologist 2. Alban Institute 3. Lancaster Career Development Center Or, if warranted by the evidence, the Commission on Ministry will recommend to Presbytery the formation of an Administrative Commission to proceed with disciplinary action
Step Six		The full Commission on Ministry will review with all parties concerned the suggestions and insights learned from the services of the professional counseling resources. Goals and expectations will be developed as well as plans for carrying out these goals and expectations
Step Seven		As a last resort, the Commission on Ministry will recommend to Presbytery the formation of an Administrative Commission to proceed with disciplinary action

Checklist for Requested Commission Services

We/I ask the Commission on Ministry (or the appropriate Commission or agency to which We/I may be referred) for advice, counsel, guidance, direction, or response to the following areas of concern:

- We/I would like a visit to our Session from members of the Commission on Ministry, for the following reason: _____

- We/I would like to raise the following issue or question with the Commission on Ministry: _____

- We/I would like to raise the following issue or question with the General Council of Presbytery: _____

- We/I would appreciate information about improving the accountability of the ministry performed by our ruling elders or deacons.
- We/I would appreciate information about improving the accountability of the ministry performed by our pastor.
- We/I would appreciate help in setting up a Personnel Committee.
- We/I would appreciate help in conducting the annual performance review.
- We/I would appreciate help in developing the following specific Terms of Call policy
- We/I would appreciate help in securing more supply preachers.
- We/I would appreciate help in developing ways to meet expenses.
- We/I would appreciate help in reconciling a conflict within the congregation.
- We, a congregation with an appointed moderator, are ready for a new moderator to be appointed by Presbytery.
- We/I need help in working through a decision about pastoral relocation.

We/I have some personal, family, or financial problems that necessitate third party help.

Other: _____

***All matters will be held in the strictest confidence by the Commission on Ministry.**

Name of Church _____
Church Address _____

Name of Pastor _____
Pastor's Preferred Mailing Address _____

Name of Person Filing this Form _____

To Whom Should the Commission on Ministry Respond? _____
Address _____ Phone _____

PLEASE RETURN THIS FORM TO:

**The Commission on Ministry
The Presbytery of Northumberland
PO Box 334
Montoursville PA 17754**

For Commission on Ministry Use Only:

Date Received: _____

Date Considered: _____

With whose consent and knowledge has this checklist been submitted to the Commission on Ministry? _____

Action Taken:

Section Two

Policies and Procedures

Minimum Compensation Requirements

Teaching Elders in full time pastoral service..including Transtional (interium) Pastors

1. Church pastors: cash salary plus free use of manse		Check with the Presbytery office For current compensation requirements
2. Church pastors: cash salary and housing allowance		
3. Pension and Major Medical	Required	Check with Board of Pension for current rates
4. Vacation	Required	One Month, in consultation with Session (including four Sundays)
5. Study Leave Time	Required	Two weeks per year, cumulative up to six weeks
6. Study Leave Expenses	Required	\$700 per year, cumulative up to \$2,100 reimbursed vouchered expenses
7. Travel Expenses	Required	IRS rate per vouchered mile
8. Governing Body Service	Required	One week for Presbytery, Synod, and General Assembly program service
9. Utilities Allowance: Cash figure of full costs of usage (basic phone, heat, water, sewer, garbage , electric)	Recommended	that Church pay the full actual expenses for those pastors living in a Church provided manse.
For Information		
10. Cost of Living Increase Percentage Increasing salaries by this percentage maintains the same dollar buying power as the previous year; any amount above this percentage reflects a merit increase	Recommended	Current CLI
Optional Items in the Annual Terms of Call		
11. Sick Leave Policies	Recommended	
12. Annual Performance Evaluation of the Pastor	Required	

<p>13. Social Security Reimbursement Benefit: SECA: follow Federal guidelines for self-employment share. If the employing organization reimburses the pastor for more than 50% of the SECA obligation, the amount above that 50% is included in effective salary.</p>	Recommended	
<p>14. Other Financial Benefits? a. book allowance? b. professional dues? c. sabbatical leave? d. escrowed expense account for accountable reimbursement plan by session resolution? e. professional entertaining? f. extra contribution to annuity or other retirement fund? g. other?</p>	Optional	
<p>15. Additional Medical Costs Benefits to Cover Deductible: Member's deductible and copayment maximums are based upon effective salary. Unreimbursed medical, dental, vision and hearing expenses (including deductibles, copayments and exams) reimbursed to the pastor by the employing organization are not included in effective salary.</p>	Recommended	

Effective Salary Definition: from the Board of Pensions "Understanding Effective Salary"

Any compensation received during a Plan Year by a Benefits Plan Member from an employing organization, including but not limited to any sums paid for housing (including utilities and furnishings) allowance. Effective Salary shall also include any deferred compensation (funded or unfunded) credited to a Member by an employing organization during a Plan Year. Effective Salary does not include amounts received for reimbursement of professional expenses through an accountable reimbursement plan or Social Security amounts up to fifty percent (50%) of a minister's Self-employment Contributions Act obligations.

Effective salary only relates to compensation received from the member's employing organization. Effective salary includes most compensation, whether received in cash, in kind, or in deferred form.

Effective salary does not include accountable reimbursements for business expenses advanced by the member on behalf of the employing organization. Salary not included in the effective salary include: honorariums, dues paid to the benefits plan, premiums paid for group coverages.

Manse Versus Manse Allowance: A Comparison

When the manse is owned and maintained by the Church...

Advantages from the Church's Perspective	Disadvantages from the Church's Perspective
<ol style="list-style-type: none"> 1. Difficulty in finding housing in rural or crowded areas 2. Having manse requires fewer gross cash dollars than a housing allowance 3. No property tax (in many areas, depending on site) 4. May relieve pastor of worry about housing 5. Makes pastor more accessible in close to Church 6. Existence of nice manse is a lure in calling a new pastor 7. Manse allowance is still possible for helping out with furnishings, utilities... 8. Many pastors could not afford a down payment 	<ol style="list-style-type: none"> 1. Church expense and management for repairs, decorations, and emergency repairs 2. Property taxes (in many areas, depending on site) 3. Manse size doesn't always match family size 4. "We've always had a manse." -- lack of openness to explore option 5. Many manses are substandard as houses and are poorly maintained 6. When manse in near church: poor lawn care, decorations, housekeeping can be a source of concern and embarrassment 7. Tendency of congregation to regard the manse as the Church's property, thus infringing upon the privacy of the pastor and family 8. May be source of friction between pastor and congregation 9. Existence of manse may complicate or impede negotiation of new pastoral call 10. Cost and routine upkeep during vacancies
Advantages from the Pastor's Perspective	Disadvantages from the Pastor's Perspective
<ol style="list-style-type: none"> 1. Pastor does not have to pay for upkeep and repairs 2. Pastor pays no property tax 3. Does not share housing headaches of homeowner 4. Does not have to go through house search and purchase costs, down payment, sale cost, etc. 5. If manse is near Church, convenience of access 6. Nice if you like congregation's company 7. Immediate availability of housing 	<ol style="list-style-type: none"> 1. Pastor is not building up housing equity 2. No choice as to where to live or size of house 3. If manse is nearby, little privacy 4. Lack of a sense of ownership; it is the church's house 5. Congregation is the landlord, thus pastor may be reluctant to press for repairs, maintenance, improvements

Suggestions for the kind of agreements which minimize the disadvantages of housing owned by the Church:

1. Clear understanding of the division of responsibility for routine care
2. Clear understanding of normal freedom to use the house: hang pictures, choose colors, privacy, use or non use for classes, Commission meetings, alter aspects of the buildings exterior and interior
3. An annual review of the condition of the house and its maintenance needs
4. If adjacent to the church, there should be a clear visible division of yards is the pastor is responsible for the lawn care
5. The cost of fuel should be paid directly to the utility company
6. Clear understanding of what maintenance and decorating with take place and at what time, with the budgeting of adequate funds for these actions (pastor and family should have an important role in aesthetic choices)
7. These agreements should be made in writing at the time the call is issued

When a housing allowance is supplied by the Church...

Advantages from the Church's Perspective	Disadvantages from the Church's Perspective
<ol style="list-style-type: none"> 1. Out of the real estate business 2. Removes cost of manse repairs, utilities 3. Provides for a predictable budget: no repair emergencies 4. Removes psychological problems over maintenance, decorating, etc. 5. Will attract most pastors, as it adds to the compensation package 6. Budget will reflect total cost of pastoral service 7. Sharpens pastor's empathy for homeowners 8. No housing expense during vacancies 	<ol style="list-style-type: none"> 1. Requires greater cash budget 2. Unutilized manse property can be used by the Church for rent or sale 3. Church may have to help pastor underwrite the down payment or second mortgage 4. Difficulty may occur in securing adequate housing near the Church 5. Could increase pension costs 6. If minister makes a poor housing investment, may fear to move when it is right to move and take the financial loss 7. May cause conflict over where and what the pastor chooses as home 8. Costs tend to rise drastically with each change in pastorate
Advantages from the Pastor's Perspective	Disadvantages from the Pastor's Perspective
<ol style="list-style-type: none"> 1. Has more choice of location, style of home 2. Opportunity to build up equity 3. Sharpens pastor's understanding of financial obligations 4. Privacy 5. Full fledged tax-payer and members of the community 6. Congregation does not share responsibility for property, hence the pastor does not have to seek approval for changes, repairs, improvements 	<ol style="list-style-type: none"> 1. Increases worldly cares and burdens 2. Headache of purchase, ownership 3. Increases tax 4. Reduces options for savings 5. Congregation not sharing responsibility for property 6. Congregation may be reluctant to drop in 7. Headaches of upkeep, repairs 8. Difficulty of securing adequate housing in some areas and according to the timing of the call process 9. Cost and time involved in purchase, securing mortgage, sale, closing costs 10. May be difficult to sell when pastor wants to move on 11. Lack of sufficient down payment 12. Lack of ability to afford suitable housing

Factors that should be considered when a housing allowance is supplied by the Church:

1. Housing allowance must be adequate to amortize the mortgage, for coverings costs of utilities, taxes, insurance, maintenance (30% of the cash salary plus utilities is an average amount used for housing allowance of the fair rental value of the furnished house plus utilities)
2. Maintenance funds should parallel maintenance costs of a manse
3. Can the Church budget support an adequate housing allowance?
4. Does the pastor want to own a house?
5. Is the congregation willing to sell the manse and use the profits to fund a housing allowance?
6. Is the congregation willing to convert the manse into other uses and still come up with a sufficient housing allowance?
7. Is adequate housing for the compensation package offered available in the community?
8. Does the pastor have the resources to secure a down payment and a mortgage?
9. Is the Church able and willing to finance the down payment?

Minimum Fee Schedule for Other Professional Ministerial Services Including Pulpit Supply

Pulpit Supply: Single preaching, same day	<i>\$135.00, plus mileage @ .35 per mile for churches over 100 in membership. \$100.00 plus mileage @ .35 per mile for churches under 100 membership If the preacher has to travel more than 50 miles round trip, capped at \$150.00</i>
Pulpit Supply: Multiple preaching, same day	<i>\$150.00, plus mileage @\$0.35 per mile, for churches over 100 in membership. \$115.00, plus mileage @\$0.35 per mile, for churches under 100 in membership. If the preacher has to travel more than 50 miles round trip, capped at \$165.00</i>
Moderating Session or Congregational Meeting	Actual transportation cost @\$0.35 per mile, plus an optional gift of \$25 for services rendered
Part-time Pastoral Work	Salary pro rated on the basis of full time pastoral work, set at 50 hours a week (five days, ten hours each day)

Note: it is the expectation that the Pulpit Supply performs more ministry at the congregation than delivering a sermon. As circumstances warrant, the Pulpit Supply may be invited to teach at Sunday school, visit persons in special circumstance and need, or conduct private communions for shut-ins. Mileage is at a rate of \$0.35 per vouchered round trip mile to take effect if the preacher has to travel over 50 miles, capped at \$150.00 for same day, single preacher, capped at \$165.00 for same day, multiple preaching.**

Guidelines for Dealing With Congregations That Fail to Meet the Minimum Compensation Requirements

Every Presbytery congregation promises to provide for fair and just compensation. The Commission on Ministry annually recommends to Presbytery, for its approval or disapproval, the minimum compensation requirements for pastors in our Presbytery. Meeting or exceeding the minimum compensation package is required for all calls. It is not an option. When congregations, for whatever reason, fail to meet the required compensation the Commission on Ministry will take any or all of the following steps:

- ❑ Refuse to approve the terms of call submitted by the congregation
- ❑ Send a letter of inquiry requesting an explanation for the congregation's failure to meet the basic requirements
- ❑ Meet with the Session to discuss the matter
- ❑ Counsel the Session as to what financial, stewardship, and spiritual steps for meeting the basic compensation
- ❑ Recommend that Presbytery grant a waiver to the congregation due to special circumstances.
- ❑ Recommend that the congregation explore restructuring its expectations of the pastoral leadership and begin looking at reasonable models for pastoral service (3/4 time 2/3 or ½ time).
- ❑ Recommend that Presbytery approve an Administrative Commission to take disciplinary action against recalcitrant congregations

Sick Leave Policies

We present to you various models of sick leave policy statements. You may wish to consider these for your full time and part time employees. You also may find them useful in the event of your pastor's illness.

From "***Personnel Policies for Agencies and Guidelines for Governing Bodies of the Presbyterian Church (U.S.A.)***," a revised March 27, 1987:

Sick leave - Regular (full time) employees will receive ten working days of sick leave each calendar year, cumulative up to 120 days to be used in the case of illness...At the time of termination of employment, an employee shall have no claim for pay in lieu of unused sick leave. Medical doctor certification may be required for the payment of sick leave benefits. Pregnancy is to treated for purposes of sick leave and Off-The-Job Disability Benefits in accordance with the Federal Pregnancy Discrimination Act of 1978

From "***The Presbytery of Northumberland Personnel Policy***"

Sick Leave and Family Leave – Full time employees shall be granted one day of sick leave per month of service, cumulative to 90 days. Unused sick leave shall be forfeited upon termination. All full time employees are eligible for up to 12 weeks of unpaid family leave during any 12 month period for specified reasons.

From "***Guidelines for a Session Personnel Commission:***"

Sick Leave, Leave of Absence - It is helpful to make plain the number of days allowed per year for paid sick leave, and the number of days that may be accumulated (10 days per year, up to a total of 120 days, are suggested). Similarly, the number of days that may be used for family illness can be specified.

From the "***Personnel Policies of the Synod of the Trinity:***"

Full time regular employees shall accumulate one day of sick leave per month of service; up to 90 days...Unused sick leave shall be forfeited upon termination of employment.

Sabbatical Leave

Guidelines

“sabbatical year, 1. (in a school, college, or university) a year of release from normal teaching duties. **2. Chiefly Biblical.** a yearlong period to be observed by Jews once every seven years, during which all agricultural labors were to be suspended.”

*"Six years you shall sow your field, and six years you shall prune your vineyard, and gather in its fruits; but in the seventh year there shall be a Sabbath of solemn rest for the land, a Sabbath to the Lord; you shall not sow your field or prune your vineyard."
[Leviticus 25: 3-4]*

I. Questions to Answer:

1. What is the purpose of the pastor's sabbatical leave?
2. What will the congregation gain from the pastor's sabbatical leave?
3. What will the Presbytery gain from the pastor's sabbatical leave?
4. When does the pastor become eligible to take a sabbatical leave?
5. How many months are allowed for the sabbatical leave?
6. Is this a paid sabbatical leave?
7. Who will moderate the Session in the pastor's absence?
8. Who will preach in the pastor's absence?
9. Who will provide pastoral care in the pastor's absence?
10. What expectations does the congregation have of the pastor on sabbatical leave?
11. What expectations does the congregation have of the pastor after the sabbatical leave?
12. Is the congregation stable, healthy, and strong enough to handle the pastor's extended absence?

II. Checklist:

- The congregation has authorized establishing a sabbatical leave escrow account (or there already are sufficient funds to accommodate the sabbatical leave)
- The purpose of the sabbatical leave has been clearly communicated to the Church
- The congregation has approved the sabbatical leave as part of the pastor's terms of call
- The pastor and the Session have signed a sabbatical leave contract agreement
- The Session has approved the pastor's sabbatical leave plans
- The pastor and Session have made provisions for pastoral services (preaching, moderating, pastoral care) during the sabbatical leave
- The Commission on Ministry has concurred with the pastor's sabbatical leave

Academic Models for Sabbatical Leave

	Public School Code	Bloomsburg University
Eligibility	Ten years of service	Seven years of service
Next Eligible	Seven years	Seven years
Leave Length	One year	18 or 36 weeks
Salary	one half of annual salary	100% for 18 weeks; 50% for 36
Benefits	Paid	Paid (pro rated for 36 weeks)
Validation	Must be for educational travel (itinerary approved) or for graduate schooling (full load).	Must be for faculty development. (written report required upon return); Application proposal must be made one year in advance.

