

Diocese of Western Anglicans

Rector

Vacancy Policy and Search Manual



Revised: February 2024



**RECTOR
VACANCY POLICY AND SEARCH MANUAL**

INTRODUCTION “THE ADVENTURE OF GOD’S KINGDOM” 3

RECTOR VACANCY POLICY

THE ROLE OF THE BISHOP 4

RECTOR SEARCH

PHASE 1: ORGANIZING FOR THE SEARCH 4

PHASE 2: PREPARING THE CONGREGATION PROFILE 6

PHASE 3: PREPARING THE MINISTRY DESCRIPTION 8

PHASE 4: CASTING THE NET 9

PHASE 5: FINALISTS..... 12

PHASE 6: NOTES ON THE PROCESS FROM FEEDBACK BY CANDIDATES AND REMINDERS 14

APPENDICES

APPENDIX 1 – POLICY FOR STAFF UNDER NEW RECTOR 16

APPENDIX 2 – DECLARATION OF INTENT OF VOLUNTARY RESIGNATION TEMPLATE 18

APPENDIX 3 – INTERIM RECTOR MEMORANDUM OF UNDERSTANDING TEMPLATE 19

APPENDIX 4 – NATURAL CHURCH DEVELOPMENT & REVIVE INFORMATION 25

APPENDIX 5 – VESTRY 10-10-10 COMMITMENT SAMPLE LETTER..... 27

APPENDIX 6 – CANDIDATE CHARACTERISTICS RATING FORM 28

APPENDIX 7 – RECTOR MEMORANDUM OF UNDERSTANDING TEMPLATE..... 29

APPENDIX 8 – LOCAL CHURCH DISCIPLE-MAKING PLAN TEMPLATE 35



INTRODUCTION: The Adventure of God's Kingdom

Your Rector has announced his or her retirement or resignation and you have been thrust into transition as a Christian community. Each of the members of the Local cChurch is now processing his or her feelings about this announcement and its meaning. Some people tend to greet such news with withdrawal, others do all they can to fill any vacuum they can find, those with control needs seek to wrest the reins of management or decision-making from others and those who are tender-hearted feel the pain of every difficulty that surfaces. Leadership in a time of transition involves tending correctly to each response, while also pointing people toward the Kingdom of God, for this is always Jesus' invitation to us and He is present wherever we draw ourselves toward Him.

We Are On Mission

Our diocese is focused on the Kingdom of God, which means:

1. our congregations are growing in mission (Matthew 28:19-20)
2. leaders of congregations will be challenged to lead in mission (Luke 9:1-2) and genuine love (1Peter 4:7-11).

Our Local Churches are becoming, a little at a time, more and more focused on moving from:

1. maintenance to
2. mission to
3. reproduction.

You will want to ensure that the clergy leader you identify for the next season is capable of leading you into the Harvest field (Matthew 9:36-38). You are searching for a Godly, missional leader whom the Lord is already preparing to serve among you. **Prayer is vital!**

Ecclesiastical Authority

Clergy vacancies provide Local Churches a reasonably rare opportunity to reflect on their life and ministry and to prepare for a new clergy leader by ensuring that they are well-positioned for a new season of mission and ministry once the new Rector arrives. During the transition period, which begins when the Rector announces his departure and until the new Rector has been hired and is in place, the Bishop, as the chief ecclesiastical authority, serves as the spiritual leader of the Local Church. This carries with it the responsibility to provide primary oversight of the Local Church.

This protocol is not an exhaustive statement, but a simplified roadmap that is intended to be used with regular counsel given by the bishop or his designee, who provides the oversight necessary to facilitate this transition. In the Anglican tradition of which we are a part, when a Rector resigns or retires (and a succession plan is not already in place and approved by the Bishop), the Bishop fulfills the necessary oversight role of the Rector and facilitates the season of transition by appointing an Interim Rector to serve as his representative in the Local Church and whose focus is pastoral and liturgical. This appointment is accomplished by the Bishop in consultation with the Vestry. Depending on the needs of the Local Church, the Bishop may also request and/or require of the Local Church that they receive the assistance of advisors, wise counselors or consultants, as needed. The Senior Warden, under the Bishop's authority, serves to address Local Church governance in consultation with the Interim Rector and the Bishop.



Rector Vacancy Policy

The Role of the Bishop

In his role as primary spiritual authority, **the Bishop:**

1. **Appoints an Interim Rector** who manages the worship and pastoral life of the Local Church and any other duties assigned by the bishop in consultation with the Senior Warden (see Rector Vacancy Policy and Search Manual, Appendix 3).
2. **Oversees the Rector Search** process with the use of the Rector Search Manual.
3. **Outlines the Search Process and approves the members of the Search Committee**, should the work of a search team be delegated to others by the Vestry.
4. **Ensures that a season of self-evaluation is undertaken** by the congregation leadership aided by utilizing the Natural Church Development or ReVive local church evaluation process (see Rector Vacancy Policy and Search Manual, Appendix 4).
5. **Requires that the church bylaws are reviewed** by one of the diocesan chancellors with requested changes made to bring them into line with Anglican polity and normative practice.
6. **Secures a written commitment from the Vestry to practice the 10-10-10** principle of Christian stewardship as the diocese and the ACNA have adopted (see Rector Vacancy Policy and Search Manual, Appendix 5).
7. **Pauses the Search Process for consultation** as the Search Manual requires.
8. **Gives godly direction regarding readiness preparations** and practices to the vestry and search team prior to hiring the Rector.
9. **Reviews their leadership style and engages in training as needed** for more effective team-based and collaborative leadership throughout the Local Church.
10. **Reviews their disciple-making strategies and practices** so that they may make more and better disciples who in turn make more and better disciples of Jesus (see Rector Vacancy Policy and Search Manual, Appendix 8).
11. **Establishes a process of education, invitation and transformation** that engages the congregation in **more active participation in the Deanery and the Diocese** as a mission-driven network of people and churches.
12. **Conveys to the Vestry** the importance of the new Rector being placed in a position to hire and/or appoint his own paid and unpaid staff. Consequently, **every staff member will be asked by the Vestry to be prepared to offer his or her letter of resignation**, but neither the staff member nor the new Rector will act on it unless or until the new Rector has had an opportunity to review the staffing needs of the congregation and the advisability of each staff member continuing on the staff as plans are being made for the future. A template for the Staff Letter of Resignation will be provided (see Rector Vacancy Policy and Search Manual, Appendix 2).

Rector Search

PHASE 1: Organizing for the Search

Basic Parameters

During a search season, the Bishop will interface directly with the Senior Warden who is the principal lay leader and is in a position to receive direction from the Bishop, manage the decision-making processes of the Vestry and provide communication on the transition process to the Local Church members. Should a search committee be developed by the Vestry to take on the functions of the search, it should be composed of key lay leaders who will invest the time for prayer, task accomplishment, meetings, interviews, reference



checking and other needful functions. If the Senior Warden does not lead the Search Team, then the Bishop will relate directly to the Search Team Leader for the purposes of the search. The Search Team Leader will keep the Senior Warden informed regularly of the Search progress. In all cases, the Search Team is created by the Vestry and reports to the Vestry for its work.

In no case is it appropriate for the Rector, clergy staff, lay staff or family members of staff to serve on the Search Team or to influence the process. We sacrifice the gifts and skills of these wonderful people so that the selection may be made by the Vestry without influence that may serve to direct the Search Team or Vestry in particular ways that serve the interest of current staff and their families. The Senior Warden will meet with current staff to review the **Policy for Staff under New Rector (Appendix 1)** at that time, the Vestry will ask every staff member to prepare an offer of resignation according to the policy mentioned above (**See Declaration of Intent of Voluntary Resignation Template - Appendix 2**)

Associate Rector

If there is an Associate Rector or clergy assistant on staff with your Local Church that you would like to consider for the position of Rector, contact the Bishop's office prior to engaging in any search process, as there is a separate, informal protocol for considering an Associate Rector to succeed the Rector. This informal protocol involves the Bishop for his oversight.

Prayer Power and Protection

Pray, pray fervently, pray regularly. Once the Bishop has been notified, a Prayer Team needs to be formed. This is a spiritual process of seeking the Lord for His appointee for the position of Rector, so gathering key intercessors and giving them the responsibility to pray and to lead the Local Church in prayer seasons is vital to the effectiveness of everyone else's efforts. Establish a regular rhythm of communication between the Search Team and the Prayer Team.

Interim Rector

Pray, pray fervently, pray regularly. Next, the Bishop appoints an Interim Rector that is approved by the Vestry. The Search Process can take up to 9 months, so this is an important decision for the Local Church and for the Interim Rector. The Interim Rector must be an Anglican Presbyterian, approved by the bishop and capable of serving in this capacity for the duration required. The Interim Rector serves the Local Church and facilitates the goals of the bishop and the Local Church during the interim season. Negotiations include the Vestry, the Interim Rector candidate and the bishop. Once the decision has been made, the Vestry executes an **Interim Rector Memorandum of Understanding (See Template - Appendix 3)** with the Interim Rector.

Structuring for the Search

Pray, pray fervently, pray regularly. The Vestry decides whether to form a separate Search Team. The Vestry will extend the call to the clergy candidate at the end of the process. The decision is weighed locally with knowledge of the skills, time and energy available to the Local Church members who may be involved. If the Vestry elects to conduct the search, then they will have a close view of all of the candidates from beginning to end, but it is very time consuming and Vestry meetings will need to be very frequent in order to progress in the Search. If a Search Team is formed, then the work is distributed among more people, but the Vestry will have minimal contact with or knowledge of the candidates as the search progresses, making the decision more difficult at the end. This is a Vestry decision. If a Search Team is formed, the Bishop approves and appoints the members in consultation with the Vestry.



-Church Size Impacts This Decision-

- If the Local Church is 75 members ASA or fewer, unity may be easier to maintain among the leaders if the Vestry conducts the search with the recruitment of a few key helpers to do some of the key clerical functions (writing, word processing, scheduling of meetings, photocopying, etc.)
- If the Local Church is between 75 and 125 ASA, then a split of Vestry members and other leaders available to serve on the Search Team should be possible without undue pressure or burden.
- If the Local Church is above 125 members ASA, a Search Team with one or two Vestry members may provide both unity and a reasonable workload for everyone.

Those who serve on the Search Team should be recognized leaders in the Local Church who can effectively work in a group environment through:

- careful listening,
- disciplined prayer and
- the capacity to compromise when the Lord is moving the group in a particular direction

PHASE 2: Preparing the Congregation Profile

Assessment

Pray, pray fervently, pray regularly. The Search Team will engage with Natural Church Development or ReVive to assess its common life by means of a survey and a follow-up report available through them. **(See Natural Church Development & ReVive Information – Appendix 4)**. Once the report has been returned, the Search Team and the Vestry with the Interim Rector discuss the report and engage in a planning process to take appropriate steps forward as a Local Church based upon the results. A copy of this report should be forwarded to the Bishop at this time.

Demographics and Psychographics

Additionally, a review of demographics of the Local Church and all ministries of the Local Church shall be made and prepared for distribution both to the Local Church members and to any potential candidates. A study of the local community in the target area of the Local Church shall be made, describing the demographics and psychographics of the people living and working there, including key business, corporations or industry that stabilizes the area. Examine the schools, government services and any key nonprofit corporations offering services, including other churches. Anything that relates to the history or the culture of that part of the community that influences how people live is helpful to describe.

Once all of this information is compiled, it will become a key component of the Local Church Profile, so it needs to be produced in a format that will easily inform Local Church members and potential candidates alike.

Vestry Actions to Promote Strengthening and Development

The Vestry prioritizes the need to lead the Local Church through strengthening its common prayer for the Local Church members, the search process and one another as it takes up a series of reviews and actions that will require focused preparation. During this season:

- ✦ The Vestry will review and modify their bylaws, as needed, in light of the Diocesan Bylaws Template and sends them to Charles Crowder for final review (charlesbcrowder@yahoo.com) or contact the Diocese for a list of Chancellors. Many Local Churches developed bylaws without the benefit of Anglican counsel and/or legal advice and their modification, in certain cases, will require a Local Church vote.



- + The Vestry also affirms and communicates to the Bishop the Local Church's commitment to contribute to the Diocese of Western Anglicans out of God's generosity, the tithe (1/10) of all of its operating income as the Church. This is the ACNA's canonical intention as we apply the biblical tithe organizationally (**See Vestry 10-10-10 Commitment Sample Letter – Appendix 5**).
- + The Vestry also reviews the Disciple-making strategies and practices of the Local Church and commits to prepare and implement an intentional plan to make more and better disciples of Jesus, who in turn make more and better disciples of Jesus.
- + The Vestry also commits to engage the Local Church members in increasing participation in the Deanery and the Diocese as a mission-driven network of people and churches focused on the Kingdom of God for the region in which we serve.

Vision and Strategic Planning

Part 1: The Church We Are and Where We Are Going

Pray, pray fervently, pray regularly. The Vestry shall renew its Vision for Mission and Ministry that has guided the Local Church and sifts it for the issues of:

1. identity,
2. mission focus and
3. core values.

The Vestry also engages in a Vestry Strategic Planning process with a focus on the future (5-7 years). Set goals that are SMART () Remember to reflect on your work and lift up the values, some of which will be aspirational until they are practiced for a season, that will carry you into the future as you grow in Mission.