Study Leave Guidelines

The Presbytery of Northumberland provides for study leave time and expenses in the terms of call for every pastor. A planned study leave program helps pastors improve the skills required for the practice of ministry by learning about new developments and programs in the various fields of the Bible, theology, practical ministry and by encouraging mental and spiritual growth. A study leave program also should benefit each congregation and the Church at large. The intent is to secure stronger leadership for the local congregations.

The Sessions are responsible for encouraging and supporting their pastors in continually updating their skills and taking advantage of the allotted study leave.

The Presbytery has these guidelines for study leave:

1. Study leave time and expenses may be used annually or may be accumulated in accordance with the terms of call (two weeks each year, cumulative up to six weeks). Accumulated study leave expenses may be used for a study leave of less duration than the accumulated time, for example, a pastor with six weeks accumulated time and money might choose to use the entire sum for a two week study leave, provided the expenses are documented.
2. Each year the pastor will request Session's approval for use of the study leave or for accumulating the study leave for future use. The pastor submits to Session a general plan outlining how he or she intends to use the study leave time.
3. In addition to providing the study leave expenses, the local congregation continues the pastor's salary, defrays any cost of pulpit supply (for each Sunday of each week of study leave), and meets the expenses of other necessary pastoral service during the study leave.
4. Study leave time and money may not be used for vacation.
5. Travel, food, lodging, registration, and related expenses incurred for the study leave may be chargeable to the study leave expense allowance. Additional expenses may be negotiated between the pastor and Session.
6. At the next scheduled Session meeting following the study leave experience, the pastor will submit a written evaluation to the Session.
7. The Commission on Ministry is available to advise on possible study leave options and opportunities.

Pastor's Study Leave Proposal

Proposed Plan of Study _____

Benefit to the Pastor _____

Benefit to the local Church _____

Location of study leave _____
Address _____ Phone _____
Dates of proposed study leave: from _____ to _____

Anticipated costs:

Tuition	\$ _____
Transportation	\$ _____
Bed and Board	\$ _____
Other	\$ _____
Total Costs	\$ _____

Total accumulated: study leave time _____ study leave money _____

Signature _____ Date _____

Certification By Session

The Session of the _____ Presbyterian Church supports the study leave proposal of the Reverend _____ as described above. We will provide for pulpit supply during the pastor's absence.

Clerk of Session _____
Date _____
Address _____
Phone _____

Please send a copy, for information only, to: **The Commission on Ministry, The Presbytery of Northumberland, P.O. Box 334 Montoursville PA 17754**

Pastor's Study Leave Evaluation

In what ways did or did not the study leave experience meet your expectations?

Please comment on the skills and insights you acquired from this study leave experience, and comment on the value of the program to yourself and to the congregation.

Would you recommend this study program to another pastor? ___ yes _____ no

Please explain:

Any additional comments or suggestions?

Actual expenses incurred:

Travel	\$ _____
Tuition	\$ _____
Bed and Board	\$ _____
Books/Material	\$ _____
Other Meals	\$ _____
Tolls, Parking	\$ _____
Other Costs	\$ _____
Total Expenses	\$ _____

Signature_____ Date_____

Exchange Pastorates

Guidelines

An exchange pastorate is an opportunity for two pastors from different parts of the world to exchange responsibilities and for stimulating global understanding and awareness. It is the responsibility of the pastors to initiate the logistics of the exchange with the full cooperation and participation of their respective Sessions, congregations and Presbyteries.

Questions to Answer:

1. What is the purpose of the exchange pastorate?
2. What will the congregation gain from the exchange pastorate?
3. What will the Presbytery gain from the exchange pastorate?
4. Have the respective pastors and congregations considered the differences in culture, language, pastoral roles, and Church polity?
5. Is the pastor eligible and able to undertake an exchange pastorate?
6. How many months are allowed for the exchange?
7. Who will moderate the Session in the pastor's absence? The moderator cannot be the exchange pastor, as the exchange pastor is regarded as a temporary supply.
8. What will be the duties of the exchange pastors? What will be their respective goals, objectives, and responsibilities? Will the exchange pastors have a special role in their exchange Presbyteries?
9. What expectations do the congregations have of the exchange pastors?
10. What expectations do the congregations have of the pastors after the exchange?
11. What systems have been developed to insure pastoral accountability?
12. What measures will be taken to insure hospitality toward the exchange pastors? How will the pastors be welcomed and oriented to the Church, the Presbytery, the community, the country?
13. Has a fair financial and legal agreement been made between the exchange pastors, detailing such issues as the payment of salaries, pensions, major medical coverage, tax issues, social security tax issues, insurance coverage, travel costs, international

laws regarding visas and driver's licenses, banking needs, utility expenses, and the care and maintenance of the respective homes? Has the financial agreement considered the possible disparity between the rate of exchange and relative cost of living?

14. Is the congregation stable, healthy, and strong enough to handle the pastor's extended absence?

Checklist:

- The congregation has authorized the possibility of a pulpit exchange and the action is recorded in the minutes of Session and the Congregation.
- References from the respective Sessions and Presbyteries have been communicated and shared, establishing the pastor's credentials, standing, skills, interests, as well as describing the state of the relationship of the exchange pastors with their respective congregations.
- Letters of invitation have been sent to the exchange pastors from the respective Sessions and Presbyteries.
- Profiles of the respective congregations and communities have been communicated and shared.
- Presbytery, through the Commission on Ministry has been involved in the decision to conduct an exchange pastorate at every level of decision.
- A fair financial and legal agreement has been made between the exchange pastors, detailing such issues as the payment of salaries, pensions, major medical coverage, tax issues, social security tax issues, insurance coverage, travel costs, international laws regarding visas and driver's licenses, banking needs, utility expenses, and the care and maintenance of the respective homes. The financial agreement has accounted for the possible disparity between the rate of exchange and relative cost of living.
- The purpose of the exchange pastorate has been clearly communicated to the Church.
- The pastors, Sessions, and Presbyteries have signed a exchange pastorate contract agreement, detailing the ecclesiastical, financial, and legal arrangements.
- Arrangements for hospitality and accountability have been adopted by the respective Sessions and Presbyteries.

Hints on Dealing With Conflict

In a spirit of trust and love, we promise we will...

Give them a hearing...listen before we answer [John 7:51, Proverbs 18:13]

1. Treat each other respectfully so as to build trust, believing that we all desire to be faithful to Jesus Christ. We agree to keep our conversations and communications open for candid and forthright exchange. We will not ask questions or make statements in a way which will intimidate or judge others.
2. Learn about various positions on the topic of disagreement.
3. State what we think we heard and ask for clarification before responding, in an effort to be sure we understand each other.

Speak the truth in love [Ephesians 4:15]

4. Share our concerns directly with individuals or groups with whom we have disagreements in a spirit of love and respect in keeping with Jesus' teaching.
5. Focus on ideas and suggestions instead of questioning people's motives, intelligence, or integrity; We will not engage in name-calling or labeling of others prior to, during, or following discussion.
6. Share our personal experiences about the subject of disagreement s that others may more fully understand our concerns.

Maintain the unity of the spirit in the bond of peace [Ephesians 4:3]

7. Indicate where we agree with those of other viewpoints as well as where we disagree.
8. Seek to stay in community with each other though the discussion may be vigorous and full of tension. We will be ready to forgive and be forgiven.
9. Follow these additional guidelines when we meet in decision-making bodies: urge persons of various points of view to speak and promise to listen to these positions seriously; seek conclusions informed by our points of agreement; be sensitive to the feelings and concerns of those who do not agree with the majority and respect their rights of conscience; abide by the decision of the majority, and if we disagree with it and wish to change it, work for that change in ways which are consistent with these guidelines.
10. Include our disagreements in our prayers, not praying for the triumph of our viewpoints, but seeking God's grace to listen attentively, to speak clearly, and to remain open to the vision God hold for us all.

Adopted by the 204th General Assembly (1992) of the Presbyterian Church (U.S.A.)

Personnel Committee Guidelines

What is it? How is it done? Do we need one?

The advantages of a Church Personnel Committee are these:

- It gives the Session an organized way to fulfill its responsibilities to and for all persons employed by the Church.
- It gives a means of giving counsel and support, direction and advice, a listening ear and a helping hand, to all members of the Church staff.
- It gives a means for carrying out such Personnel functions as preparing and reviewing position descriptions, performance evaluations, disciplinary actions, and wage and salary recommendations.

What can a Personnel Committee do?

- Establish clear work responsibilities for every Church position.
- Encourage professional effectiveness and growth by helping set work objectives and by evaluating accomplishments.
- Recommend personnel policies to the Session, such as sick leave, sabbatical leave, leave of absences, as well as approve vacation dates.
- Set up a schedule to meet regularly with all members of the Church staff.
- Provides a support group for the pastor, in times of trouble and triumph, in helping the staff deal with personal or professional problems and needs.

How does the Personnel Commission operate?

- It serves as a committee of Session
- It should compose three to five persons, who bring to the Committee skills in human resources, the ability to maintain confidences, as well as a familiarity with the work of the Church.
- It should be chaired by a member of Session.
- The pastor serves as a member of the Committee, ex officio.

Performance Evaluations

We recommend that the Pastor works with the Session, through its Personnel Committee, in designing an annual performance evaluation. The Commission on Ministry can recommend a variety of excellent resources for conducting such an annual evaluation. Pastors, as skilled professionals, welcome the congregation's comments, support, criticism, and collaborative goal-setting.

- ❑ An annual performance evaluation is a dialogue among colleagues in the ministry, not the employers reviewing the employee.
- ❑ An annual performance evaluation respects the mutual teaching, admonition, and prayerful guidance the pastor gives the congregation and the congregation gives the pastor.
- ❑ An annual performance evaluation can breathe renewal into the ministry of the congregation by encouraging the congregation and pastor to clarify goals and expectations, identify strengths and weaknesses, and seek out means to strengthen the pastor's competence.

The process begins by the Personnel Commission soliciting comments from the Church members and especially from the church officers about the work of the pastor. The Commission then collates the information, develops the scorecard, drafts commentary according to the areas of ministry, and then sits with the pastor to review the data and opinions.

The dialogue between the pastor and the Personnel Committee results in them drafting ministry goals and professional development objectives for the coming year. These goals and objectives provide a means for measuring the pastor's accomplishments for the coming year.

A Performance Evaluation Process

Outline of Evaluation Process

1. A mini-mission study that can be used to give a snap shot of the Church ministry and officer and pastor performance evaluations
2. Divide the church officers into small groups for discussing steps IV, V, and VI;
3. Ground-rules for discussion include: candor, truth spoken in love, everyone has the opportunity to be heard, everyone listens, no interruptions, listening before answering, confidentiality maintained, no personal attacks or intimidating statements, no talk about persons not present, facts only

Dig Work

1. What are the statistical data?

Year	Worship	Sunday School Attendance	Donations from Living Donors	Expenses	Membership	Mission Giving
2015						
2014						
2013						
2012						
2011						
2010						

2. Are you able to pay your bills and meet the necessary operating expenses?
3. What percentage of your congregational membership is actively involved in positions of Church leadership and responsibility?

Number of members: _____ Number of Church Leaders: _____

4. What missions are supported and carried out?
5. What programs and activities are conducted?
6. What goals were proposed in the any previous goal setting or mission study and how or how not have you met them?

Current Needs Assessment

1. What are the principle reasons for your Church being a Church in this community and Presbytery? What are you here for?
2. What are your present spiritual needs, personally and as a congregation?
3. What are your present emotional and psychological needs, personally and as a congregation?
4. What are your present administrative and financial needs, personally and as a congregation?
5. What resources are needed for satisfying these needs, personally and as a congregation?
6. Are these resources realistically available for satisfying these needs?
7. What changes are necessary for satisfying the needs, personally and as a congregation? [interior changes in you?]
8. What questions yet need to be answered?

Performance Evaluations:

Below are several models for performance evaluation of church leaders as well as the ministry of the church. Begin by answering number one below which asks whether your current leadership needs are being met by the present leaders. Next, choose a model for evaluation of the church’s ministry. Combined, these evaluations will help you see how effectively the leaders and the church are doing ministry together.

Performance evaluations for leaders

Do you believe the current Church leaders (elders, deacons, pastor, and other officers) have the following characteristics necessary for meeting these needs? Using A=4, B=3, C=2, D=1, E=0, give a grade for each leadership level and characteristic.

Officer	Skills and Expertise	Credibility	Commitmet	Enthusiasm	Support Resources	Time
Elders						
Deacons						
Pastor						
Others						

Performance evaluations for the Church

What performance grade do you give your Church? Choose one or all of the following three methods. Check the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Model One (Herb Miller)

Mark of Faithfulness and Vitality	A	B	C	D	E	Value
1. Develops lay and clergy leaders who model and communicate a vision of expectancy and hope regarding the future						
2. Spiritually nurtures people in worship services						
3. Helps create a climate of Christian love and acceptance within the Church						
4. Involves large numbers of members in carrying out the ministry of Christ						
5. Encourages people outside the Church to experience a life-changing connection with Jesus Christ						
6. Enthusiastically receives and assimilates new people into Church life						
7. Provides Sunday School and other small groups that offer Bible study and spiritual growth opportunities and meet many personal and social need						
8. Teaches members how to develop a life of prayer						
9. Encourages members to develop sacrificial stewardship of financial, time, and talent resources						
10. Reaches out to help heal the hurts and meets the needs of people in the Church, community, and across the world						
Total Value						
Divide Total Value by 10						
Grade Point Average for Church						

Model Two (Strategy Commission)

Mark of Faithfulness and Vitality	A	B	C	D	E	Value
1. Demonstrates the centrality of worship in its life, and expresses integrity in worshipping God						
2. Cares, in a variety of ways, for every person participating in its life						
3. Cares both for the community to which it is called for mission and for the whole of God's world						
4. Participates in denominational and ecumenical expressions of ministry and mission						
5. Provides leadership that enlarges the vision of the people, helping them to grow in their understanding and expression of the Christian faith						
6. Struggles to discern the meaning of Christian faith for its total life by testing its life and activities against biblical and theological tradition						
Total Value						
Divide Total Value by 6						
Grade Point Average for Church						

Model Three (Kennon Callahan)

Mark of Effectiveness	A	B	C	D	E	Value
1. Specific, Concrete Missional Objectives						
2. Pastoral and Lay Visitation						
3. Corporate, Dynamic Worship						
4. Significant Relational Groups						
5. Strong Leadership Resources						
6. Streamlined Structure and Solid, Participatory Decision Making						
7. Several Competent Programs and Activities						
8. Open Accessibility						
9. High Visibility						
10. Adequate Parking, Land, and Landscaping						
11. Adequate Space and Facilities						
12. Solid Financial Resources						
Total Value						
Divide Total Value by 12						
Grade Point Average for Church						

Conclusions:

1. What performance grade do you give the current Church leadership? In the following inventory, circle the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Category of Ministry of the Church Leadership (elders, deacons, and other volunteer officers)	A	B	C	D	E	Value
1. Worship Leadership						
2. Encourage the people in their worship of God						
3. Equip and renew the people for their tasks in the Church						
4. Administration of the Sacraments						
5. Inform the pastor and leadership of persons and structures needing special attention						
6. Spiritual development of members						
7. Congregational visitation, especially toward the sick, sorrowful, shut-in, friendless, and lonely						
8. Promote congregational fellowship						
9. Meet regularly						
10. Evangelism and reception of new members						
11. Planning and evaluating local mission program						
12. Mission beyond the local community						
13. Development of educational program						
14. Develop and supervise the Church School						
15. Instruct and orient new officers						
16. Church's involvement in community social problems						
17. Lead the congregation in ministries of personal and social healing						
18. Ecumenical and interfaith activities						
19. Communication						
20. Administrative leadership						
21. Planning with the other Boards						
22. Promote financial support and management						
23. Evaluation of Program and Staff						
24. Congregational and Governing Body Relationships						
25. Participation in Presbytery work						
26. Care and upkeep of the property						
27. Steps taken for personal and spiritual growth						
28. Keep accurate membership rolls						
Total Value						
Divide Total Value by 28						
Grade Point Average						

Conclusions:

2. What performance grade do you give the Pastoral leadership? In the following inventory, circle the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Category of Ministry of the Pastor	A	B	C	D	E	Value	
1. Worship Leadership							
2. Proclamation of the Word							
3. Sermon Preparation							
4. Administration of the Sacraments							
5. Special Worship Services							
6. Spiritual Development of Members							
7. Congregational Visitation							
8. Congregational Fellowship							
9. Counseling Services							
10. Evangelism							
11. Planning Local Mission Program							
12. Mission Beyond the Local Community							
13. Development of Educational Program							
14. Support of Education							
15. Teaching Responsibilities							
16. Church's Involvement in Community Social Problems							
17. Pastor's Involvement in Community Social Problems							
18. Ecumenical and Interfaith Activities							
19. Communication							
20. Administrative Leadership							
21. Planning with the Session							
22. Financial Support and Management							
23. Evaluation of Program and Staff							
24. Congregational and Governing Body Relationships							
25. Active Member of Presbytery							
26. Receives Support of Congregation at large							
27. Professional Growth							
28. Theologian							
Total Value							
Divide Total Value by 28							
Grade Point Average for Pastor							

Concluding Thoughts and Analysis:

Signs of Organizational Deterioration¹

- ❑ a tendency toward superficiality
- ❑ a dark tension among key people
- ❑ no longer having time for celebration and ritual
- ❑ a growing feeling that rewards and goals are the same thing
- ❑ when people stop telling tribal stories or cannot understand them
- ❑ a recurring effort by some to convince others that business is, after all, quite simple (the acceptance of complexity and ambiguity and the ability to deal with them constructively are essential)
- ❑ when people begin to have different understandings of words like "responsibility" or "service" or "trust"
- ❑ when problem-makers outnumber problem solvers
- ❑ when folks confuse heroes and celebrities
- ❑ leaders who seek to control rather than liberate
- ❑ when the pressures of day to day operations push aside our concern for vision and risk
- ❑ an orientation toward the dry rules of business school rather than a value orientation that takes into account such things as contribution, spirit, excellence, beauty, and joy
- ❑ when people speak of customers as impositions on their time rather than as opportunities to serve
- ❑ manuals
- ❑ a growing urge to quantify both history and one's thoughts about the future
- ❑ the urge to establish ratios
- ❑ leaders who rely on structures instead of people
- ❑ a loss of confidence in judgment, experience, and wisdom
- ❑ a loss of grace of style and civility
- ❑ a loss of respect for the English language

¹Max DePree, *Leadership is an Art*

The Marks of Leadership²

1. **The first responsibility of a leader is to define reality**
2. **The last responsibility of a leader is to say, "Thank you."**
3. **Leaders don't inflict pain; they bear it**
4. **Leaders realize that being faithful is more important than being successful**
5. **Leaders appreciate that institutions can and should have a redemptive, moral purpose**
6. **Leaders realize that the art of leadership is liberating people to do what is required of them in the most effective and humane way possible**
7. **Leaders need to be learners**
8. **Giant leaders see opportunity where others see trouble**
9. **Leaders know that we owe each other truth and courtesy**
10. **Leaders know that everyone has a right to, and an obligation for, simplicity and clarity in communication**
11. **Leaders make no mistake about what they honor: "A society cultivates whatever is honored there (Plato)"**
12. **Leaders should leave behind themselves assets and a legacy**
 - ◆ Leaders need to be concerned with the institutional value system which, after all, leads to the principles and standards that guide the practices of the people in the institution
 - ◆ Leaders need to identify, develop, and nurture future leaders
 - ◆ Leaders are responsible for a sense of quality in the institution
 - ◆ Leaders are responsible for whether or not the institution is open to influence and change
 - ◆ Effective leaders encourage contrary opinions
 - ◆ Leaders owe the organization a new reference point for what caring, purposeful, committed people can be in the institutional setting
 - ◆ Leaders owe a certain maturity
 - ◆ Leaders owe the corporation rationality

²Max DePree, *Leadership is an Art*

- ◆ Leaders owe people space, space in the sense of freedom, freedom in the sense of enabling our gifts to be exercised. And in giving each other the gift of space, we need also to offer the gifts of grace and beauty to which each of us is entitled
- 13. Leaders are obligated to provide and maintain momentum**
- ◆ Momentum is the feeling among a group of people that their lives and work are intertwined and moving toward a recognizable and legitimate goal
 - ◆ Momentum comes from a clear vision for what the corporation ought to be
 - ◆ Momentum comes from a well-thought-out strategy to achieve that vision
 - ◆ Momentum comes from carefully conceived and communicated directions and plans that enable everyone to participate and be publicly accountable in achieving those plans
- 14. Leaders are responsible for effectiveness**
- ◆ Efficiency is doing the thing right, effectiveness is doing the right thing
 - ◆ Leaders can delegate efficiency but they must deal personally with effectiveness
 - ◆ Effectiveness comes about through enabling others to reach their potential
 - ◆ Effectiveness comes about through encouraging roving leadership (roving leadership is the expression of the ability of hierarchical leaders to permit others to share ownership of problems, in effect, to take possession of a situation)
- 15. Leaders must take a role in developing, expressing, and defending civility and values**
- ◆ The civil leader is able to identify values as opposed to following fashions
 - ◆ Leaders practice good manner, respect for persons, and an appreciation of the way in which we serve each other
 - ◆ Leaders enjoy the special privileges of complexity, of ambiguity, of diversity
 - ◆ Leaders have the opportunity to make a meaningful difference in the lives of those who permit leaders to lead.
- 16. An elegant leader understands:**
- ◆ contracts are a small part of relationships
 - ◆ intelligence and education can ascertain facts, wisdom can discover truth
 - ◆ to give one's time doesn't always mean giving one's involvement
 - ◆ hierarchy and equality are not mutually exclusive: hierarchy provides connections, equality makes hierarchy responsive and responsible
 - ◆ without forgiveness there can be no real freedom to act within a group
 - ◆ opportunity must always be connected to accountability
 - ◆ we all have special gifts: where we use them and how determines whether we actually complete something
 - ◆ goals and rewards are only parts, different parts, of human activity. When rewards become our goals we are only pursuing part of our work.

Section Three

Leader's Guide for Pastorless Congregations

Models of Congregational Organization

...A Variety of Models for Considering What Church May Be...

1. Solo pastorate congregation
2. Multiple pastoral staff congregation
3. Commissioned Ruling Elder serving in a Pastoral relationship
4. Yoked congregations (shared pastoral leadership)
5. Cluster Parish Partnerships (separate pastoral leadership, shared programs and other staff)
6. Sunday School ministering community
7. Missional community
8. House Church
9. Ephesus Model (congregation or congregations adopted by another local congregation for supplying leadership, resources, equipping ministry, subsidy)
11. Rotating Ephesus Model (congregation or congregations adopted and supported by a consortium of congregations, either all Presbyterian or in collaboration with congregations of other denominations)
12. New Church Development
13. Joint Congregational Witness G-5.05 (different denominations)
14. Shared Facilities Church (two or more different congregations using the same facilities)

Models of Pastoral Leadership

Model of Pastoral Leadership	Full Time	Part Time	Contracted by Session	Called Through a Pastor Nominating Committee	COM and Presbytery Approval
PERMINANT POSITIONS	X	X		X	X
Pastor (indefinite or designated)					
Associate Pastor	X	X		X	X
Co-pastor	X	X		X	X
Tent-maker	X			X	X
Clergy Couple	X	X		X	X
Pastor shared with another Presbyterian Congregation		X		X	X
Pastor shared with a local non-Presbyterian Church		X		X	X
Pastor shared with a validated ministry		X	X		X
Interim Pastor (Transitional)	X	X	X		X
TEMPORARY POSITIONS					
Stated Supply (Church not looking for a pastor)	X	X	X		X
Temporary Supply (church actively looking for Pastor)	X	X	X		X
Candidate for Ministry	X	X	X		X
Commissioned Ruling Elder	X	X	X		X
Qualified Elder	X	X	X		X
Parish Associate	X	X	X		X
Rotating Coverage Supplied by Members of Presbytery		X	X		X
Internal Rotating Leadership of the Ministering Community		X	X		X
Seminary Intern	X	X	X		

Moderating the Pastorless Congregation

The Commission on Ministry believes that the period of vacancy, whether due to relocation, resignation, or death, provides the congregation a special opportunity. Moderators are appointed with the dual responsibility to the Session and the Presbytery. Moderators of congregations with a vacant pulpit possess a certain freedom to stimulate, challenge, initiate, and organize. Appointed moderators of the pastorless congregation have the chance, through the fresh perspective, to bring about creative changes and fresh growth.

Be mindful, also, that the congregation following the departure of the pastor is tender and grieving. They need compassionate direction. They need help in developing their own abilities to take on the additional responsibilities of governing the congregation and providing the pastoral care the members need.

Moderators should consult with their own congregations about the extra workload. Their own Sessions should realize they share their pastor as part of the connectional system.

Responsibilities of the Pastorless Congregation and Appointed Moderator

- ❑ Stated meetings of the Session and congregation should be held. The Moderator and the Clerk of Session should arrange for these meetings.
- ❑ At the first meeting following the pastor's departure, the Presbytery Executive and a member of the Commission on Ministry will visit for a debriefing exchange. Shortly thereafter, a Commission on Ministry liaison will visit to discuss and help lead the mission study process.
- ❑ The Moderator's role is primarily an administrative one. No weddings, funerals, baptisms, communion observances, pulpit supplies, pastoral caregivers, or special services should be scheduled without the Session's approval with the Moderator convening the meeting.
- ❑ Visitation of the sick and shut-in should be conducted by the members of the congregation.
- ❑ The Moderator may elect to provide pastoral care for emergency situations.
- ❑ The Moderator should see that the Session continues its responsibilities in the many areas of the congregation's work and worship: (1). special worship services, (2). confirmation and new member classes, (3). election of the Nominating Committee, (4). formation of the annual budget, (5). stewardship programs, (6). the educational

programs, (7). annual review of the minute book and church register, (8). election of commissioners to Presbytery, (9). promotion of Presbytery camps and leadership training events, (10). regular payment of mission support, (11). yearly financial review, and (12). approval of the annual report of the congregation and corporation.

- ❑ Scheduling pulpit supplies on a regular basis will be one of the hardest tasks faced by the Session. The Moderator should remind the congregation to rely upon the approved pulpit supply list and remunerate the preachers as required.
- ❑ The Moderator should keep the Commission on Ministry informed of issues, concerns, problems, and needs as they arise in the congregation. The appointed Moderator is invited to file an annual report and attend meetings of the COM to give special reports.
- ❑ Moderators shall be reimbursed by the Church for all expenses incurred in the performance of their duties as Moderator, especially for travel costs to and from the Session meetings at the basic compensation travel rate established by Presbytery. No other remuneration is required, though congregations may be moved to express their appreciation for the Moderator's time and talent with a monetary gift. If a Church expects or desires additional services other than those specified in these guidelines, Session should negotiate with the Moderator an appropriate compensation. All arrangements must receive Commission on Ministry approval.
- ❑ Unless other arrangements have been made, the Moderator has nothing to do with the activities of the Pastor Nominating Commission. The Commission on Ministry will designate another person to counsel the Pastor Nominating Committee.
- ❑ Former pastors may officiate at the special services approved by Session, such as weddings and funerals, only with the permission and invitation of the Moderator, or in the event of being unable to reach the Moderator, with the permission of the Executive Presbyter or the chairperson of the Commission on Ministry. Please see the section of this manual on "Ministers at retirement and Their Relationships with Congregations Formerly Served."

Annual Report of Appointed Moderators

Name of Congregation_____

Name of Moderator_____

When did you begin serving as Moderator of this congregation?_____

Do you wish to continue serving as Moderator of this congregation?_____

Pulpit Oversight

Please identify the pulpit supplies used by this congregation during the last calendar year:

Name	Denomination	How often?

What problems, concerns, issues have you experienced with the pulpit supplies?

What suggestions do you have regarding the use of pulpit supplies?

Sessional Oversight

Has your relationship with the Session of this congregation been beneficial? How and how not?

What are some of the special needs faced by this congregation?

How can Presbytery serve this congregation better?

What are some of the goals of this congregation?

Are the goals realistic and achievable?

What resources will be needed to achieve the goals?

How can the Commission on Ministry help you?

Other comments or suggestions?

Signature _____

Date _____

Thank you for your service.

For Commission of Ministry Use Only:

Date received _____

Date considered _____

Notes:

What actions taken on the basis of the moderator's comments?

COMMISSIONED RULING ELDERS IN PASTORAL SERVICE

G-2.10

The Commissioned Ruling Elders in Pastoral Service is a new level of pastoral function within the Presbyterian Church USA. The Commissioned Ruling Elder (CRE) program developed in response to the needs of smaller, often rural congregations who wanted pastoral leadership but who could either not afford a full-time pastor or could not find one willing to serve a small church. The CRE program recognizes that God leads men and women to ministry in ways that reach beyond the traditional model of full-time pastoral ministry. For further detail about the CRE within the PCUSA, see the Book of Order, G-2.10

Steps in the Process of the CRE program

- The prospective CRE must be a ruling elder in a Presbyterian church who is currently connected and involved with their home church.
- The ruling elder expresses to their pastor an interest in becoming a CRE. The pastor and the elder discuss the demands and needs of being a CRE.
- The ruling elder then contacts the Chair of the Commission on Ministry to express an interest in becoming a CRE.
- The elder will contact Dubuque Theological Seminary to enroll in their on-line certification program for Commissioned Ruling Elder Ministry.
<http://udts.dbq.edu/academics/educationforlaity/>
- The elder will participate in the 2 year program in which he/she will receive instruction in Bible, Reformed Theology, the Sacraments, Polity, preaching, pastoral care, leading worship and teaching.
- If, after completing the CRE Training, the ruling elder wishes to seek a commission, he/she will meet with the Commission on Ministry to discuss their motives, preparation and sense of call.
- If a commission is granted to the ruling elder, he/she will be commissioned by the Presbytery in a commissioning service during the next meeting of Presbytery.
- A commission is granted through the Commission on Ministry and is valid for up to three years. The Temporary Supply Pastor contract is renewed yearly.
- The work and relationship of the commissioned ruling elder with the local church will be reviewed annually by the Commission on Ministry.
- If, after completing the CRE Training, the ruling elder does not wish to seek a commission to a local church, he/she will be placed on the Presbytery Pulpit Supply List, if desired, and will be designated as a Certified Ruling Elder.

THE COMMISSIONED RULING ELDER COVENANT

When an elder seeks a commission with a particular church in the Presbytery and the church likewise wishes to contract with this elder, then the process of entering into a covenant is begun. Since the CRE position is not a permanent position, many of the formalities associated with full-time called and installed ministry are not necessary. The CRE relationship falls under the category of Temporary Supply and is therefore appointed by the Presbytery through the Commission on Ministry. The CRE appointment is for three years, but is reviewed annually for suitability, performance, and compensation. The CRE contract or covenant is the promise in faith that each side makes to each other for this appointment.

The Basic Elements of the Covenant

- The amount of time each week that the CRE will serve. Normally, 20 to 25 hours per week is seen as the outside limit of commitment.
- The duties of the CRE shall be set by the Commission on Ministry and may include the following: preaching the Word, administering the Lord's Supper; administering Baptism; moderating the Session with supervision; have voice and vote in meetings of Presbytery; perform a service of Christian marriage and funerals when invited by the Session.
- It will include a listing of the commitment that the congregation is making to the CRE, including financial support, encouragement, openness in any areas of conflict or disagreement and a willingness to learn and be guided by the CRE in their spiritual lives.
- Financial support for the CRE is to include a fair wage for their work as well as remuneration for travel at the current Presbytery rate.
- If either the Session or the CRE wishes to terminate the contractual agreement, the following steps must be taken:
 1. The desire and reasons for termination are spoken to the opposite party.
 2. Both parties must meet with a COM representative concerning their request for termination of the contract.
 3. COM will render a determination regarding the contract.
 4. If termination is recommended, a 30 days notice will be given or a leave of absence with pay for 30 days.
 5. Details for concluding the responsibilities between the CRE and the church will be worked out by COM and the parties involved.

Section Four

Calling and Installing a New Pastor

Checklist For Pastoral Transitions

Name of Congregation _____
Address _____

Step To Take

Date Done

- | | |
|---|-------|
| 1. The Pastor informs the Commission on Ministry of his or her intent to relocate | _____ |
| 2. The Pastor requests the Session call a special meeting of the congregation to approve his or her desire to dissolve the pastoral relationship | _____ |
| 3. Session calls a meeting of the Congregation to act on this request | _____ |
| 4. The pastor sits with the Commission on Ministry for an exit interview | _____ |
| 5. The congregation votes to recommend that Presbytery approve the dissolution. The effective date is approved. Appropriate farewells are said | _____ |
| 6. The Presbytery (1) approves the dissolution, (2) transfers the pastor to the calling Presbytery, (3) declares the pulpit vacant, (4) authorizes the Session to fill the pulpit from the approved Pulpit Supply list, (5) appoints a moderator, (6) and empowers the Commission on Ministry to decide when the congregation may form a Pastor Nominating Commission | _____ |
| 7. A representative from the Commission on Ministry sits with Session the first Session meeting following the dissolution for a debriefing exchange and to plan on the type of pastoral leadership and pulpit supply the congregation wants and needs during this transition | _____ |
| 8. A liaison of the Commission on Ministry will be appointed to assist the Session in developing a Mission Study and Strategy. | _____ |

9. The Session selects a local team to work with the liaison from the Commission on Ministry in producing the mission study/strategy.

10. The session and congregation participate in the development of the the mission study/strategy as requested by the writing team.

11. The session approves the Mission Study/Strategy and sends it to the Commission on Ministry for review and approval.

12. The Commission on Ministry clears the congregation to form a Pastor Nominating Committee and appoints a liaison from the Commission on Ministry to work with the Pastor Nominating Committee.