Part 2: The Kind of Leader We Seek

The Local Church members are now invited to one or more meetings in order to draw them into the process of praying and sharing their views of the kind of person and the kind of skills that are needed in order to move the Local Church forward in Kingdom life and ministry in the future as set by the Vestry.

Please arrange as many gatherings as needed for Local Church members to be allowed to participate in this. This is an environment for prayer and discussion among the members, so if you have round tables or can circle the chairs with no tables, you will create a great environment for them. It is a serious work, but it is good for laughter and fellowship, as well. The process should allow people to talk together and write down what they view as needful in the following areas:

- + Character/personality (Teachable, Trustworthy, Team Oriented, Transparent, Not Territorial, etc.)
- + Competency [Skills] (Preaching, Relational, Training, Evangelism, Team Building, etc.)
- + Capacity
 - o Missional leader (Disciple-making and Relational Evangelism)
 - o Leadership style/Philosophy of Ministry (Collaborative, Autocratic, Solo, etc.)
- + Chemistry [Temperament] (Introvert, Lone Ranger, Gregarious, etc.)
- + Worship Style (3 Streams, Informal, Anglo-Catholic, etc.)

For a review of the Diocesan Mission, Vision and Values as well as leadership characteristics, please refer to **Clergy Orientation Guide (Found on the Western Anglicans website, westernanglicans.org)**

A Proposed Outline:

1. After prayer and a time for worship that fosters God's Presence and leading
2. Gather people in circles for engaged discussion
3. The facilitator explains the first category
4. It is discussed for clarity in small clusters



5. The group records comments and then reports 1 to 3 key essentials
6. Then, you go to the next category and repeat the process

Give yourselves up to 2 hours to work through these 6 categories. The facilitators gather up all of the cluster papers for future reference and the Reported Statements from the groups for each category are then collected for Vestry review.

The Vestry and Search Team work together to put together a well-organized and clearly articulated Profile of the Local Church that distills the voices and perspectives that have spoken into this process, clarifying as much as is possible for the Local Church, its:

- + Identity
- + Values
- + Missional practices

The inputs include:

- + Natural Church Development or ReVive Survey Results
- + Demographic and psychographic data of the Local Church and its surrounding community (within a 20-minute driving radius)
- + Future Clergy Listening Process (Character, Competency, Capacity, Chemistry)
- + Vestry Mission, Vision and Values and 3 Year Goals
- + Diocesan Mission, Vision and Values and Clergy Orientation Guide

The Local Church Profile is then prepared for posting on the local church, diocese and ACNA websites.

PHASE 3: Preparing the Ministry Description

Pray, pray fervently, pray regularly. From the data produced by the clusters that met in the congregation meeting(s), and the fruit of the strategic Vestry Planning Process, the Search Team gathers and begins to bundle the list of items into categories that make sense so that you can list up to 7 Key Competencies related to each of these 5 areas (Character, Capacity, Competency, Chemistry, Worship Style). Then, a formal Ministry Description is drafted, reviewed by the Vestry and then brought to the Bishop for review. The Bishop then will approve or request that modifications be made in either content or presentation or both. Once the modifications have been made, the Ministry Description may be posted. It may also be necessary to create a summary of the most important points and prepare it for posting, but whenever someone inquires, you can send out the longer version you developed.

Please post the Ministry Description on the Local Church's website, the ACNA Job Board (under Open Ministry Postitions tab) and send to Jessica Greenlee at Jessica.greenlee@westernanglicans.org for the posting on the Western Anglicans website. The Local Church's website should also post the Local Church Profile.

Praise the Lord!

At this point, you have a Local Church Profile and a Ministry Description. Both are now available for distribution to the Local Church and to future candidates. This has required a great deal of work on everyone's part, but you should begin to see the teams and the whole congregation coming together and praying in greater earnest as you move forward. Pause, and give praise to God!!



PHASE 4: Casting the Net

Pray, pray fervently, pray regularly. Every Local Church exploits all of the venues available to them. Your best chance of finding the right person depends on your effort and willingness to put this information everywhere possible. Some Local Churches post the position on church staffing websites and with mixed results. There is a fee for most of them, albeit modest, but it also opens you to people from around the world who may want to come to the United States. Where you post will say a great deal about how open you are to candidates from other traditions, so at this point, please consider and definitively answer for yourselves the following questions. Given that the Rector you seek must be an Anglican priest:

1. Are you open to a woman Presbyterian serving as your next Rector?
2. Are you open to someone of another culture, an Anglican from India, Nigeria or Singapore, etc?
3. Are you willing to be patient and focused on the priest's process of adaptation to Western Anglicans and the ACNA?

Please discuss your openness to these and any other scenarios that may shape the breadth of your search.

If you are open to foreign nationals who can easily overcome the immigration process, then make sure you understand the practical outcomes for your Local Church which relate to the time it may require for someone to be ready and able to serve in the Anglican tradition. If you have questions, please contact Canon Joyce Brooks+, our Canon for Clergy Formation, at canon.joyce@westernanglicans.org.

For the purpose of casting the net as widely as possible, give yourselves 90-120 days to receive and review resumes and to conduct preliminary phone call or online video interviews with those you consider highly.

Review Resumes and Preliminary Online Interviews

Pray, pray fervently, pray regularly. As resumes are received, the Search Team should meet regularly to review them. Keep firmly in mind the identified key competencies of the leader you seek, place those key competencies prominently in the room where you are meeting and ask everyone to read all of the resumes that you have on hand. Together, the members of the Search Team create 5 piles:

- A. PILE A - Great Candidate Pile (I want to learn more about this person)
- B. PILE B - Good Candidate Pile (I like some of what I see but need more information)
- C. PILE C - Good for Another Church Pile (This person is not qualified to serve as our Rector)
- D. PILE D – Strong Disagreement Pile (Our Search Team is split on this candidate)
- E. PILE E – Divorced and Remarried Pile (I like this person enough to pursue the ACNA Removal of Impediment Process) In this case, contact the Bishop's Office immediately.

The Diocese has identified key characteristics for the Missional Leader and we ask that you fully understand them so that you may screen your candidates with these characteristics in mind. They are:

1. Teachable in attitude: lifelong learner
2. Trustworthy in action: follows through on promises, his yes is yes; his no is no (Matthew 5:37)
3. Team player in relationships: collaborative team builder
4. Transparent: spiritually humble and able to share deeply
5. Not Territorial: healthy in outlook, gives ministry away, doesn't mark ministry turf
6. Discippler: actively engaged in disciple-making through imitation and reproduction
7. Leader: has followers who are strengthened and matured by his leadership who actively equips/trains them
8. Missioner: mission driven in his view of the church and her members
9. Evangelist: skilled in relational evangelism and models it for the church to imitate



Keep praying. Organize your time as a group in order to review each resume, polling each Search Team Member about which pile in which they believe the person ought to be placed. If a candidate is divorced and re-married (Pile E), then you must flag that person's file, email the Bishop about this person and wait on his advice before moving the candidate into either Pile A or Pile B. Group decision-making is difficult, but we can learn to be effective at it. The rule of thumb is when you have agreement, then leave those people you agree on in the piles where you placed them. If you are split evenly, give more consideration to any resume that at least half of you want to spend more time with. If the group is strong in one direction and just one person is holding out for someone, then set that one aside in a Pile D and pray and review that candidate each time you meet.