13. The Session, decides how to constitute the Pastor Nominating Committee (the recommended model is for the standing Nominating Committee of the congregation to come up with a slate of 7 to 9 representative members to serve on the Pastor Nominating Committee with at least two members as current ruling elders.

14. The Session calls a meeting of the congregation to elect the 7 to 9 members of the Pastor Nominating Committee.

15. The Congregation elects the Pastor Nominating Committee.

16. The Pastor Nominating Committee meets with the liaison from the Commission on Ministry to organize itself and to go through the Handbook on Calling a Pastor, and discuss how the PNC will proceed with the search for a permanent pastor.

17. The Pastor Nominating Committee elects its officers: chairperson, vice-chairperson, secretary and discernmentarian (chaplain).

18. The Pastor Nominating Committee will determine in consultation with the Session if the search will be for an indefinite or designated pastor.

19. The PNC drafts a the Ministry Information Form (MIF), using the Mission Study as a guide.

20. The Pastor Nominating Committee consults with the Session about the financial package and the position description it will include in the Ministry Information Form. Session approves the proposed terms of call and moving costs to be negotiated with the potential candidate. The session decides how to fund the work of the PNC (travel, hospitality, mail, phone, internet access).

21. The Session and the Commission on Ministry approves the Information Form

22. The Pastor Nominating Committee enters the Ministry Information Form into the Louisville computer. The Clerk of Session and the Chair of the COM will attest to the MIF.

23. Once attested the (EP) Executive Presbyter will run the first match for the PNC and the PNC chair will receive and distribute the (PIF's) Personal Informaiton Forms to the rest of the committee members.

24. The Pastor Nominating Committee identifies potential candidates and obtains more information about them: full dossiers, phone interviews, preliminary reference checks, tapes of sermons, Skype, checking all social media sites for information.

25. The Pastor Nominating Committee visits Churches to hear possible candidates preach (optional).

26. The Pastor Nominating Committee identifies a potential candidate and informs the Commission on Ministry liaison.

27. The Commission on Ministry chair and the EP conducts more in depth reference checks, possibly even a preliminary interview, and gives the Pastor Nominating Committee informal clearance to invite the candidate to visit the church or to preach at a neutral site.

28. The Pastor Nominating Committee makes arrangements for a neutral pulpit and invites the potential candidate to preach.

29. The potential candidate preaches in a neutral pulpit

30. Once a candidate has been selected: the PNC will negotiate the Terms of Call and will notify The Commission on Ministry invites the potential candidate to file their statement of faith and their PIF, in preparation for the Commission's examination. A national criminal background check must be compelted prior to the meeting of the COM.

-
31. The Commission on Ministry examines the potential candidate, approves plans for candidacy and gives permission for the call to proceed (the ordinary costs of the potential candidate's travel to the Commission on Ministry meeting will be born by the Commission on Ministry).
-
32. The Pastor Nominating Committee announces to Session it is prepared to give a report; The Session calls a special meeting of the congregation (it is often helpful to send to all members a letter from the Pastor Nominating Committee explaining its endorsement as well as biographical information about the candidate)
-
33. The candidate preaches the candidating sermon, after which the special meeting is held. The Pastor Nominating Committee report is given, the ballot vote taken, and the candidate is approved as pastor-elect. The congregation votes to approve the terms of call. The congregation designates the representatives from Session and the Congregation who will attest the actions at Presbytery
-
34. The Pastor-elect consults with the Commission on Ministry and the Presbytery moderator about the plans for installation, if the way be clear by a positive vote of the Presbytery.
-
34. The Pastor-elect comes before Presbytery for examination accompanied by a representative from the Session, a representative from the congregation, and the moderator, who all attest to the actions of the congregation (and may make personal remarks). If the candidate is endorsed, the Presbytery votes on the Commission on Ministry's recommendation that they (1) approve the proposed terms of call, (2) enroll him or her as a member of Presbytery, (3) discharge the moderator with thanks, (4) and authorize the formation of the installing administrative commission.
-
36. If applicable, the Pastor-elect requests that his or her current Session call a congregational meeting for the dissolution; The congregational meeting is held, the dissolution approved and Presbytery concurs with his or her request to dissolve the current pastoral relationship
-
37. The Stated Clerk of Presbytery transmits the call to the Presbytery of the Pastor-elect, which approves the transfer and places the call before him or her for signing
-

38. The Pastor-elect is welcomed to the new congregation with suppers and celebrations; the Pastor Nominating Committee reminds the members to introduce themselves to the new pastor for a month; the Pastor Nominating Committee (now acting as a pastor-parish Committee) plans how it will support, encourage, critique, and assist the new pastor throughout the next year

39. The Service of Installation is held and the Pastor-elect is installed as the pastor. Thank you notes are sent to all participants in the ceremony

Dealing With The Dissolution

Prior to the Session meeting at which the pastor tells of plans to leave, the pastor should consult with the Commission on Ministry and the Executive Presbyter or Stated Clerk. Often those conversations have taken place even earlier, with the pastor seeking assistance in relocating. At the Session meeting, after the pastor has told of his or her plans, a representative of the Commission on Ministry will set up a time to discuss with the Session matters of interest to the whole congregation. The a representative from the Commission on Ministry and the EP ideally would want to meet with the Session the first Session meeting following the effective date of the dissolution.

Items the Session will need to consider include:

- announcing the pastor's plans to leave verbally and in a letter to the congregation announcing a congregational meeting to dissolve the pastoral relationship
- appropriate celebration for the ministry provided
- specific closure steps regarding the Session's exit interview with the pastor, compensation, vacation time, use of manse, pension payments, final Sunday to preach, how to interpret the departure.
- assuring the congregation of the ongoing work of the Session's Commissions, program, and provision for pastoral care (who will visit the elderly, take care of funerals, baptisms, communions?)
- sensitivity to the grief process involved as the relationship is dissolved
- assurance, support, and direction for the other Church staff during the period of transition
- plans for the inspection of the manse
- setting up the moving date
- settlement of any debts or financial obligations and the return of any equipment or furnishings

When the Commission on Ministry sits with the Session, these items will need to be discussed:

- a general debriefing about the dissolution and its effect on the life and future ministry of the congregation and how to view this transition time as a time of potential growth.
- plans for supplying the pulpit and securing pastoral leadership.
- consideration of the services of an interim pastor (either full or part time).
- preparing emotionally and mentally for the mission study.
- preparing emotionally and mentally for the Pastor Nominating process.
- clarifying the relationship between the Session and Pastor Nominating Committee.
- deciding how to form and fund the Pastor Nominating Commission.

Several major issues will be involved if the congregation, not the pastor, has initiated the steps toward dissolution of the pastoral relationship:

- session and the pastor will need to negotiate a termination package (often anywhere from a three to six month financial parachute).
- discussion about how long the pastor and family can reside in the manse, and under what conditions will need to be negotiated.
- it will need to be determined how divided the congregation is about the forced dissolution.

Phases in the Transition

Phase One: The Exit

The day a pastor decides to seek another call or set the date for retirement, a significant change occurs in the Church family system. Even though it may not be known publicly, a shift in attitudes, perspectives, and relationships will begin.

When the decision to retire or accept a new call is made, the Commission on Ministry should be contacted so that a partnership for transition can be formed. These partners will be the pastor, the Church, the Session, and the Commission on Ministry.

1. **Exit Consult:** The Commission on Ministry and the Executive Presbyter will want to meet with the pastor to review reasons for leaving, review styles for saying good-bye, help design a healthy exit style and process, review the state of the congregation (are there concerns to be addressed? are there problems or conflicts that surround this decision?)
2. **If there are problems:** the Commission on Ministry will need to begin planning how to remedy. If no, clearance should be given to proceed to the congregational meeting and the appointment (if necessary) of a moderator for that meeting.
3. **Congregational Meeting:** The report is issued to the Commission on Ministry. If there were conflicts or other problems addressed at the meeting the Commission on Ministry begins intervention. If no, then the congregation proceeds to Phase Two: The Interim Transition.

Phase Two: The Interim Transition

Change is situational. Transition is the way people cope with change. The interim transition is an attempt to help a congregation design and manage the "in-between-times" so that it is a creative period of discovery and preparation for new mission and a new pastoral relationship.

1. The Commission on Ministry appoints a liaison to work with the Church. The liaison is empowered to act on behalf of the Commission on Ministry.
2. The Commission on Ministry appoints a moderator of the Church, if one is needed for the bridge time should the Church decide to select an interim leader.
3. The Commission on Ministry meets with the Session (a debriefing) to review what has occurred and to review the next steps. This meeting should be no later than the next stated Session meeting after public announcement. Copies of appropriate material should be distributed. Options for pastoral leadership should be reviewed.
4. **Transitional Leadership:** the style of leadership should be intentional for each congregation. Trained interim leadership may not be available, affordable, or appropriate. Some of the transitional leadership options include: stated supply, temporary supply, and interim pastor. Questions for considering an interim pastor are:
 - Does the Church need to seek a trained certified interim?

- How will the Church connect with those who meet the requirements?
 - Will the interim be required to become a member of Presbytery (must be, if he or she will moderate)?
 - What salary will be offered (usually the salary offered the interim in the same as the previous pastor, with some modifications as negotiated)?
 - What about moving expenses?
 - What about dues for continued interim training or attendance at the Annual Conference of Interim Ministry Network and Association of Interim Ministry Specialists?
 - What will be the length of the contract (cannot be more than 12 months) and what provisions will there be for extension of the contract?
 - What provisions will there be for the interim pastor's termination (many interim pastors ask up to a three month salary continuation if there is no immediate employment possibilities)?
 - How will the interim pastor serve the Presbytery insofar as contributing her or his consultative skills, Commission service.
5. The Commission on Ministry approves the contract of the interim pastor.
 6. The Mission Study Team leader is empowered to consult with the interim leaders and begin meeting with the Church as soon as possible. The Mission Study process provides support in the change in the change process. It is often a helpful way to process the congregation's emotions. Any delay in the beginning the Mission Study process should be a joint decision in consultation with the Session. The Mission Study includes the following steps:
 - The local Mission Study Team conducts the mission study/strategy
 - The Mission Study document is written
 - The Session approves the study and develops an implementation strategy
 - The Commission on Strategy forwards the Mission Study to the Commission on Ministry (or the liaison) for approval and clears the Church to begin the process of nominating and electing the Pastor Nominating Commission.

Phase Three: The Entry

1. The Commission on Ministry liaison and the moderator prepare the Session for the Presbytery meeting and the approval of the new pastor by the Presbytery.
2. Presbytery installs the new pastor at the Church. Presbytery helps orient and assimilate the new pastor with an orientation by the Executive Presbyter and a welcome by the liaison.
3. The liaison will greet the new pastor and review the mission study strategies with her or him. A review six months to a year later should occur.

A SAMPLE AGREEMENT FOR INVOLUNTARY TERMINATION OR VOLUNTARY SEPARATION

TERMS OF DISSOLUTION BETWEEN

The Reverend _____ and _____ Name of church _____

We, the members of the Session of _____ Name of church _____ agree to request dissolution of the pastoral relationship for the following reasons and the following terms:

1. List the reasons for the dissolution
2. List the terms:
 - a. Amount of severance to be paid (if any). Normally for those who are unvoluntarily released of their call.
 - b. Housing Arrangements—Last date in the manse/ Manse inspection (return of key)
 - c. Office Arrangements—Last date in the Office (return of church keys)
 - d. Vacation Time (to be paid or given by setting the termination date to include the vacation time owed.
 - e. Last Date for the payment of Pension/Medical/ insurance
 - f. Repayment of any Loans (be specific about the payment)
3. Specify the time and date of Separation
 - a. Last Date in Pulpit
 - b. Effective Date that the ministry will end (including vacation time)
 - c. Set the date for the congregational meeting to approve of dissolution
 - d. Contact the Presbytery Commission on Ministry for their approval of dissolution.
4. Other terms to be specified
 - a. Waiver for right to pursue legal action unless this agreement is completed
 - b. Understanding of severance package: It should be specified in the agreement that all benefits will discontinue at anytime before the payoff date should the Teaching Elder receive another call for full time service or secular employment.
 - c. Any other terms required by the State or the Presbytery

We the undersigned have negotiated this agreement in good faith and have every intention of being faithful in fulfilling it.

Approved by the Session of _____ Name of the Church _____ Date Approved: _____

Signature of the Clerk of Session: _____

Signature of the Teaching Elder: _____

Signature of representative of the Commission on Ministry: _____

Exit Interview Questions for Relocating Pastors

Name _____ Date _____

Congregation Served _____

Tenure: from _____, _____, to _____, 20_____

Average worship attendance:

upon arrival _____

upon departure _____

Regarding the Congregation

1. How do you feel about the dissolution of your pastoral relationship with the congregation?
2. Are you leaving because you want to?
3. What contributions, successes, achievements were effected during your tenure as pastor?
4. What were some of your failures?
5. What are some of the things you wish you could have accomplished?
6. What have you learnt during your tenure as pastor?
7. What fault lines, divisions, power contests, conflicts, anxieties, or controversies need to be redemptively addressed and resolved?
8. What are some the weaknesses in the congregation?
9. What are some of the congregation's strengths?
10. What goals and expectations do you have for this congregation?
11. What resources from Presbytery does the congregation require?
12. What actions would you like Presbytery to take toward the congregation?

Regarding the Presbytery

1. What have been your impression of the Presbytery of Northumberland?
2. What are the weaknesses of the Presbytery?
3. What are the strengths of the Presbytery?
4. Did the Presbytery help you use your gifts and talents fully?
5. How would you improve the mission of the Presbytery?
6. How would you improve the structure and decision-making process of the Presbytery?
7. Other comments?

Commission on Ministry
Debriefing Questions for Pastorless Congregations

Name of Congregation _____ Date _____

Elders Present:

Debriefing Questions for the Session

1. How do you feel about the pastoral dissolution?

2. What do you believe led or contributed to the pastor's decision to relocate?

3. What contributions to Christ's ministry at this congregation did the pastor accomplish during his or her tenure?

4. What have you learnt from the previous pastoral leadership?

5. What special areas do you want to work on and need to work on during this period of transition?

6. What areas of the congregation's ministry need improvement?

7. What steps will you take to improve this congregation's ministry?

8. What fault lines, divisions, power contests, conflicts, anxieties, or controversies need to be redemptively addressed and resolved?

9. What steps can be taken to address and resolve redemptively these fault lines, divisions, power contests, conflicts, anxieties or controversies?

10. What steps will you now take to secure pastoral leadership and regular preaching for your congregation?

Moving Toward The Mission Study

1. *Who* will undertake and complete the mission study?
2. *What* issues, concerns, persons, programs will the mission study encompass?
3. *When* will the mission study be undertaken and completed?
4. *How* will the mission study be undertaken and completed?
5. *Why* is the mission study important to do?

Commission on Ministry Representative]

[Executive Presbyter]

Dissolution Form

I, _____, attest that the Session of the _____
_____ Church, of _____

Pennsylvania, Presbytery of Northumberland, Synod of the Trinity, Presbyterian Church
(U.S.A.), met on _____, 20_____, to call a meeting of the
congregation on
_____, 20 _____ for the purpose of acting upon the request for the dissolution
of the pastoral relationship. The call for the meeting was duly announced and the
congregation met on the indicated date. I further attest that all pastoral pension dues
have been paid in full to the effective date of the dissolution.

Signed _____
[Clerk of Session]

Signed _____
[Moderator of Session]

Having been properly called for a special meeting, the Congregation of the _____
_____ Church, of _____

_____ Pennsylvania, Presbytery of Northumberland, Synod of the Trinity, Presbyterian Church
(U.S.A.), met on _____, 20_____, to act on the dissolution of the
pastoral relationship between the congregation and The Reverend _____

The Congregation concurred with the request to dissolve the pastoral relationship by a
vote of _____ for, and _____ against. The date this dissolution becomes
effective is _____, 20_____.

We further attest that arrangements have been made for the payment of any and all
outstanding debts.

Signed _____
[Clerk of the Congregation]

Signed _____
[Moderator of Congregation]

Signed _____
[Clerk of Presbytery]

Please return to: The Commission on Ministry, The Presbytery of Northumberland, P.O. Box 334,
Montoursville Pennsylvania, 17754

Guidelines for Ministers at Retirement or Separation from Their Former Congregations

When a pastor leaves a charge, there are bonds of affection between the minister and members of the church, which continue to be cherished. Relations of friendship continue but the pastoral relationship does not. The Presbytery of Northumberland recognizes that there are potentially difficult situations involving the relationship of a minister to his or her former congregation. The Commission on Ministry provides this guideline as a means of assisting both pastors and congregations in avoiding awkward situations, maintaining the church's ethical standards, and encouraging new pastoral relationships that will be established. The particular focus of this guideline is the relationship of ministers with congregations at the time of their retirement or separation and their relationship with congregations formerly served.