At the end of each meeting, you should have a growing stack of people in your Pile A and in your Pile B. At the end of the 90-120 days, those in your Pile A will receive your first attention. All Pile C people will be written a letter of thanks communicating that you will not be continuing with them. All Pile B people will receive your attention as you eliminate any concerns that you have which prevent them from being moved into your Pile A or into Pile C, which would eliminate them from further consideration. Pause and give thanks to God.

Pray fervently. Your meeting rhythm should be driven by the need to keep up with the resume reviews that are required and the fact that this is intensive spiritually, emotionally and mentally. Pace yourselves and give every resume the full attention it deserves. It is your first opportunity to meet these people and you do not want to reject someone needlessly; neither do you want to pour much time into someone who is clearly not qualified according to your Key Competencies. Before you move to the next Step, please resolve your D Pile people if you have any and place them in one of the Piles A, B or C.

Video Interviews

Pray, pray fervently, pray regularly. Phone and video interviews are a useful means of looking closer at A and B Pile resumes. Most Search Teams use the 90-120 day search season to craft questions, solicit written responses, initiate phone conversations and conduct video interviews. The number of resumes that you may deem viable candidates for Rector is variable. We are finding that even the most attractive churches are receiving a very limited number of quality resumes. Because video conferencing technology is so available, prepare yourselves to video interview your strongest candidates (Zoom is standard) for 30-45 minutes.

- ✦ In advance of these video interviews, develop a list of questions that can be asked and answered in 30 minutes.
- ✦ You can schedule the meetings so that you meet with the person for 30 minutes, then allow 10 minutes for brief 'impressions' to be shared and written down by the members of the Search Team. Developing the list of questions is a key part of the preparation and sample questions are available for your review.
- ✦ Use behavioral interviewing methods: 'How have you done such and such?', rather than, 'How would you do such and such?'. You want to know what they have done and what they have learned through their experience rather than what they imagine they might do should they have the opportunity.

At the end of the video interviews, which may take a few evenings to accomplish, you will need to have a meeting and talk about each person's interview. It is important that every Search Team member keep good notes of their thoughts and reactions during each interview. It is better not to let several days elapse between interview sessions, so it is better to just get together on a Saturday morning or afternoon, for example, and work through them.



At the end of each phone or video interview, each Search Team member completes a **Candidate Characteristics Rating Form (Appendix 6)** and turns that into the Search Team Leader. The Search Team Leader compiles the results. At your next Search Team meeting, the Search Team discusses the results of their rankings and makes a decision as to which candidates would be well served with further investigation by the Search Team.

Gather More Information--Professional/Ministry References

Pray, pray fervently, pray regularly. There should be a few very strong candidates and some pretty strong candidates. The candidates you still have, should receive a request from the Search Team asking for:

- + Video Sermons (you want to hear and see them in action)
- + Ministry/Work References (5 is a good strong number)
- + Ministry Work Product (you want to see written and organizational documents that he or she has developed and put into use elsewhere)

All Search Team members are assigned the task of following up on one or more professional or ministry references. Please do not ask them for personal references, as everyone has friends who will commend them. There is a list of questions that you will want to build for your references. Suggested reference check questions are available for your review. Every reference check call should be made with the caller keeping notes on the responses of the reference. These notes will help you talk with the other Search Team members about what you learned. Every reference should be asked, "Is there anyone else known to you that I might call to discuss the candidate's suitability for service with our church?" If they give you a name and contact number, follow it up in the same way.

Finalists List

Pray, pray fervently, pray regularly. Gather to review all of this material and talk your way through all of what you absorbed from reviewing the Video Sermons, the Reference Checks, and the Ministry Work Product. If you need any more information from a candidate, this is where you identify it and then request it of the candidate. If not, then you need to work through the conversations to eliminate those who have proven themselves not to be qualified and advance the 2-3 or so candidates that you want to bring to the Vestry. The bottom line for the members of the Search Team is that any name you advance at this point could and may likely become your next Rector.

You have completed your work when you find the 2 or 3 people who are qualified to serve as the next Rector. You will have your own preferences, but it is the Vestry's responsibility to gauge the Ministry Fit or Chemistry that seems to be present when the Local Church In-Person Interviews are held. So, you need to be able to affirm them as the best candidates and, while different, very qualified to serve as the next Rector. This will generate lots of discussion and by the time you have arrived here, you should have matured as a group so that you can have this discussion with much grace and abounding love for both the Lord and one another.

The Bishop

Once you have your 2-3 finalists, contact the Bishop. Send the finalists' packets to the Bishop for his review. The Bishop will contact the Bishop of each candidate and discuss their fitness and appropriateness for the ministry position, exploring especially those things that may serve as impediments only known to the Bishop. The Bishop may conduct phone interviews with each candidate and review the Diocese of Western Anglicans Constitution and Canons and Bylaws, the Deanery Manual, Clergy Licensing Protocol and the Clergy Orientation Guide either at this phase or later in the process, but in all cases this conversation will



happen prior to any transfer into our Diocese. The Bishop will come back to the Search Team Leader with permission to move forward with those for whom there are no impediments.

PHASE 5: Finalists

Communications

Pray, pray fervently, pray regularly. Once the Bishop has released the Search Team to move forward with the finalists, the Search Team Leader meets with the Senior Warden and arrangements are made to schedule a time for the Search Team to meet with the Vestry (this is the procedure unless the Vestry is the Search Team). This meeting is to pray and seek alignment of the process and result among these key leaders of the Local Church. The Search Process documents are reviewed and the files on each candidate are brought to the meeting for review. Everyone is free to ask questions and everything that would help the Vestry receive the finalists should be made available to them. If a second meeting is needed, please take the time for that, as the Vestry is receiving the fruit of a weighty work and it is necessary for them to digest all that has transpired and receive the good work with gratitude. At this juncture, there will be 1-3 finalists and the Vestry must decide if and how to go forward with Finalist Interviews.