The General Assembly (1998) adopted a Professional Code of Ethics which contains the paper, "Life Together in the Community of Faith: Standards of Ethical Conduct for Ordained Officers of the Presbyterian Church (USA)." It contains three rubrics, one of which is "I will conduct my ministry so that nothing need be hidden from a governing body or colleagues in ministry. **Therefore I will: (among its seventeen implications are these) Accept the discipline of the church and the appropriate guidance of those to whom I am accountable for my ministry.**

- Deal honorably with the record of my predecessor and upon leaving a ministry or office speak and act in ways that support the ministry of my successor.
- Participate in the life of a ministry setting I left or from which I have retired only as directed by presbytery.
- Provide pastoral services for a congregation I previously served only as directed by the presbytery, and provide pastoral services to members of another congregation only with the consent of their pastors.
- Consult with the Commission on Ministry in the presbytery of my residence regarding my involvement in any ministry setting during my retirement.

The ending of a pastoral relationship sometimes is a trying and traumatic experience and it always means change in the life of the pastor and his or her family and also of the congregation. When a pastor leaves a church, he or she leaves not only a professional relationship, but also an emotional and communal support group as well as personal friends. Beyond that, some will have developed emotional ties...good old pastor X married us and baptized our children. Pastor X conducted Dad's funeral (and we want [expect] him or her to conduct Mother's funeral. The result is that often these deep relationships and emotional ties overlap into the ministry of the new pastor. The problem that evolves has to do with leaving what is past and allowing a congregation to move into its future. With a new minister, the congregation and individuals have new expectations and hopes for the future but they also have a degree of sadness and nostalgia at the leaving of a pastor.

Working out this transition period in a loving and ethical manner requires sensitivity and awareness from both the congregation and the retiring pastor. Sometimes violations of pastoral courtesy are purely innocent, arising out of response to an immediate need, or out of the naiveté of either the minister or the session of the previously served church, or the person making a request of a former minister. In some

cases, it is a combination of these factors. There are other instances where a deep and abiding friendship is the source of the request. Then, there are those who simply cannot “let go.”

It is important that the departing pastor make it clear that the pastoral relationship will come to an end. This does not mean that friendships must come to an end. Friendships are priceless and are to be preserved, but there is a special responsibility on the part of the departing pastor to prevent friendships from becoming confused with the pastoral relationship. And there is a special responsibility of the congregation to respect the ending of the pastoral relationship.

Retirement Interview with the Commission on Ministry

Coming to retirement is a special time in the life of the minister and the presbytery of which he or she is a part. This is recognized by the presbytery in a service of celebration as part of a stated meeting. However, The Commission on Ministry also wants to know what wisdom and perspective you have to share concerning the church you have been serving and also how you foresee your relationship with that church. The following questions will be part of a retirement interview with the Commission on Ministry:

1. As you conclude this important phase of your ministry and come to the time of retirement, what would you like to say to edify the Church? What issues, stories and histories do you feel will influence its future?
2. Recognizing that one’s commitment to ministry is life-long, commensurate with one’s ordination vows, what do you anticipate will be the shape and form of your ministry in retirement?
3. What will be the relationship between you and congregations formerly served that will enhance the work of your successor?

General Guidelines for Relationship between a Former Pastor and His or Her Congregation (adopted by the Commission on Ministry (2005)

1. Affirming the value of absence, a departing pastor should seek to find a new church home whenever possible. (Obviously this is easier in a city where there is more than one Presbyterian Church.)
2. If relating to another church is impractical or impossible, a former pastor should limit his or her activity and seek to redefine his or her role in that particular church. If the pastor and his/her family wish to continue a relationship with the congregation, they need to be sensitive to the role of the incoming pastor.
3. A former pastor should firmly, but in a positive and caring way, tell the congregation that he or she will not participate in a leadership role in any activity or special services in the church.
4. A former pastor and family continuing to live in the community will have many personal ties. It is appropriate and necessary that those relationships continue. It is incumbent upon that former pastor and family to refrain zealously from discussing the church, changes that are taking place, and other items of church life. This will be especially important to guard in informal settings.

5. The *Book of Order* allows for the former pastor to participate in weddings, funerals and baptisms after the date of dissolution **only by invitation of the session and the moderator**. A departing pastor should have as his or her first concern the impact this participation would have on the quality of the relationship between the current or future pastor and the life and ministry of the congregation.
6. Any desire on the part of members of the congregation for the departing pastor to participate in congregational life or services should be discussed not with the departing pastor, but with the interim pastor or subsequently installed pastor.
7. Normally, invitations to the departing pastor to be part of the worshiping or fellowship life of the congregation should not occur until the installed pastor has had an opportunity to establish relationships with the congregation.
8. With the guidance of the COM, the Session needs to be firm in declaring to the people that former pastors may not participate in a leadership role in the church.
9. With the guidance of the COM, the Session needs to set the guidelines for the departing pastor and assist him or her in interpreting them to the congregation and to the community.
10. The Commission on Ministry welcomes and encourages consultation with former pastors or with sessions should questions or concerns arise.

Sample Letters for Transition at the Time of Retirement

My Dear Friends,

As our official relationship as Pastor and Congregation draws to a close, I want to share with you my hope. In the past ___ years that I have been your Pastor we have shared many special moments. There have been those special good times...the babies...weddings...picnics and other fun activities. There have also been those times of sharing sorrow, with hospital and nursing home visits and funerals of loved ones.

My retirement includes handing those pastoral responsibilities on to another because I want to give the new pastor a lot of space to develop his or her own ministry. I remember how I felt when I was the new pastor and how my predecessor gave me the opportunity to develop new, personal ties with the congregation by staying in the background giving me moral support.

So, when you have need of the pastor's service, call the new pastor. If your daughter is getting married, and I'm invited, I'll be rejoicing with you...and I'll offer my help by making our spare bedroom available for some of your out of town guests...or by offering to go to the airport to pick up guests... but the new pastor will be planning the wedding, counseling the kids, and performing the service.

I'll still see you at Rotary Club, continue in the bridge group, and see you at church league softball games and High School football games...but, when we meet...don't ask me what I think about the new pastor or the session's latest

project. I'd appreciate knowing that someone is sick, and Suzy is graduating from college with honors and other joys and concerns within the church family, but not other business.

Together, let's continue our concerned relationship, but please help me stay out of church business.

In Christian Love,

Pastor _____, Honorably Retired

SAMPLE LETTER TO THE CONGREGATION FROM THE SESSION

Objectives to be accomplished in a letter from the Session to the congregation:

- To make a pastoral response affirming the ministry of the pastor.
- To validate the boundaries established and stated for the future relationship of pastor and congregation.
- To relate next steps in the process.
- To affirm the church's leadership in the future.

TO: The Congregation of ----- Presbyterian Church

FROM: The Session

As of _____, John/Jane Doe will no longer be the Pastor of our church. His/Her ministry here has been well received and many close ties and friendships have been forged. We cherish them and hope they may continue.

The Session of the church is charged with leading the church into new relationships. For a period of time, while the church, through a Pastor Nominating Committee seeks a new pastor for the congregation, a Temporary Supply Pastor will serve us.

Part of the reason for a Temporary Supply Pastor is to provide for the managing of the church's business, worship and spiritual life. It also serves as a kind of a bridge from what has been in the life of our church, to what our ministry in the future will be.

We're aware of the letter you've received from Pastor John/Jane, asking for your help in allowing him/her really to retire. We, as your Session, also ask you to help the church move from what has been into our next phase of ministry. Please support us by cherishing what is past while working for today and tomorrow. Please allow our Temporary Supply Pastor, and the Installed Pastor, who will follow, to become your new pastor.

Remember, roles are changing. John/Jane will continue to be your friend, but others now must take over the pastoral roles and duties. We hope you will help make this transition a positive experience by supporting the Session during this important time.

Sincerely yours;

_____, Clerk of Session

SAMPLE LETTER TO THE CONGREGATION AND THE SESSION FROM THE PRESBYTERY

TO: The Session & Congregation of ----- Presbyterian Church

FROM: The Presbytery of Northumberland

We greet you in the name of the Lord Jesus Christ. We share with you the transition that is taking place as your Pastor, John/Jane Doe, retires. His/Her ministry among you has been appreciated and admired by the Presbytery of Northumberland.

Many new things will be happening as this transition takes place. Be assured that the Presbytery is here to help and support you. During the period of change, we ask the Session to be diligent in seeing that the retiring pastor is allowed full retirement and relieved of having to respond to congregation members with special needs.

At the same time we encourage the Session to provide for continuity and a positive continuing ministry through the use of an Interim Pastor/Supply Pastor and that the congregation give the Interim Pastor/Supply Pastor full support by welcoming his or her talents and experience to meet their personal and family pastoral needs.

Through the Commission on Ministry, the Session will be apprized of persons available to serve you in this time as Interim Pastor/Supply Pastor.

The Commission on Ministry has appointed Elder _____ to offer you particular help and assistance during this time. Elder _____ has been specifically trained to answer your questions about the process of seeking a new pastor as you move from Pastor Doe's ministry into the future.

As you ponder your future, Elder _____ can assist you in claiming the uniqueness of your ministry at _____ Presbyterian Church and begin to consider the pastoral skills needed to help the congregation own its vision and fulfill its own ministry goals.

The Presbytery will be there with a lot of assistance in the search for the pastoral candidate with just the right skills. Elder _____ will be there with and for you as this exciting process takes place. Feel free to contact him at any time with your questions and needs.

Sincerely yours,

_____, Executive Presbyter: Pastor to the Presbytery

_____, Chair; Commission on Ministry

Forming the Pastor Nominating Committee

Little is specified in the Book of Order about how a church should form a Pastor Nominating Committee. All that is specified is that a Committee *shall* be formed to search for the new pastor and that this Committee *shall* be representative of the entire congregation. It is essential that the Pastor Nominating Committee be a fair representation of the entire congregation. Pastor Nominating Committees that do not reflect the interests of the whole congregation tend to call as pastors persons who will be attractive only to a portion of the congregation.

The best mechanism for selecting a Pastor Nominating Committee is found in the standing Nominating Committee of the Congregation. This body already is aware of the talents and gifts within the congregation and already is alert and sensitive to the need for fair representation.

1. Session authorizes the standing Nominating Committee to present a slate of seven to nine persons to serve on the Pastor Nominating Committee (PNC) (including two ruling elders, a deacon, and a trustee - officers not to constitute a majority). Church boards, Committees, organizations, and groups may, of course, recommend names to the Nominating Committee as they do in the process of selecting Church officers. It is important to select individuals who can devote much time and energy to the task.
2. The Session calls a meeting of the congregation to hear the Nominating Committee's report.
3. The congregation approves this slate of members for the Pastor Nominating Committee by vote. The Pastor Nominating Committee itself will elect its own officers when it meets in private session.
4. The Pastor Nominating Committee begins its work.

* * * * *

The Commission on Ministry will appoint an experienced church leader from Presbytery to work with the local Pastor Nominating Committee. This person will help the Pastor Nominating Committee become oriented to the scope of its work:

- ❑ developing a community within community
- ❑ praying for God's guidance
- ❑ laying out specific steps and target dates for the Committees work
- ❑ anticipating ways of resolving conflict within the Committee
- ❑ developing a budget for the Committee and seeking Session's approval for the funds
- ❑ reporting and interpreting the work of the Committee while, at the same time, maintaining the strictest of confidences
- ❑ clarifying the points when Session will be consulted, such as when information about the mission study is needed, when the financial package needs Session's adoption, and when the position description needs Session's concurrence
- ❑ deciding how the Committee will vote on potential candidates and how to work toward unanimity
- ❑ deciding how the Committee will communicate with potential candidates
- ❑ setting a time and place for the meetings
- ❑ electing officers within the Committee
- ❑ reading the resources from the denomination
- ❑ preparing the Ministry Information Form (MIF)
- ❑ reviewing the Equal Employment Opportunity procedures
- ❑ discussing how to check references
- ❑ consulting with the Commission on Ministry about serious possible candidates

Quick Road Map to the Pastor Nominating Committee

After the mission study has been completed, the following are the steps for establishing the Pastor Nominating Committee:

- Church nominating Committee nominates the representative Pastor Nominating Committee members
- Session requests that the Commission on Ministry clear the way to hold congregational meeting
- Congregational meeting is held and the Pastor Nominating Committee elected
- Session establishes a budget for the Pastor Nominating Committee
- The Pastor Nominating Committee is oriented by the Commission on Ministry liaison
- The Pastor Nominating Committee elects its officers
- The Pastor Nominating Committee completes the Ministry Information Form using the mission study data
- The Pastor Nominating Committee presents the Ministry Information Form to the Session; Session authorizes the compensation package range and other information needed for the position description
- The Commission on Ministry approves the Ministry Information Form
- The Pastor Nominating Committee inputs the Ministry Information Form with the Church Leadership Connection (CLC)
- The Pastor Nominating Committee receives and reviews Personal Information Forms (PIF)
- Possible candidates are filtered, references are checked, neutral pulpits provided
- The Commission on Ministry checks the background of strong candidates
- Candidate(s) are invited to the community for interviews and preaching
- The candidate is selected—
- The Commission on Ministry interviews and approves the candidate, authorizing the calling of the congregational meeting

- ❑ The Session calls the congregational meeting
- ❑ The congregational elects the candidate
- ❑ Presbytery examines and approves the candidate
- ❑ A service of installation or ordination approved and conducted

Glossary of Terms

Presbyterians love their alphabet soups. Here is a quick guide to some of the acronyms frequently used:

- COM** Presbytery's Commission on Ministry, which is responsible for the concerns of pastors and congregations of the Presbytery. It is the Commission that must be consulted when it comes to the calling, establishment and dissolution of all pastoral relationships.
- PNC** The Pastor Nominating Committee. This body is elected by the Congregation and reports to the congregation, not to the Session.
- MIF** The Ministry Information Form. This form, often drawn out of the work of the Church's mission study, describes the situation, goals, and priorities of a particular congregation, together with a precise description of the skills, experience, and interests needed to meet the congregation's expectations for the pastor-elect. It is the Church's dossier on itself to be read by the potential pastor candidates.
- PIF** The Personal Information Form. The form is the dossier produced by pastors who are interested in relocating. The first part of the PIF is sent to matching congregations who are searching for a new pastor.

Pastor Nominating Commission Directory
Who to call...

Name of Congregation _____ PIN # _____

Office phone _____

Name of Clerk of Session _____

Address _____

Home phone _____

Name of PNC Liaison from COM _____

Address _____

Home phone _____ Office phone _____

List here the elected members of the Pastor Nominating Commission:

Name	ROLE IN PNC	Email	Preferred Phone
1	CHAIR		
2	VICE CHAIR		
3	SECRETARY		
4	CHAPLAIN		
5			
6			
7			
8			
9			

Other important contact persons:

Church Leadership Connction: Presbyterian Church (U.S.A.)

For matching services or problem or MIF questions:

Call Referral Service : 888-728-7228 EXT 8550 or 5738 or 5748

The website for Church Leadership Connection is

<http://oga.pcusa.org/section/mid-council-ministries/clc/>

All PIF and CIF forms and services can be found at this site.

Equal Employment Opportunity Policy For Pastor Nominating Commissions

We solemnly agree to act in full accordance with the principles enunciated in the Book of Order in promoting the equal employment opportunity policy. Fair consideration will be given all candidates for professional ministry, without regard to race, ethnic origin, sex, age, marital status, or disability. This fair consideration will apply to all pastoral searches, pulpit supplies, and temporary, stated, or interim pastoral work.

The Commission on Ministry is directed to discuss with every Session that these principles will be upheld and the minutes of the Session meeting shall attest that this discussion has occurred.

The Commission on Ministry requires the Pastor Nominating Commission to file the following form, that the Commission on Ministry may attest that the principles of the equal employment opportunity policy have been met:

Number of:	Women	Minorities	Other	Total
PIF's received				
Prospects heard preach				
Prospects interviewed				
Prospects offered positions				
Refusal by candidates				

Name of Congregation _____

[Chairperson of Pastor Nominating Commission]

[Date]

[Chairperson of Commission on Ministry]

[Date]

[Stated Clerk of Presbytery]

[Date]

Reading the Personal Information Form

Review the mission statements, the pastoral position description, and the job qualifications for your new pastor that you have written in your Church Information Form.

In your first reading of the Personal Information Forms, read rapidly, without pausing for judgments about the information provided, to obtain a quick overview of the person. Look for the personality revealed by the writing style. Consider whether the responses are clear and to the point. Look to see if the author took the pains to provide a clean document, free from bad grammar, clichés, jargon, and spelling errors.