The Senior Warden will then contact each finalist and communicate the Vestry's joy and affirmation of him or her as a finalist, stating that the next step is a formal interview with the Local Church. In this conversation, the Senior Warden inquires as to the continued interest and commitment of the candidate by asking something like, "We are thrilled to invite you to an Interview Weekend with our Local Church, so if we were to believe that you were God's choice to serve as our next Rector, would there be anything that would prevent you from coming to serve among us?" The purpose of this question is to focus the candidate on the reality that this could actually happen and are they prepared to make the move necessary to step into this leadership role with the Local Church. Some people might withdraw. Others might increase their commitment. Others may need to have serious talk at home around the kitchen table with their loved ones. Whatever needs to happen, now is the time, so honor any requests that may be made by candidates who need to have this discussion with their loved ones and to pray for the Lord's confirmation. The Senior Warden will communicate that the interview needs to include the spouse if the candidate is married.

Finalist Interviews

Pray, pray fervently, pray regularly. At this juncture, the Search Team has completed its work and the Vestry should make plans to bless them with a warm and generous 'thank you' (a dinner together, gift cards for personal use, a house party, etc.).

The Vestry accepts the responsibility of planning the dates and arranging all logistics for the Interview Weekend(s) and communicating with the Finalist(s). The Local Church is responsible for the travel, lodging and food costs for the finalists to attend these interviews. The Senior Warden should call each candidate to introduce himself or herself and discuss the Interview Weekend process. The candidate and his or her spouse are hosted well by the Local Church and opportunity is made for all the leaders and as many members as possible to have multiple opportunities for formal and informal communication with the candidate. People to keep in mind who will need more formal contact include:

- + Vestry as a group
- + Staff clergy or lay staff members
- + Key Ministry Leaders
- + Informal Influencers

On the weekend, the candidate may be invited to celebrate and preach at the worship services and/or also offer a time of Q & A with lay members who have not had a chance to engage with them. It is understood



by the Vestry and Search Team that the Vestry makes the decision on the new Rector and the Local Church does not, but in some Local Churches, it is helpful for lay members to have an informal opportunity to communicate their impressions as a contribution to the Vestry's discernment of the call.

You should make time for the candidate and his or her spouse to get acquainted with the city or town. It would be great if some time was made available for them to meet with a real estate agent and explore the housing market. If they have children, information and maybe, a school system representative, could bring comfort or allay anxiety.

The Senior Warden should meet with the candidate and spouse to explain the financial package that is being offered. It should be printed attractively on a sheet of paper for them to carry with them when they leave.

At the end of each weekend, the Local Church members should be given a 'Debrief Opportunity' to record their impressions or feelings or thoughts about each candidate and turn those sheets in to the Vestry (no names are required and may not be helpful). This is an opportunity for input; not influence. They will be reviewed when all of the candidates have completed their Weekend Interviews.

Seeking God's Appointee

Pray, pray fervently, pray regularly. When the Vestry meets, they need to spend as much time in prayer and discussion as it takes in order to discern the candidate, they sense is being called by God to serve as the next Rector. Since prayer has been a part of every step, the Search Team and the Vestry both should have been maturing in listening to the Lord for what He wants. This is a crucial aspect of spiritual maturity and the mature are able to relinquish their wants in order to allow God's purposes to be served.

The Vestry meets to pray, discuss and select the one they sense God is calling. The discussion is confidential because it pertains to personnel, so no guests are allowed to be present. The Vestry also needs to come together and find themselves in unanimity. A split Vestry is an invitation to go away for more time spent in prayer and come back again later. Listening to the Lord and to one another allows the Lord to speak with one voice and with clarity.

Once a decision has been made, the Vestry should pause and praise God for His work in their midst and the Senior Warden should go to the phone and call the Bishop to ask his permission to call the selected candidate, inviting him or her to come and serve as the next Rector with the following contingencies:

1. A clean background check
2. Approval by the ACNA Bishop's Review Team, if ordination vows are questionable
3. Any contingencies related to unique circumstances (overseas, not an Anglican, a need for more Anglican training, etc.)
4. A satisfactory interview and orientation by the Bishop, if a Bishop interview has not already taken place

The candidate may need a couple of days, but if they are called, a couple of days should be sufficient. If it is delayed beyond that timeframe, there may be a problem that needs to be overcome. Please alert the Bishop if this is the case.



Once the candidate has agreed to come, the Senior Warden should communicate immediately, and in this order, to:

1. Vestry
2. Bishop
3. Dean
4. Search Team
5. The Local Church through email blast, Sunday announcement and Facebook if the Local Church uses it

This is a time of celebration, for all!

Negotiation and Institution

The Senior Warden should send the new **Rector Memorandum of Understanding** using the Western Anglicans template (**See Template - Appendix 7**), stating the Ministry Description, the stipend and benefits and encouragement to be part of the Local Church, the deanery and the diocese, as there are 3 levels of relationship for our clergy.

The new Rector will request a Letter of Dimissory (Transfer) from his or her current bishop if he or she is serving in an ACNA Diocese, so that a transfer to Diocese of Western Anglicans may be effected efficiently. The Bishop's Assistant will send a letter of reception, in response to the Letter of Dimissory and will request basic contact information so we may update our files.

The Senior Warden will work with the new Rector to schedule with the Bishop's Assistant a Service of Institution of a Rector, led by the Bishop or, in his absence, the Dean.

PHASE 6: Notes on This Process From Feedback by Candidates and Reminders

1. *Prayer*

During this process, prayer and care are vital. The Senior Warden, the Search Team Leader and any continuing staff should maintain as high a level of communication to the Local Church and the candidates as possible. The prayer team should receive regular updates and prayer requests. The Local Church needs to know weekly, even if it is just a sentence or two, where the Search process is and how they can pray for everyone involved.

2. *The Search*

Once a candidate has been placed in Pile C, they should receive a letter (email or snail mail) letting them know that you will not be moving forward with them and thanking them profusely for sending you their information. Once a candidate has been placed in the A Pile, they will receive communication from you, but whenever someone is eliminated, they should receive the same kind of letter that all of the Pile C candidates receive, within a week of your decision if possible. If, for some reason, the Search Team is unable to keep a frequent rhythm of meetings while you are considering the Pile A candidates, just an email word of assurance to each of them will strengthen them for the journey. At the end of the Search Team's process, with 3 names going forward, the Search Team should send the same letter to the Pile B candidates. It is acceptable to wait with them until the finalists are selected because you may want to go back into this group and gather additional information on one or more of them.

Please remember, the Lord is in the people business and because He works in and through us, so are we.



3. *Your Files*

Please forward to the diocesan office the files on all worthy candidates who were not selected, so as to offer them placement, by God's grace, in another congregation of the Diocese.