In the subsequent readings, concentrate on the various sections of the document and ask if the person matches with your Church's wants and needs in a pastor in such areas as:

Qualities and Characteristics Name of Candidate: _____	Strong Match	Good Match	Fair Match	Poor Match
1. maturity in Christ				
2. theological views				
3. biblical fidelity				
4. work history				
5. experiences				
6. educational background				
7. denominational work				
8. interest in continued education				
9. Church responsibilities and offices				
10. civic responsibilities and offices				
11. skills and abilities				
12. goals and ambitions				
13. leadership qualities				
14. personality				
15. evangelistic spirit				
16. mission focus and commitment				
17. concern for social action				
18. style of worship, preaching, and teaching				
19. world and cultural view				
20. reasons for wanting to relocate				

Reading & Evaluating the Personal Information Form

(Optional Model)

In your first reading of the Personal Information Forms, read rapidly, without pausing for judgments about the information provided, to obtain a quick overview of the person. Look for the personality revealed by the writing style. Consider whether the responses are clear and to the point. Look to see if the author took the pains to provide a clean document, free from bad grammar, clichés, jargon, and spelling errors. In the subsequent readings, concentrate on the various sections of the document and ask if the person matches with your Church's wants and needs in a pastor as specified in CIF.

Personal Information Form Evaluation Sheet

NAME OF THE CANDIDATE: _____

Overall Rating (circle one)	1-Strong Match	2-Good Match	3-Fair Match	4-Poor Match
------------------------------------	-----------------------	---------------------	---------------------	---------------------

Qualities and Characteristics to look for:	Items of special interest or concern				circle one
Formal Education Schools attended—What does that say? Presbyterian / non-Presbyterian? What is the year of graduation?					M.Div D.Min PhD
Continuing Education: Anything special? Any concerns?					
Experience Level - circle appropriate years	0-2	2-4	4-6	6-8	8+
Work history: longevity of pastorates (short or long) (size of congregations) Any concerns?					
Minimum Effective Salary requested					
Primary Skills: How many match with what you are looking for and what priority do you rate these skills for the needs of your church?					
Denominational work: anything that jumps out as being special or any concerns? Do they seem to be a team player or a lone wolf?					

Training/Certification: any special training?			
Clergy Couple?	Yes	No	
Past Experiences: What stands out is important for your consideration?			
Other Services:			
Desired Church Characteristics: Does your church meet expectations?			
Accomplishments in Present Call: What stands out as important to your church?			
Leadership Style: Authoritarian/Deomocratic/Transformational			
Key Theological Issues: any concerns or observations? Conservative / Moderate / Liberal (circle one)			
Statement of Faith: any concerns? Conservative / Moderate / Liberal (Reformed?) Other?			

Additional comments:

Making Reference Calls

Making a Reference Call:

- ❑ Only make a reference call after you have identified a person as a potential candidate.
- ❑ Call the candidate and find out if they are interested in candidating for your congregation.
- ❑ First call the preliminary references listed on the Personal Information Form as part of the preliminary evaluation and filtering process
- ❑ If there are no red flags then you can recommend the individual to the PNC for further questioning, i.e., pastoral competency questions both verbal (phone conference) and written (supplemental questions to determine writing skills).
- ❑ If interest continues, inform the Committee on Ministry Liason of your interest that they may contact further references through their official channels, and the Executive Presbyter so a reference check can be made concerning his/her standing in their presbytery of record.

Do This:

- ❑ Prepare in advance basic questions to ask all the references. Every member of the Pastor Nominating Committee should use the same questions for all the references.
- ❑ Introduce yourselves and describe why you are calling. Ask permission to speak to the person you called as a reference for the potential candidate
- ❑ Describe your Church and the type of pastor you are seeking
- ❑ Make written notes of your conversation and share them with the other members of the PNC

Don't Do This:

- ❑ Do not contact members of the person's congregation unless they are listed as official references or unless you have received advance clearance from the potential candidate
- ❑ Do not share reference material with anyone but the members of the PNC or COM
- ❑ Do not panic if you receive a negative reference. Request that the COM conduct a thorough follow-up check on a negative reference
- ❑ Do not tape record a telephone conversation

Making Contact With A Possible Candidate

Initial Contacts with a Possible Candidate

- ❑ After receiving and examining PIF's from various sources, the PNC should contact the possible candidate by phone.
- ❑ If the person expresses interest in the position, mail your CIF, request that the possible candidate forward his or her full PIF. Set a time for the next contact.
- ❑ If the person is not interested in pursuing matters with you, thank him or her.
- ❑ If the person expresses interest in the position, you might consider the following:
 - Conference call with pre-determined questions to determine verbal skills.
 - Supplemental questions to be emailed or mailed. These should be returned to the PNC by the candidate in a written format to determine writing skills.
- ❑ If you are seeking a teaching pastor you may want to request a sample of a Bible study that they have written or prepared. If you are seeking a preaching pastor you might request a full manuscript of a sermon as well as tapes or videos.
- ❑ Have a packet prepared with the following material if requested by the candidate:
 - Church Budgets
 - Church Personnel Policy and By-Laws
 - Recent samples of newsletters and bulletins
 - Information about the local community (housing and schools)
 - Mission Study
- ❑ If the person is not interested in pursuing matters with you, thank him or her. Cease contacts.

Invitation for a Visit

- ❑ Prior to any visit, whether in the pastor's congregation, or in a neutral pulpit, all reference calls should have been made, including the EP reference check and the COM reference check.
 - Inform the candidate what is expected in regards to the interview and the time they will be with the PNC, and what you are willing to reimburse in regard to food, travel, and incidental expenses.
- ❑ For a visit to the pastor's Church in order to hear him or her preach, first obtain permission from the pastor, getting clearance for an appropriate Sunday. Do not plan on interviewing the possible candidate that Sunday. Send only a couple of members of the PNC to visit. Arrive discreetly. Avoid being conspicuous.
- ❑ The PNC should notify the COM of any impending invitations for the possible candidate to visit and preach in a neutral pulpit. A visit to preach in a neutral pulpit expresses serious interest but is not binding on either party.
- ❑ When an invitation is extended for the possible candidate to come for a tour of the Church, preach in a neutral pulpit, and be interviewed by the PNC, the dates and time shall be worked on in advance and the costs born by the PNC.
- ❑ An honorarium for preaching in a neutral pulpit usually is not expected, though travel costs should be covered.

- ❑ The visit shall be kept confidential. The whole PNC should meet with the possible candidate. Questions, and those who will ask them, should be prepared in advance.
- ❑ It is appropriate at this time to discuss the offered financial package, and see if there is any questions or concerns that need to be negotiated. The terms of call must be approved by the candidate and the PNC prior to meeting with the COM.
- ❑ If the PNC does not want to continue a conversation with a particular candidate it is encouraged that a letter be sent as soon as possible letting that candidate know that they are no longer under consideration.

Making Decisions:

- ❑ The whole PNC shall meet within the agreed upon time to determine future action. The PNC should decide by vote following consensus. The PNC should work toward presenting to the congregation their unanimous choice.
- ❑ Immediately inform the person of your decision. A letter of confirmation should follow the phone call.
- ❑ Tell the candidate to contact the Presbytery Office in order to get a Membership application packet and National Criminal Background check.
- ❑ Set a time for the next contact. Work out arrangements and a timetable for the examination by the Committee on Ministry, for the candidating Sunday, and for the effective date of beginning work.

Interviewing the Potential Candidate

The primary purpose of the personal interview is to determine whether or not the committee's overall document evaluation of each person is accurate, as well as to meet the potential candidate in person and decide whether or not he or she should become your pastor.

The purpose of all questioning it is test the accuracy of the committee's impression of the person. Each question should have placed beside it a clear and concise statement of what the committee expects the answers to the question will disclose about the potential candidate. In other words, why are you asking this question? What is the question's purpose?

The pastoral competency model may be helpful in determining interview questions for personal character, leadership skills, relationship skills, management skills, and motivational fit.

Questions should be phrased simply and concisely. Ask one question at a time. Avoid questions that yield a *yes* or *no* answer. Ask questions that draw out opinions, views, values, and expectations.

Spread the questioning around. It challenges the potential candidate to respond to a variety of individuals. Remember also that the purpose is to clarify and reveal, not to debate current problems in the world or the Church.

Prepare the questions beforehand and assign who will ask what question. Each member of the Pastor Nominating Committee should make notes of the answers. An interview form provides consistency among the members of the PNC as well as when interviewing several possible candidates. Each member of the PNC should have studied carefully all pertinent information.

Segment the interview into time for (1) the prepared questions, (2) spontaneous discussion, and (3) for answering the potential candidate's questions. Begin the interview by introducing yourselves not just by name, but with some personal bit of information that makes the committee members more personable and memorable to the interviewee.

Name cards in front of the members of the PNC is helpful. End the interview on time.

Review the document: *The Calling Process: Effective Pastoral Leadership*. You will find excellent interview questions dealing with issues that involve pastoral leadership and competency.

There are also YOU TUBE videos provided by the PCUSA in helping you to discern the process of selecting your next pastor.

Sample Questions

Functional Matters:

1. How do you prepare a sermon, selecting the texts and studying the scripture, picking the topic and title?
2. Do you develop a manuscript?
3. How early in the week do you begin and when do you finish?
4. How do you function as a moderator of Session, both in setting the agenda and participating in the meetings?
5. What are the three things you do best as a pastor?
6. How do you see yourself as a teacher and where would you best fit in to the educational program of the Church?
7. Tell us about a typical work week for you, how you spend you time and how you set your priorities?
8. What has been your experience of pastoral calling? Its frequency? How scheduled? What are the types and lengths of the calls?
9. What do you understand to be your role in the stewardship of the Church? in the budgetary and financial responsibilities of Session?
10. In what ways have you served the Presbytery and what parts of the ministry of the Presbytery have you found worthwhile?
11. What curriculum would you recommend we use?

Church and Community:

1. What three social issues do you see as the most crucial facing the Church today? How do you express social concern in your ministry?
2. How do you understand the relationship of the pastorate with the community, both in its civic and ecumenical activities?

Personal Growth:

1. Tell us about your latest continuing educational event? How often do you take advantage of educational opportunities?
2. Tell us about a serious conflict or controversy your experienced in your ministry and how did you handle it?
3. What is one thing you would like to do different in your next pastorate compared to your most recent one?
4. What disciplines do you follow to develop your personal faith?
5. Describe your faith journey as it led you to be called to be a Minister of the Word and Sacrament?
6. What have you read lately?

Theology:

1. Which Confession in the Book of Confessions do you find most helpful and how does it inform you in your own thinking and practice of the faith?
2. How do you understand the authority of Scripture?
3. Do you personally struggle with any portion of the Constitution of the Presbyterian Church?
4. Which for you are the essential tenets of the Reformed faith?
5. How do you understand the relationship between the Christian vocation to be a disciple and our daily occupations?

Looking at the New Church:

1. How would you go about innovating changes in our worship service?
2. How would you relate to the various Church Commissions and groups?
3. What areas in the life of our Church do you see needing improvement and how would you seek to improve them?
4. How would you provide pastoral care to our members and other individuals connected to the Church?
5. What evangelistic efforts would you like to see happen here?
6. How do you see yourself relating to the educational program here?
7. How do you see yourself relating to the children/youth/older folks/men/women/singles/young adults of our Church?
8. How would you go about accomplishing our stated mission goals?
9. Which of your strengths do you think would be assets as our pastor?
10. Which areas of the work here do you think would be difficult for you personally?
11. What do you see as some of the most difficult tasks facing the pastor of this Church?
12. What haven't we covered that you would like to ask us about?

What questions do you think are good questions to ask?

Worship Evaluation

This evaluation form has been prepared to help your Commission evaluate a pastor's preaching and conduct of public worship. You may alter this form however you find necessary. When the PNC subdivides to listen to a variety of preachers, it is necessary to use a common instrument for evaluating and reporting.

Name of Pastor _____

Name of Church _____

Date of evaluation: _____

Was the pastor aware of your presence? _____ yes _____ no

Approximate number in congregation _____

Names of Evaluators from the Pastor Nominating Committee:

Sermon Title _____ Length of Sermon _____

Scripture Passage(s) _____

What was the main point of the sermon?

Did the pastor deliver a special talk, message, or sermon for the children? yes no

Quality of Sermon and Worship Leadership	excellent	good	fair	poor
Appearance and manner				
Expression and poise				
Order of Worship				
Quality of Worship and Devotional Material				
Conduct of Service				
Method of Delivery				
Sermon Content				
Development of Message and Logical Conclusion				
Teaching Quality of Sermon				
Overall Inspirational and Challenging Quality of Message				
Impression of Pastor's Personality and Rapport (at the door)				
Command of the Congregation (attention, interest, engagement)				
OVERALL RATING				

Sample Examination Questions for Prospective Members of Presbytery

Standards for ordained service reflect the church's desire to submit joyfully to the Lordship of Jesus Christ in all aspects of life (F-1.02). The council responsible for ordination and/or installation (G-2.0402; G-2.0607; G-3.0306) shall examine each candidate's calling, gifts, preparation, and suitability for the responsibilities of ordered ministry. The examination shall include, but not be limited to, a determination of the candidate's ability and commitment to fulfill all requirements as expressed in the constitutional questions for ordination and installation (W-4.4003). Councils shall be guided by Scripture and the confessions in applying standards to individual candidates. G-2.0104b

The following are a series of possible questions the members of the Commission on Ministry of the Presbytery of Northumberland may ask you to answer when you meet with them. We present them to you now that you may prepare for the examination.

* * * * *

1. How would define the purpose and function of a Presbyterian pastor?
2. How do you see yourself fulfilling that definition of a pastor's purpose and function in the congregation to which you may be called?
3. How do you strive to practice excellence in your vocation to be Christ's disciple?
4. What are some of the challenges facing the Church of Jesus Christ today and how do you intend to face them?
5. What are some of the challenges facing the congregation to which you may be called and how do you intend to face them?
6. How do you understand the authority of Scripture?
7. Please explain how the Sacraments equip the faithful life?
8. Which for you are the essential tenets of the Reformed faith as expressed in the confessions of our Church?
9. Do you personally struggle with any portion of the Constitution of the Presbyterian Church (U.S.A.)?
10. Are you are able to affirm fully and without hesitation the constitutional questions from the Book of Order [W-4.4003]
11. What are you reading these days?

Outline of the Examination Process for Pastoral Candidates Previously Ordained

The following outline of steps is the process which the Commission on Ministry follows pastoral candidates who are already ordained. This process was adopted by COM in June, 2003.

1. The Pastor Nominating Committee consults with the COM about their potential candidate. The Presbytery Executive and the Chairperson of the COM consult their counterparts in the Presbytery in which the potential candidate is currently enrolled and there are no red flags.. The COM advises the Pastor Nominating Committee about their research and background checks and, if all is well, gives the Pastor Nominating Committee informal clearance to proceed with the call of the pastor.
2. Before the candidate meets with the COM, the potential candidate will submit a statement of faith, a journey of faith, and their PIF in advance of the Commission's meeting with the potential candidate. The statement, shall provide the basis for the examination by presenting the potential candidate's Christian faith, views on theology, the Sacraments and the government of the church (G-2.0104b).
3. The candidate will provide the results of the three Pennsylvania Child Abuse Background Checks prior to the examination by the COM. The PNC will reimburse the candidate for those background checks. The PNC will also submit the proposed Terms of Call for the COM to review and approve. This information must be sent to the members of the COM ten (10) days prior to the meeting.
4. The COM examines the potential candidate based upon their statement of faith, their Christian faith, views on theology, the Sacraments and the government of the church. The COM then informs the Pastor Nominating Committee of their recommendation.
5. The Pastor Nominating Committee reports to Session. The Session issues a call for a special meeting of the congregation.
6. The potential candidate leads the worship service, after which the special meeting of the congregation is conducted. The PNC moves its recommendation, the ballot vote takes place, and the count is then reported to the congregation. The congregation and the Session then designate 2 representatives (one of whom should be a member of the PNC) who will attest these actions at the next meeting of Presbytery.

7. The Pastor-elect consults with the COM and the Moderator of Presbytery about her or his plans for installation. Tentative plans are formulated by the COM.
8. The Presbytery e-mails, as part of the documents for the upcoming Presbytery meeting, the Pastor-elect's statement of faith, plans for installation and the terms of call.
9. A representative of the congregation will present and introduce the Pastor-elect to the Presbytery. Then, the Pastor-elect is examined before Presbytery based upon the pastor-elect's Christian faith, views in theology, the Sacraments and the government of the church. The Pastor-elect shall be accompanied by the congregational representative, the Session representative and the Moderator of the congregational meeting, all of whom will attest to the church's actions.
10. After the conclusion of the examination process of the pastor-elect, the pastor-elect will be escorted out of the body of the Presbytery. Discussion by the Presbytery will follow with the discussion being limited to the content of the examination. Should accusations or information be brought forth which is outside the bounds of the examination, the Moderator shall either call the item out of order or shall allow the pastor-elect to re-enter and discuss the issue in question. Following discussion, the Presbytery shall vote on the pastor-elect's call. The pastor-elect is then escorted back into the body of the Presbytery and informed of the vote.
11. Following approval of the call by Presbytery, the COM moves that Presbytery a) approve the terms of call; b) enroll the pastor-elect as a member of the Presbytery (pending concurrence from the dismissing Presbytery and pending installation); c) discharge the moderator serving the congregation, with thanks; d) authorize the installing administrative commission.

Welcoming the New Pastor

There are many sensitive issues to be addressed when calling and welcoming a new pastor to the Church, the community, and the Presbytery.

Costs:

- Are the terms of call satisfactory to the candidate, the Session, the Commission on Ministry, and Presbytery?
- Have provisions been made for travel costs for the interviews?
- Has provision been made, to everyone's satisfaction, for moving expenses?

Expectations:

- Is the effective date of beginning work acceptable to all parties?
- Is everyone satisfied about the pastor's expected office hours, work schedule, days off, life style, community involvement?
- Is everyone satisfied with the role of the pastor's spouse and family?

The Manse:

- Who has the key?
- Is there a policy regarding pets?
- Who is responsible for cutting the lawn, removing snow, caring for flowers?
- How will the utility bill be paid and what bills will be paid?
- Who handles the repairs?
- How often will the Church and pastor inspect the manse for upkeep and repairs?

Policies and Traditions:

- Are there local customs, traditions, ceremonies unique to the Church that the pastor ought to know about?
- Is the pastor expected to be provide leadership or at least participate in any special services or ceremonies?
- Have the pastor and elders clarified how the Sacraments are to be administered?
- Who will be responsible for locking and unlocking the building? setting the thermostats, and other such practical matters?
- Is the conduct of weddings and funerals clearly understood by all parties?

Hospitality and Welcoming:

- How will the arrival of the new pastor be celebrated?
- How will the arrival of the new pastor be announced to the community?
- What activities will help introduce the pastor to the Church and community?
- How will the new pastor become familiar with the names of the Church members?

**Attestation Form
On Duly Calling A Pastor**

Session Representative:

I, _____, attest that the Session of the _____
_____ Church, of _____
Pennsylvania, Presbytery of Northumberland, Synod of the Trinity, Presbyterian Church
(U.S.A.), met on _____, 20_____, to call a meeting of the
congregation on _____, 20_____, for the purpose of acting upon the
recommendation of the Pastor Nominating Commission for extending a call to The
Reverend _____. The call for the meeting was duly
announced and the congregation met on the indicated date. I further attest that the
Session concurs with the proposed terms of call.

Signed _____
[Session Representative]

Congregational Representative:

Having been properly called for a special meeting, the Congregation of the _____
_____ Church, of _____
Pennsylvania, Presbytery of Northumberland, Synod of the Trinity, Presbyterian Church
(U.S.A.), met on _____, 20_____, to act upon the recommendation
of the Pastor Nominating Commission for extending a call to The Reverend _____
_____ of the Presbytery of _____, and to approve the
recommended terms of call (as attached).

The Congregation concurred to extend to call by a vote of _____ for, and _____
_____ against. The date this relationship becomes effective is _____, 20_____

Signed _____
[Congregational Representative]

Moderatorial Attestation:

I do attest that the Congregation of the _____ Church,
Presbyterian Church (U.S.A.), met decently and in order on _____, 20_____
_____, to act upon the recommendation of the Pastor Nominating Commission for
extending a call to The Reverend _____.

Signed _____
[Moderator of Meeting]

Signed _____
[Pastor-elect]

Please return to: The Commission on Ministry, The Presbytery of Northumberland, P.O. Box 334,
Montoursville, Pennsylvania 17754

Pastoral Call and Certification Form

The _____ Presbyterian Church (U.S.A.)
 Of _____ belonging to Northumberland
 Presbytery, being well satisfied with your qualification for ministry and confident that
 we have been led to you by the Holy Spirit as one whose service will be profitable to the
 spiritual interests of our church and fruitful for the kingdom of our Lord, earnestly and
 solemnly call you, _____ to undertake the
 office of _____ of this congregation, beginning
 _____, promising you in discharge of your duty all proper support,
 encouragement and allegiance in the Lord.

That you may be free to devote full-time (part-time) to the ministry of the Word among
 us, we promise and obligate ourselves to pay you the sum of \$_____ a
 year in regular monthly payments. Further, we promise to provide you the following:

Use of the manse _____	Vacation time of _____
Housing Allowance \$ _____	Study leave of _____
Utilities Allowance \$ _____	
Automobile Allowance \$ _____	Other provisions include:
Expense Allowance \$ _____	_____
Book Allowance \$ _____	_____
Medical Insurance \$ _____	_____
Study Leave Allowance \$ _____	
Moving Costs \$ _____	
Other (specify) \$ _____	

We also promise to pay regularly in advance to the Board of Pensions a sum equal to
 that requisite percent of your salary which may be fixed by the General Assembly of the
 PCUSA for participation in its pension plan, during the time of your being and
 continuing in the pastoral relationship set forth in this call to this church. We further
 promise and obligate ourselves to review with you annually the adequacy of this
 compensation.

In testimony whereof we have subscribed our names this _____ day of _____,
 A.D. _____

*Having moderated the congregational meeting which extended the call to The
 Rev. _____, I do certify tht the call has been made in all respects according
 to the rules laid down in the Form of Government, and that the persons who signed the
 above call were authorized to do so by vote of the _____ Presbyterian
 Church U.S.A.*

_____ Moderator of the meeting

Service of Installation Planning Form
The Presbytery of Northumberland
Synod of the Trinity / Presbyterian Church (U.S.A.)

The Commission on Ministry of Northumberland Presbytery invites you, the future Pastor, to plan your installation service. Pastors-elect are installed by an Administrative Commission on behalf of the Presbytery. The Commission must be approved by the Presbytery. The Commission on Ministry will select, in consultation with you, the five members of the Administrative Commission. The Commission shall comprise two Ruling Elders and two Teaching Elders, with the fifth member either an Ruling Elder or Teaching Elder. The Elders must represent different congregations. It is wise to include one Ruling Elder alternate and one Teaching Elder alternate. Guests of your choosing may be invited by the Presbytery to participate in certain parts of the service. Their expenses are not the responsibility of the Presbytery. The Moderator of Presbytery shall be invited to preside. Please fill out the form below and return to:

The Commission on Ministry
The Presbytery of Northumberland
P. O. Box 334
Montoursville, Pennsylvania 17754

Name _____

Calling Congregation _____

Proposed Date of Service of Installation:

Day _____ Date _____ Month _____

Planning the Service

- ❑ Before setting the date, check with the Executive Presbyter and the Moderator of Presbytery for their availability. The Moderator will ask you the constitutional questions from the Book of Order, the Executive Presbyter will give the charge to the Pastor and present you with a symbol of your pastoral office: a shepherds staff.
- ❑ Plan the elements of the service with the Session and appropriate Commissions of the calling congregation. Discuss whether or not the Church will host a reception following the service of installation. See the sample order below on the planning worksheet.
- ❑ A copy of the service and directions to the Church should be mailed to all participants at least one week prior to the service.
- ❑ Inform the commission members and other participants to convene forty-five minutes prior to the worship service. The service must be constituted as a formal meeting of Presbytery.
- ❑ Inform the participants of the expected liturgical dress. Red is the appropriate color for ordination and installation.
- ❑ Plan seating arrangements and order of procession and recession.
- ❑ Decide where you will greet the congregation following the service.
- ❑ Decide whether or not you wish to include the constitutional questions in the bulletin. Make sure the questions are taken from the current Book of Order found in [W-4.4003]
- ❑ List in the bulletin the names of the Administrative Commission members separate from other worship participants
- ❑ The charge to the Pastor will be given by the Executive Presbyter of the Presbytery of Northumberland
- ❑ The charge to the Congregation will be given by a member of the Presbytery of Northumberland
- ❑ The offering will be designated for the Presbytery's Emergency Relief Fund. See that the Presbytery treasurer receives these funds
- ❑ A member of the calling congregation should present the Pastor-elect to the commission
- ❑ Send thank you notes to the commission members and other participants

The Members of the Installation Commission

For the following candidate: _____

Name of Church: _____

Date of Installtion / Ordination: _____

Approved by the Presbytery on _____

Chairperson of the Installation Commission: _____

Ruling Elders	Church Represented	Responsibility
1.		
2.		
3.		
4. (alternate)		

Teaching Elders	Church Represented	Responsibility
1.		
2.		
3.		
4. (alternate)		

Guests of Presbytery	From:	Responsibility

Other Participants	From:	Responsibility

Sample Order of Worship Worksheet

Element of Service	Who will do?
Prelude	
Call to Worship	
Hymn	
Prayer of Confession	
Declaration of Pardon	
Gloria Patri	
Creed	
Prayer for Illumination	
Old Testament Lesson	
Hymn	
New Testament Lesson	
Sermon	
Anthem	
Concerns of the Church	
Prayer of Dedication	
Offertory	
Doxology	
Prayers of the People	
Lord's Prayer	
Service for Installation	
<i>Introductory Remark by Moderator</i>	Moderator of Presbytery:
<i>Litany for Installation</i>	Moderator of Presbytery:
<i>Presentation of Pastor-elect</i>	Moderator of Presbytery:
<i>Constitutional Questions</i>	Moderator of Presbytery:
<i>Questions to the Congregation</i>	Moderator of Presbytery:
<i>Prayers of ordination / Installation</i>	Moderator of Presbytery:
<i>Declaration of Installation</i>	Moderator of Presbytery:
Charge to the Pastor	Executive Presbyter
Charge to the Congregation	
Hymn	
Benediction	By Pastor-elect (following a brief statement?)
Postlude	

Signature of Pastor-elect _____

Date _____

Signature of Clerk of Session _____

Date _____

For Commission on Ministry Use Only:

Date Received _____ Date Considered _____

Action Taken: _____ plans approved _____ plans denied

_____ other: _____

Section Five

Operational Presbytery Forms

Terms of Call and Benefits Package Report Form

THESE FORMS CAN BE DOWNLOADED FROM THE PRESBYTERY WEB SITE UNDER E-DOCUMENTS

Name of Congregation(s) _____

Name of Pastor _____ Date Pastor Installed _____

Active Membership of Church(es) _____ as of: _____

Average Worship Attendance(s) for current year _____

TO: Clerk of Session and Pastor:

Your signatures below show that the Terms of Call have been discussed between the Church and the Pastor, with the congregation voting its approval at an annual meeting of the congregation (Book of Order G-1.0501 & G-2.0804), The Terms of Call are subject to annual Presbytery review and approval.

Please complete and sign this form and return it to the Commission on Ministry, The Presbytery of Northumberland, P. O. Box 334 Montoursville PA 17754 A copy of the report will be kept on file by the Stated Clerk of Presbytery.

Attest:

[Signature of Clerk of Session] [Date]

[Signature of Pastor] [Date]

How often does your Session ordinarily meet?

- monthly [when: _____ time: _____]
- quarterly [when: _____ time: _____]
- as needed

Please communicate any questions or concerns that you may have about the Terms of Call established between you and your congregation.

For Committee on Ministry Use Only:

Date Received: _____

Date Considered: _____

Date Presented to Presbytery: _____

Action: _____ approved _____ disapproved
_____ deferred _____ other: _____

Name of pastor: _____

Name of church: _____

Date of report: _____

Category of Compensation		Actual
1. Cash Salary		
2A. Fair Rental Value of the Manse (for calculating Effective Salary) Not for IRS	(30% effective salary)	
2B Housing Allowance (No Manse)	Actual	
3. Self Employment Reimbursement Benefit if over 50%	Not recommended	
4. Medical Costs Benefits (toward deductible and copayment if Un-vouchered. Report from previous year's reimbursement. Flexible Spending Plan)	Not recommended	
5. Manse Utilities (basic phone, heat, water, sewage, garbage, electric) do not report if the church pays these cost directly to provider.	actual	
6. Deferred Compensation?	Actual	
7. Equity Allowances?	Actual	
8. Accrued Vacation Cash Payments?	Actual	
9. Other allowances (those not reimbursed through an accountable reimbursement plan, as opposed to Category Items #14,15,16) a. tuition allowance b. book allowance c. transportation allowance		
10. Effective Salary equals the total of Categories 1 through 9		
11. Pension and Major Medical (BOP) = Board of Pensions See web site	Current BOP rate of the Effective Salary, Category #10.	
Other Minimum Compensation Requirements		
12. Vacation	One Month, in consultation with Session (including four Sundays)	YES
13. Self-Employment Reimbursement Benefit 50% or less	Recommended: (.765)% of the effective Salary	
14. Study Leave Time	Two weeks per year, cumulative upon to six weeks (required)	YES
15. Study Leave Expenses	\$700 per year, cumulative up to \$2,100 reimbursed vouchered expenses (required)	YES
16. Travel Expenses	IRS rate per vouchered mile (recommended)	

17. Other Financial Benefits (vouchered) a. book allowance b. professional dues c. sabbatical leave d. contribution to retirement fund e. escrowed expense account f. other	Optional	
18. Medical Costs Benefits (toward deductible and copayments & other medical costs not covered in medical plan) Vouchered payments only	Recommended	
19. Governing Body Service	One week for Presbytery, Synod, and General Assembly service	YES
20. Report Hours per Week	35+ equal Full time for Board of Pension	

Yes No our church has a pastoral sick leave policy

In this past year have you had to use your sick leave and do you have an health issues you want the COM to be aware of:

Yes No, our church has a sabbatical leave policy

If you are going to request your session for a sabbatical leave please share your plans with the COM below:

Yes No Annual performance evaluation conducted

Are there any concerns or joys you want to share with the COM?

Yes No I have participated in the following continuing education classes

1.	CEU _____
2.	CEU _____
3.	CEU _____
4.	CEU _____
5.	CEU _____

*CEU: Continuing Education Units: 1 unit for every ten hours

Temporary Pastor Relations Contract

{Note: all contracts run from April 1-March 31}

We, a member congregation of the Presbytery of Northumberland, Synod of the Trinity, Presbyterian Church (U.S.A.), make the following contractual agreement:

Name of Congregation _____

Address _____

Agreement

The Session of the above named congregation, in consultation with the Commission on Ministry of the Presbytery of Northumberland, took action on _____, 20____, to secure the services of: _____, as:

[name of pastor, candidate, lay preacher, elder]

- Stated Supply (A church not looking for a permanent pastor)
- Temporary Supply Pastor (A church looking for a permanenat pastor)
- Commissioned Ruling Elder
(Year of Commission _____) Renewable every three years.
- Ruling Elder approved by the Commission on Ministry but not commissioned.
- Candidate Under the care of the Presbytery of _____
- *Temporary Pastor or Stated Supply (Non PCUSA)

Name of Denomination: _____

*Pastors from other denominations are encouraged to attend Presbytery meetings with voice and vote. Normally non-PCUSA pastors do not moderate.

This position will be:

- full time
- part time [number of Sundays per year: _____; number of hours per week: _____]

The effective tenure of service will be: 6 months / 12 months (circle one)

Month _____ Day _____ Year _____ to: Month _____ Day _____ Year _____

This contract will be renewed annually, in consultation with the Temporary Pastor and the Commission on Ministry of the Presbytery of Northumberland.

This contract will not be approved unless the following documents have been filed with the Stated Clerk of the Presbytery: Indicate the year it must be renewed: _____

Please check those documents that have been filed with the Stated Clerk

<input type="checkbox"/>	PA Criminal Background Check	<input type="checkbox"/>	PA Child Abuse History Clearance
<input type="checkbox"/>	FBI Finger Print Check	<input type="checkbox"/>	3 Hour Training Video Certificate

Pastoral Duties

The following ministerial duties will be expected of the Temporary Pastor:

<input type="checkbox"/>	preaching	<input type="checkbox"/>	home visitation
<input type="checkbox"/>	teaching	<input type="checkbox"/>	Moderate Session
<input type="checkbox"/>	pastoral care	<input type="checkbox"/>	Baptism and Communion
<input type="checkbox"/>	counseling	<input type="checkbox"/>	Administration
<input type="checkbox"/>	emergency visitation	<input type="checkbox"/>	other:

Compensation

Cash Salary	\$
Pension / Medical / Death plans	\$
Utilities Allowance?	\$
Use of Manse?	YES / NO / NA
Housing Allowance?	\$
Automobile Allowance?	\$
Study Leave Expenses?	\$
Study Leave Time? Number of weeks	
Paid Vacation? Number of weeks	
Other?	

The Session and the Temporary Pastor have agreed on the termination of this contract by either party with one month's notice should a pastor be called or a change desired by either party. Should the Temporary Pastor come from a denomination other than the Presbyterian Church (U.S.A), the pastor's governing body has authorized by letter his or her ministerial service at this congeation.

_____ Signature of Temporary Pastor	_____ Date
_____ Signature of Clerk of Session	_____ Date
_____ Signature of Moderator of Session	_____ Date
_____ Signature of Stated Clerk of Presbytery	_____ Date
_____ Signature of Chairperson of Commission on Ministry	_____ Date

PLEASE RETURN THIS FORM TO: The Commission on Ministry, The Presbytery of Northumberland, P. O. Box 334, Montoursville, Pennsylvania 17754

For Commission on Ministry Use Only:
Date Received: _____ Date Approved: _____
Date received authorization letter from other governing body (if applies): _____
Comments:

Parish Associate Contract

For The Presbytery of Northumberland
 {Note: All contracts run from April 1-March 31}

Agreement

The Session of the _____ Presbyterian Church, in consultation with the pastor took action on _____, to contract with _____ as a Parish Associate.