4. *Welcome Your Rector*

When the new Rector arrives, he or she will be met with far too many tasks to be able to do many of them well, so schedule a number of gatherings so that everyone has a great opportunity to begin a good relationship with him or her. In Local Churches with small groups, then set up a series of visits for him to come and be with the members in a more intimate fellowship environment. If there are significant ministry teams who lead the Local Church, take the time with those teams to focus on relationship-building. If you frontload the development of strong personal relationships, everyone will be more inclined to extend grace if and when a challenge arises.

Now that the Rector is in place, continue to pray for him or her in these early months, for an ease of the transition for everyone.



Appendix 1 Policy for Staff under New Rector

Effect of Installation of a New Rector on Staff Employment at the Church

The Institution of a Rector at a church creates a relationship that is unlike other employment relationships, and unlike the relationship between a pastor and a Local Church in other denominations. As our diocese includes many Vestry members who have come from other church traditions, clarity in this area can help avoid a great deal of misunderstanding in the pastoral relationship.

Rectors have a unique role in leadership in Anglicanism. They are not just employees of a church in the manner of congregational churches. Rather, under the structure of a Diocese which is part of the Anglican Communion, the Rector is an extension of apostolic authority under a bishop at the Local Church. In that role, the Rector takes part in the councils of the Church, is the president of the vestry, and is the CEO of the Local Church. One of the distinctives of the Rector's role in the Local Church is demonstrated by the manner in which the diocesan bishops and their offices participate in the resolution of Local Church leadership disputes between Rectors, Vestries and leadership teams. To carry out these functions properly, the Rector must be able to assure that those who work at the Local Church are people with the appropriate gifts for the work of the Church in that context.

The Installation and Institution of a Rector is a sacred act by which the bishop and the Local Church recognize that a presbyter has become the "shepherd of the flock" for that Local Church. It is intended as a long-term relationship, where the Rector is dedicated to the care of the Local Church for an indefinite time period that may last until the Rector's retirement. The commitment to ministry at that location does not end until either the Rector seeks to move on to other ministry, the Vestry seeks a leadership change under canonical guidelines or the bishop determines that the Rector's responsibility should be terminated under canons indicating just cause for doing so.

The nature of this care has great implications for clergy and laity serving under the Rector. In carrying out the effective ministry of the Rector as shepherd, it is important to the life of the Local Church that the Rector has liberty to select the staff and clergy who will serve under the Rector in carrying out the Rector's responsibilities. The Canons of the Anglican Church in North America, which govern all congregations, specifically state that *"All assistant clergy and lay employees of the congregation shall serve under the direction of and at the pleasure of the Rector except as may be otherwise provided under local law."* (ACNA Canons, Tit. I, Can. 6, §4.2) This necessarily means that when a new Rector is installed at a Local Church, there will be careful consideration of what staff and clergy positions are appropriate for the new stage in the life of the Local Church, and who is best suited for these positions.

In light of this pastoral consideration, all staff and assisting clergy should be mindful that they are employees 'at will'. (Some congregations may have violated this requirement by entering into contracts for an employment term. In those instances, every effort should be made within the law to renegotiate the contract and translate it into a Memorandum of Understanding as provided by the Diocese.) In effect, the work of all employees of a Local Church comes to an end when the work of the Rector under whom they have served comes to an end. Since it would be unseemly to create the impression that among the first significant acts of a new Rector is the termination of all staff, it is important that the Vestry make very clear to all employees at the time of hiring that they are hired to serve at the will of the Rector during his or her



time in that role. This message should make clear that their time of service terminates at the installation of a new Rector, unless the Rector chooses to arrange for their continued employment.

In order to avoid hard feelings at the beginning of a new era in the life of a Local Church, and to assure that the authority of the new Rector is clear and unimpeded at the beginning of his or her ministry, all staff employment agreements and church employment manuals should be explicit about this approach. From the date of hiring onward, no employee should be surprised to find out that his or her job may end at the time of transition between Rectors.

This understanding of staff employment has been a part of church leadership within the episcopal church structure for a very long time. In practice, many new Rectors seek to continue the employment of many of the existing staff because these employees have skills and knowledge that assist in a smooth transition and continuity in the ministry of the Local Church. Generally, many of those whose work is primarily of an administrative support or secretarial nature will continue in their positions. However, those who have greater authority and leadership roles should expect that the new Rector is likely to make changes in staffing positions bearing greater responsibility. These changes are not a reflection on the quality of work performed by employees, but rather a commitment to assure that new Rectors have the opportunity to create a team with the appropriate mix of skills to lead a new era.

To assure that this policy is carried out effectively, Vestries should take the following steps to facilitate this transition:

1. Contact the Bishop's office as soon as possible once a Rector resigns. It is likely that the Bishop will know of the resignation already. However, the Diocese has a detailed program for a new Rector search, with guidelines that begin as soon as the Rector gives notice of resignation.
2. The Bishop will provide the Senior Warden with a packet of materials addressing the transition and search for a new Rector. The Wardens and Vestry should take great care to follow the guidance in this packet, which include instructions to assisting clergy and staff regarding the termination of their work unless the new Rector desires their continued employment. The Rector Search Manual contains a sample letter of intent for all staff.
3. Review all employment manuals to assure that they conform to the policy and do not contain conflicting messages. A review of the bylaws for the Local Church is required any time a search for a new Rector begins. Employment manuals will need to conform to any amendments made to the bylaws.
4. Review forms for employment agreements to assure that they make these policies clear.

All candidates for employment should be told about this policy during their initial interview, so that they can take this policy into account as they consider employment.



Appendix 2 Declaration of Intent of Voluntary Resignation Template

Date

Dear Vestry Members,

This letter is a statement of my intention to assist the new Rector in his responsibilities as the leader of all staff members by committing to withdraw from service at the Rector's discretion and upon his request without further discussion. This is reasonable and normative in any context, but in Anglican polity, it allows the Rector to serve appropriately as Rector (CEO) of the Local Church. As such:

- + I acknowledge that Anglican polity grants the Rector full authority to hire the staff that align with his vision and practice of ministry.
- + I acknowledge also, that I was hired by a previous Rector and assigned duties that reflected his vision and ministry practice, which may need to be altered by the new Rector.
- + Given the current leadership transition, I am prepared to remain a member of the staff and assist in whatever way possible and appropriate, doing all I can to facilitate the ministry of the Church. With this Letter of Intent, I am communicating that I am prepared to step aside should the Rector decide that this is in the best interest of the Local Church.

It is understood that the new Rector will have up to twelve months to make his decision on staffing for the Local Church, thus allowing him time to settle in, set the vision for the future, align the leaders and staff toward the new direction and discern appropriate staffing needs and personnel. As such, this letter will remain on the Rector's desk until such time as he chooses to accept it as a Letter of Resignation. However, if he opts to retain me either in my current position or in another, then he will return this letter to me and I may dispose of it as I wish.