This agreement will start effective _____, 20____ through _____, 20____.

Pastoral Duties and Activities

Please list the specific activities and time expected for each activity as applicable.

- preaching _____ per month
- teaching _____ hours per week
- pastoral care _____ hours per week
- counseling _____ hours per week
- visitation _____ hours per week
- other _____
- other _____

Compensation

A. List below that compensation which is subject to Board of Pensions dues:

Cash salary	\$
Housing Allowance	\$
Fair Rental value of manse (is at least 30% of salary and housing allowance)	\$
Other	\$
Total effective salary	\$
Board of Pensions dues	\$

B. List below that compensation which will be through accountable reimbursement.

Continuing education expenses	\$
Study leave expenses	\$
Mileage	\$
Professional expenses	\$
Total accountable reimbursement	\$

_____	_____	_____	_____
Pastor	date	Clerk of Session	date
_____	_____	_____	_____
Chair, Commission on Ministry	date	Parish Associate	date

Definition of Parish Associate:

"A parish associate is a minister who serves in some validated ministry other than the local parish, or is a member at-large, or is retired, but who wishes to maintain a relationship with a particular church or churches in keeping with ordination to the ministry of the Word and Sacrament. Such persons, already qualified as continuing members of presbytery, may serve as parish associates. The relation shall be established, upon nomination by the pastor, between the parish associate, the session, and the presbytery Commission on Ministry.

This position must be filled by a member of the Presbytery of Northumberland. This is a position which does not involve installation. This position is established by vote of the Session upon the recommendation of the pastor, and the approval of the Commission on Ministry. It is not a time-limited position, but must be approved annually. Periodic review may be requested by the COM.

<p>For Commission on Ministry Use Only: Date Received: _____ Date Approved: _____ Date received authorization letter from other governing body (if applies): _____ Comments:</p>
--

Covenant for Intentional Interim Ministry

*Name of Congregation
and*

Name of Interim Pastor

The above named congregation and Interim Pastor have entered into a covenant and contract for intentional interim ministry.

We believe that the period of time between pastors is a time to become good stewards of transition. The transitional period is an opportunity to create a transitional period that helps the congregation to:

- ◆ *understand and examine our history*
- ◆ *renew our congregational identity*
- ◆ *deal with changes and shifts in our leadership*
- ◆ *strengthen our connections with denominational governing bodies*
- ◆ *prepare for new commitments to a pastoral relationship*

We believe that as the Session, congregation, Presbytery, and Interim Pastor become partners in our interim ministry we discover new opportunities to live as the people of God, ministering effectively in the world. Together we will seek to say good-bye to the past, resolve any feelings of difference or conflict, and complete any unfinished business that will block our movement into the future. We will work together to renew our lives through openness to the Holy Spirit as we search for direction and clarity of purpose.

The Interim Pastor will not be considered as a candidate for the position of the installed pastor of this congregation.

The Interim Pastor will be accountable to the Session and the Commission on Ministry of the Presbytery of Northumberland.

The Interim Pastor will serve as the pastoral leader who will guide the congregation through the developmental tasks of interim transition (see above) and will provide the normal pastoral and administrative leadership during the interim period.

The Interim Pastor will seek to serve the Presbytery and the larger Church in ways that are mutually helpful. The Interim Pastor will be available to assist in the congregation's mission study and search process as requested by the Presbytery.

Agreement

The Session of the above named congregation, in consultation with the Commission on Ministry of the Presbytery of Northumberland, took action on _____,
 [date of meeting]

20____, to secure the services of: _____, as:
 [name of Interim pastor]

This position will be:

- full time
 part time [number of Sundays per year: _____; number of hours per week: _____]

The effective tenure of service will be:

Month_____Day____Year_____ to: Month_____Day____Year_____

This contract may be extended upon review and mutual agreement in consultation with the Interim Pastor and the Commission on Ministry, Presbytery of Northumberland.

Compensation

Cash Salary	\$
Pension Plan?	\$
Utilities Allowance?	\$
Use of Manse?	
Housing Allowance?	\$
Automobile Allowance?	\$
Study Leave Expenses?	\$
Study Leave Time?	
Paid Vacation?	
Other?	
Other?	
Other?	
Other?	
Other?	

The Session and the Interim Pastor have agreed on the termination of this contract by either party with thirty day's notice should a pastor be called or a change desired by either party, upon consultation with the Commission on Ministry

Signature of Interim Pastor

Date

Signature of Clerk of Session

Date

Signature of Moderator of Session

Date

Signature of Chairperson of Commission on Ministry

Date

PLEASE RETURN THIS FORM TO:

**The Commission on Ministry
The Presbytery of Northumberland
P. O. Bo 334
Montoursville, Pennsylvania 17754**

For Commission on Ministry Use Only:

Date Received: _____ **Date Approved:** _____

Comments:

Pulpit Supply Eligibility Grid for Vacant Pulpits

Commission on Ministry Steps	Clergy Member of Presbyterian Church (U.S.A.)	Clergy Member of Denomination in Correspondence with Presbyterian Church	Clergy Member of Denomination not in Correspondence with Presbyterian Church	Certified Ruling Elders, Lay Preachers and Pastors
Commission on Ministry invitation to apply for membership on list	X	X	X	X
Application Form Submitted	X	X	X	X
Satisfactory Credentials (good standing in community of faith, good references)	X	X	X	X
Written Statement of Faith	X	X	X	X
Presentation of Several Sermons (manuscript and tape)	X	X	X	X
Examination by COM of Views of faith, theology, sacraments, government		X	X	X
Examination by Presbytery				X
Training (as determined by Presbytery)				X
Annual Review	X	X	X	X

Pulpit Supply Application Form

The Presbytery of Northumberland

Synod of the Trinity

Presbyterian Church (U.S.A)

Name of Applicant _____

Work Address _____

Work Phone _____

Home Address _____

Home Phone _____

In the publicized Pulpit Supply List, please use my:

- work phone number
- home phone number
- both phone numbers
- Email: _____

I have been referred to the Commission on Ministry by: _____

I am making a self-referral

Ecclesiastical Status:

Denomination _____

Judicatory Membership _____

Date of Ordination _____ Classification _____

Work Experience

Place of Work	Address	Duties	Dates

References: Please supply the names of three references, including an official from your denomination who can attest to your membership and standing:

Name of Reference	Address	Phone
1	_____	_____
2	_____	_____
3	_____	_____

Have you an existing relationship with a member congregation of the Presbytery of Northumberland? If so, which one? what is the nature of the relationship?

Please explain your reason for requesting to be enrolled on the Presbytery of Northumberland's approved Pulpit Supply List:

Signature _____

Date of Application _____

Please return this application, with the following items:

- a copy of your resume.
- written statement describing your views in theology, the Sacraments, and the government of the Church.

**tO: The Commission on Ministry The Presbytery of Northumberland
P. O. Box 334 Montoursville, Pennsylvania 17754**

For Commission on Ministry Use Only:

Date Application Received _____ Date Considered _____

Eligibility Grid Status:

- Ordained Presbyterian Clergy
- Ordained Clergy from a denomination in which we are in correspondence
- Ordained Clergy from a denomination in which we are not in correspondence
- Commissioned Ruling Elder or Lay Preacher
- Qualified Lay person

Steps Completed (according to Eligibility Grid):

- Inquiry initiated by: _____, date of initial inquiry: _____
- Invitation extended by COM to submit application [date: _____]
- Satisfactory Credentials
- Written Statement of Faith
- References checked by Presbytery Executive and COM Chair.

Comments:

- Examination by Commission on Ministry [Date: _____]

Comments:

- Examination by Presbytery [Date: _____]

- Training [Date: _____]

- Commissioning by Presbytery [Date: _____]

Presbytery Action taken: approved disapproved

other:

For Commission on Ministry Use Only:

Date Received: _____ **Date Approved:** _____

Date received authorization letter from other governing body (if applies): _____

Comments:

Member of Presbytery Application Form

[when a congregational call is possible]

The Presbytery of Northumberland

Synod of the Trinity

Presbyterian Church (U.S.A)

Name of Possible Candidate _____

Work Address _____

Work Phone _____

Home Address _____

Home Phone _____ Email: _____

Congregation Interested in Extending Call _____

Chairperson of Pastor Nominating Commission _____

Candidacy Process:

Date of proposed candidacy and congregational meeting:	
If needed, date of dissolution of current call:	
If needed, date when current Presbytery will approve dissolution:	
Proposed date of first day of work:	
Proposed date of ordination/installation service:	

Please describe some of the goals and objectives you hope to fulfill as pastor of the particular congregation in the Presbytery of Northumberland:

Please describe what type of Commission/Committee you would like to serve on as a member of the Presbytery of Northumberland:

What questions do you have of the Commission on Ministry about your new Church or about the Presbytery of Northumberland?

Signature _____ Date _____

Please return this application with the following items:

- a copy of your resume.
- prof of national criminal background check
- written statement of faith describing your views in theology, the Sacraments, and the government of the Church.

to: The Commission on Ministry, The Presbytery of Northumberland, P. O. Box 334, Montoursville, Pennsylvania 17754

For Commission on Ministry Use Only: _____ Date Received _____

Steps Completed:

- Endorsement of Pastor Nominating Commission
 - Personal Information Form submitted to Commission on Ministry
 - Written Statement of Faith to Commission on Ministry
 - Criminal Background Check
 - Terms of Call meet basic compensation minimums
 - Reference checks completed by Presbytery Executive and COM chair:
- Comments:
- Examination by Commission on Ministry [Date: _____]
 - Commission on Ministry Authorizes Candidacy [Date: _____]
 - Congregation Calls Candidate by Ballot Vote [Date: _____]
 - Results of vote: _____ for _____ against _____ unanimous
 - Attestation forms submitted [Date: _____]
 - Plans for Service of Installation submitted [Date: _____]
 - Examination by Presbytery [Date: _____]

For Commission on Ministry Use Only:

Date Received: _____ **Date Approved:** _____

Date received authorization letter from other governing body (if applies): _____

Comments:

Annual Report of Validated Ministries & Members at Large

Presbytery of Northumberland

THE BOOK OF ORDER CONCERNING PRESBYTERY MEMBERSHIP -2.0502

Presbytery and the Teaching Elder

As the Lord has set aside through calling certain members to be teaching elders, so the church confirms that call through the action of the presbytery. The presbytery shall determine whether a particular work may be helpful to the church in mission and is a call to validated ministry requiring ordination as a teaching elder. In the performance of that ministry, the teaching elder shall be accountable to the presbytery. Teaching elders have membership in the presbytery by action of the presbytery itself, and no pastoral relationship may be established, changed, or dissolved without the approval of the presbytery.

G-2.0503 Categories of Membership

A teaching elder is a member of a presbytery and shall be engaged in a ministry validated by that presbytery, a member-at-large as determined by the presbytery, or honorably retired.

Engaged in a Validated Ministry—A validated ministry shall:

- (1) demonstrate conformity with the mission of God's people in the world as set forth in Holy Scripture, The Book of Confessions, and the Book of Order of this church;
- (2) serve and aid others, and enable the ministry of others;
- (3) give evidence of theologically informed fidelity to God's Word;
- (4) be carried on in accountability for its character and conduct to the presbytery in addition to any organizations, agencies, and institutions served; and
- (5) include responsible participation in the deliberations, worship, and work of the presbytery and in the life of a congregation of this church or a church in correspondence with the PC(USA) (G-5.0201).

When teaching elders are called to validated ministry beyond the jurisdiction of the church, they shall give evidence of a quality of life that helps to share the ministry of the good news. They shall participate in a congregation, in their presbytery, and in ecumenical relationships and shall be eligible for election to the higher councils of the church and to the boards and agencies of those councils. The presbytery shall review annually the work of all teaching elders engaged in validated ministries outside the congregation.

Member-at-large

A member-at-large is a teaching elder who has previously been engaged in a validated ministry, and who now, without intentional abandonment of the exercise of ministry, **is no longer engaged in a ministry that complies with all the criteria in G-2.0503a**. A teaching elder may be designated a member-at-large because he or she is limited in his or her ability to engage in a ministry fulfilling all of the criteria for a validated ministry due to family responsibilities or other individual circumstances recognized by the presbytery. A member-at-large shall comply with as many of the criteria in G-2.0503a as possible and shall actively participate in the life of a congregation. A member-at-large is entitled to take part in the meetings of the presbytery and to speak, vote, and hold office. The status of member-at-large shall be reviewed annually.

Annual Review of Validated Ministries & Members at Large

Name: _____

Address: _____

City: _____ State: _____ Zip _____

Phone: _____ Email: _____

Mark One: _____ DATE: _____

Validated Minister Name of Ministry: _____

Minister at Large: _____ Date you received this designation _____

Please indicate your activities in this past year as a Teaching Elder (Minister of Word and Sacrament):

1. Your participation in a Local church
2. Your participation in the life of the Presbytery/Synod/GA
3. How does your ministry serve, aid, or enable the ministry of others
4. Please indicate how the Presbytery COM might better support you in your professional work, your calling as a Teaching Elder, and in your spiritual journey.

Please return this form along with the following documentation that would help the COM better understand your work in their report to the Presbytery:

1. Copy of current Job description
2. Copy of your current contract or Terms of Call

Send this document to: The Presbytery of Northumberland, ATTN: Stated Clerk and COM, PO Box 334, Montoursville, PA 17754 or FAX to 570-368-3907 or email to: Presbynorth@comcast.net

For Commission on Ministry Use Only:

Date Received: _____ **Date Approved:** _____

Date received authorization letter from other governing body (if applies): _____

Comments: _____

Presbytery Application Form For Member At-Large

The Presbytery of Northumberland

Synod of the Trinity

Presbyterian Church (U.S.A)

Name of Applicant _____

Work Address _____

Work Phone _____ Email: _____

Home Address _____

How long have you resided at this address? _____

Home Phone _____

Ecclesiastical Status:

Denominational Membership _____

Judicatory Membership _____

Ordination: When? _____ Where? _____

Ordained by: _____

Current Classification _____

Please explain your reason for requesting to be enrolled as a member of the Presbytery of Northumberland:

Please describe the nature of the work you will perform within the bounds of the Presbytery of Northumberland:

Please describe what type of Commission or Committee you would like to serve on as a member of the Presbytery of Northumberland:

NOTE: This application will not be approved unless the following documents have been filed with the Stated Clerk of the Presbytery:

Please indicate which background checks have been filed with the stated clerk

- | | |
|---|--|
| <input type="checkbox"/> PA Criminal Background Check | <input type="checkbox"/> PA Child Abuse History Clearance |
| <input type="checkbox"/> FBI Finger Print Check | <input type="checkbox"/> 3 Hour Training Video Certificate |

Signature _____

Date of Application _____

Please return this application with the following items:

- a copy of your resume.
- prof of criminal background checks
- written statement of faith describing your views in theology, the Sacraments, and the government of the Church.

**to: The Commission on Ministry, The Presbytery of Northumberland, P. O. Box 334,
Montoursville, Pennsylvania 17754**

For Commission on Ministry Use Only: Date Received _____ Date Considered _____
Steps Completed:

- Satisfactory Credentials
- Written Statement of Faith
- Prof of background checks
- Reference checks completed by Presbytery Executive and COM chair.

Comments:

- Examination by Commission on Ministry [Date: _____]

Comments:

For Commission on Ministry Use Only:

Date Received: _____ **Date Approved:** _____

Date received authorization letter from other governing body (if applies): _____

Comments:

Retirement Application

Northumberland Presbytery

NAME: _____

ADDRESS, CITY, STATE: _____

PHONE: _____ CELL: _____

EMAIL: _____

DATE OF ANTICIPATED RETIREMENT: _____

LAST DATE IN THE PULPIT: _____

PLEASE INDICATE BY CHECKING THE BOXES WHAT YOU HAVE DONE:

- RECEIVED THE RETIREMENT PACKET FROM THE BOARD OF PENSIONS
- NOTIFIED THE STATED CLERK OR EXECUTIVE PRESBYTERY OF ANTICIPATED RETIREMENT
- NOTIFIED THE SESSION OF ANTICIPATED RETIREMENT

Please list all the churches you were installed as a Pastor or Associate or co-pastor and the Dates or Served as a Missionary or institution of the wider church.

NAME OF CHURCH	CITY AND STATE	DATES

PLEASE LIST THE COMMITTEES/COMMISSIONS YOU SERVED ON AS A PCUSA PASTOR

Please list any offices you have held including Commissioners to GA or Synod and the year Serve	

Please list the degrees you have earned or certificates you have received

Degree or Certificates	College or Seminary	Year

Please list any special recognitions or awards you have received:

I Have read and will abide by the Retirement guidelines of Northumberland Presbytery

Signature: - _____

Date: _____

For my symbol of retirement, I prefer the following: choose one

A Shepherds Staff An Acrylic Plaque

For Commission on Ministry Use Only: Date Received: _____ Date Approved: _____ Date received authorization letter from other governing body (if applies): _____ Comments: _____