While the new Rector is not yet in place, I am preparing this letter as an act of submission to the authority of the Senior Warden, who is the Local Church leader in the absence of a Rector, and the Bishop, who oversees the Local Church and directs the search process, providing spiritual care during the transition.

With gratitude for the opportunity to serve the Lord Jesus Christ as a member of the staff, I am yours in Christ,

Staff Member Signature



Appendix 3
Interim Rector Memorandum of Understanding Template

Memorandum of Understanding
Interim Rector Template

between

The Vestry of

and

The Rev. _____

Introduction

Within the Anglican tradition, a search process for a new Rector typically takes 6-12 months, with nine months being the norm. A Local Church requires a priest to serve basic functions during the season of transition. The Interim Rector operates as pastor/teacher and priest, to continue the process of 'equipping the saints for ministry'. As the leader of the communal worship services, the Interim Rector serves under the Anglican rubrics for worship. Typically, the Interim Rector exercises his ministry through:

Worship

Ensuring orderly and effective worship services and practices that are consistent with Anglican practice as guided by the Bishop.

Discipleship

Ensuring the development of increasingly committed disciple-makers who make disciples of others and mobilizing Local Church members for this work.

Mission

Continuing the work of mission, locally and globally, and mobilizing Local Church members for it, including church planting.

Governance

Advising the Senior Warden, in consultation with the Bishop, on the guiding of the Vestry.

Administration/Management

Oversees the Staff members, both paid and unpaid, all with the advice and counsel of the Bishop.

In each of these areas, the Interim Rector expresses his or her ministry as a clergy equipper, so that lay leaders and Local Church members are more fully equipped to serve the Lord in His Kingdom as a result of participating actively in this transitional season.



An Interim Rector is appointed by the Bishop with the approval of the Vestry of the Local Church when a Rector resigns, retires or is terminated. An Interim Rector serves to ensure that the ongoing life and ministry of the Christian community is maintained and strengthened. The Interim Rector serves alongside the Senior Warden who, in the absence of the Rector, becomes the canonical Local Church leader, both of whom are supported and guided by the Bishop.

While the circumstances of the Local Church may condition the timeline of the search, the Interim Rector would likely need to be in place for a period lasting 9-12 months from the time the Rector departs and continuing until the new Rector is in place. Local Churches that invest in an Interim Rector who will facilitate the Local Church's development through the Interim Season will likely find themselves very prepared for a new Rector to join them in mission and ministry. While the needs of the Interim Rector will also vary, the Local Church should prepare to serve the Interim Rector and his family well during this transitional season.

Process Considerations:

- The Bishop works with key clergy and lay leaders to identify the interim Rector and appoints him/her to this position with the agreement of the Vestry.
- The Interim Rector, Senior Warden and Bishop identify key developmental needs that will serve the best interests of the Local Church and engages the Vestry in focusing on them.
- All Local Churches undergo:
 - a. A **review** of their Bylaws for Anglican polity and practice making changes as needed to align with the Constitution and Canons and the Bylaws of the Diocese of Western Anglicans and the Constitution and Canons of the Anglican Church in North America.
 - b. A Natural Church Development or Revive assessment and sets goals based upon the results
 - c. A **search process for a new Rector**, utilizing the Western Anglicans Rector Search Manual, under the direction of the Bishop
 - d. A review of their **leadership style** and **engages in training** as needed for more effective team-based and collaborative leadership throughout the congregation
 - e. A review of their **disciple-making strategies** and practices so that they may make more and better disciples who in turn make more and better disciples of Jesus
 - f. A process of education, invitation and transformation that engages **the Local Church in more active participation in the Deanery and the Diocese** as a mission-driven network of people and churches
 - g. The Bishop secures a **written commitment from the Vestry to practice the 10-10-10 principle** of Christian stewardship as the diocese and the ACNA have adopted.
- The Bishop consults regularly with the Senior Warden and the Interim Rector to maintain open communication and address needs in a timely way.
- The Bishop appoints, oversees, guides and directs the Search Committee in its work and the Search Committee utilizes the Rector Search Manual as its guide.
- The Bishop pauses the Search Process for consultation with him as the Search Manual requires.
- The Bishop gives godly direction regarding readiness preparations and practices to the vestry and search team prior to hiring the Rector.
- The Vestry continues as the primary governance team of the congregation with the Senior Warden as its primary lay leader being strengthened by the guidance and wisdom of the Interim Rector who participates in all meetings. The Interim Rector will help the governance Team to address necessary concerns, but does not vote on matters that come before the Vestry.



- The Interim Rector oversees the staff, paid and unpaid, and leads them who lead others through the day-to-day ministry activities common to the local church. Should staff changes need to be made during the interim season, the Interim Rector will work collaboratively with the Senior Warden and the Bishop. Personnel matters are generally handled best by the Interim Rector with the assistance of the Senior and Junior Wardens.
- The Interim Rector, together with the Wardens and the Vestry, identifies key issues to address during the interim season and implements initiatives that will result in the Local Church being better prepared to receive a new Rector.
- Everyone agrees not to establish commitments to new major strategic initiatives like building projects or adding additional staff, so as to not encumber the new Rector with initiatives that he or she may not support

Times of Work and Leave

This is Local Church-specific and the Vestry negotiates this with the Interim Rector. [Negotiate and detail this]

- The Interim Rector focuses his work on the operational, managerial, pastoral and missional well-being of the church guiding it continually into effective mission and ministry, giving his full effort and considering his work to be full-time. Should a Local Church elect to utilize an Interim Rector on a part-time basis, then the expectations should be adjusted accordingly.
- Attendance at Diocesan Synods, Deanery Conferences, annual retreats and planning for Diocesan and Deanery advancement is considered normative ministry time. These events are planned and paid from the Church's resources.
- The Interim Rector shall also devote appropriate time for sufficient rest and ministry with family, friends and personal renewal through spiritual formation, education and other life-giving interests. The Church will provide the needed support to safeguard a balanced work life. To that end, the Church generally expects no more than three evenings of church work per week. The Interim Rector is expected to preserve a minimum of one continuous 24-hour period each week solely for personal and family reasons.

TIME AWAY

The Interim Rector will be provided with time off, sick days and leave benefits as described below:

- **Holidays**
The Interim Rector will be allowed up to eleven holidays, to be taken so as not to interfere with worship for major occasions. The holidays are as follows; New Year's Day, MLK Day, President's Day, Easter Monday, Memorial Day, Independence Day, Labor Day, Columbus Day or Veterans Day, Thanksgiving and Friday Following and Christmas Day. Should a holiday fall on a weekend, the Interim Rector may elect leave on either the previous Friday or subsequent Monday. The Interim Rector may substitute with Senior Warden approval another day for his holiday so as not to interfere with worship for major occasions.
- **Vacation**
The Interim Rector will take time off for rest, relaxation and rejuvenation. The Church provides four weeks of annual vacation, which may be taken at one time with adequate notice to the Vestry of the Church or in segments of time at the discretion of the Interim Rector.
- **Continuing Education**
The Interim Rector will take up to two weeks for continuing education leave, including two "discretionary Sundays" for weekend conferences, retreats or seminars on leadership or other



topics of interest and benefit.

- **Personal Retreat**

A personal retreat for spiritual growth and renewal of up to five days, excluding Sundays, each is strongly encouraged. Scheduling the retreat is left to the discretion of the Interim Rector. Days in retreat may be added to other time away as described above.

- **Sick Days**

The Interim Rector may take sick days as needed. If an illness interferes with the Presbyter's ability to perform duties on a long-term basis, a discussion with the Vestry and the Bishop is required.

Remuneration and Other Benefits

This is Local Church specific and the Vestry negotiates this with the Interim Rector. [Negotiate and detail this]

COMPENSATION

Through the compensation, the Local Church will support the Interim Rector with a stipend, reasonable housing allowance, medical insurance, if needed, pension, and continuing education. Reasonable business expenses may be reimbursed by request. Because the future financial condition of the Local Church cannot be determined in advance, the Vestry reserves the right to change the terms of the Interim Rector's compensation in its discretion after consultation with the Interim Rector.

- **Base Compensation**

The Interim Rector's annual compensation shall be paid as a stipend in equal installments on or before the 1st day of each month, subject to legally required and Rector-authorized deductions.

The Interim Rector with Vestry approval (December of previous year) may exclude from his gross income that amount as permitted by the current tax law for housing allowance as clergy.



A GENERAL COMPENSATION AND EXPENSES SUMMARY TEMPLATE

The total annual compensation received by the Rector will consist of the following items and monetary allocations:

Stipend (Including Vacation, Holidays, Sick Leave)	\$60,000
Pension (at 10%)	\$6,000
<hr/>	
Total Compensation	\$66,000
Medical (Estimate)	\$10,000
Other Ministry Expenses	\$6,000
Travel, Auto, Continuing Education, Cell Phone	
<hr/>	
Total annual compensation and expenses for a full-time Interim Rector	\$82,000

A portion of the Interim Rector’s stipend shall be designated as Housing Allowance in accordance with actual expenses of the Interim Rector. The Housing Allowance through the year will be determined bi-annually in June and December.



Appendix 4
Local Church Self Evaluation
Natural Church Development & Revive Information

THE NCD PROCESS

The NCD Barrel gives a good summary of what the NCD process will address in your church. NCD research shows that every church in the world will "leak" the blessings of God from the area that is least developed in that church (the lowest stave in the picture). No matter how much time, treasure or talent is poured into the church, it will continue to leak unless that lowest point is improved. In NCD, we call this lowest stave the "minimum factor".



To identify and improve your minimum factor, these are the steps...

1. Go to naturalchurchdevelopment.org to begin the process and to request an account, to ask any other questions you may have, and to inquire about pricing.
2. Once you have your survey web site account, you will be able to conduct your survey. This involves sending online survey invitations to your survey participants (or providing some survey participants with paper forms if preferable). For the most accurate results, you will be surveying a sample group of people who...
 - each have some form of regular task in the church, AND
 - are each involved in some form of small group in the church, AND
 - each attend your church's worship services
3. With your participant responses received, you can then immediately produce your NCD Survey Results. Having then identified your church's greatest strengths and celebrated them, your attention then moves to addressing your minimum factor. This can be done with the assistance of your NCD National Partner and a host of guides and tools available at that point.
4. Shortly after your initial result discussions, you will be able to start acting upon the kind of simple action plans that are most likely to bring about progress. Ideally, this begins with the key influencers in your church who are due the most affirmation for the strengths of your church as well being those who need to carry a larger responsibility for the minimum factor. Given your minimum factor is usually low because it hasn't had as much attention as other areas of church life, you can expect to start to see signs of progress quite quickly if those areas are given some consistent attention as the rest of church life continues along.
5. Once you have begun to see some clear signs of progress and you suspect there have been changes in the health and culture of your church, then repeat the survey. This will allow you to track your progress (even in areas that you didn't specifically focus on), identify if there is a new minimum factor in need of attention, as well as show you if there are any longer term cultural sticking points that are going to require a more concerted effort to transform.

All by itself the soil produces grain... Mark 4:28



After a number of survey cycles, you will be seeing clear signs of how your church is stewarding the time, treasure and talent given to it in far more fruitful ways... all of which happening without having to interrupt church life or suddenly trying to move it in a completely different direction. Instead, you will be starting to experience the Mark 4:26-28 "all by itself" growth that Jesus spoke of and has in mind for your church.

While there is no need to do any pre-study in order to take the survey and start the process, you may find tools like *The All By Itself Pathway* NCD introductory booklet (in paperback or immediately as an eBook) helpful to give to team members who may need to know more before committing. Beyond these tools, be sure to contact your [NCD National Partner](#) with any questions you may have or to get started.

ReVive Church Health Assessment

The ReVive! Church Health Assessment is a tool that helps a congregation's leadership understand their strength's and weaknesses. Developed by Dr. Winfield Bevins and Asbury Seminary, the Church Health Assessment is a qualitative and quantitative analysis of a congregation that takes into account data from the entire congregation. To complete the assessment, follow these steps:

1. [Contact The Rev. Canon Mark Eldredge](#), Director of Church Revitalization and Coaching, letting him know your interest in Church Revitalization and the Revive! Church Health Assessment.
2. Have a leader within your congregation (ex. Priest or Parish Admin) click on the link below that will take them to the Church Registration form.
3. Complete the Church Registration form and pay \$100 using the coupon code "ReviveACNA". (this money goes to Asbury Seminary for the use of their assessment)
4. You will then have access to a unique URL which you should share with every member of your congregation.
5. Instruct the members of your congregation to go to that unique URL and take the assessment. (this portion is free and does not cost the members)
6. After enough responses are gathered, the health assessment will be completed and results shared with the congregation's leadership.
7. The ReVive! Church Revitalization team will then discuss the results and steps forward with the congregation's leadership.

Go to: <https://remissioning.com/church-registration/?org=22ca11aac4> to take the assessment.

Discount Code: ReviveACNA



Appendix 5
Vestry 10-10-10 Commitment Sample Letter

[Date]

The Rt. Rev. M. Keith Andrews, Bishop
Diocese of Western Anglicans
346 Termino Ave.
Long Beach, CA 90814

Dear Bishop Keith and members of the Executive Committee,

As members of the body of Christ and as followers of Jesus, we agree and affirm the tithe as the minimum standard of giving for individuals. We also acknowledge that those resources are to be given as the ‘first fruits’ of our life and livelihood to God through the Local Church, and we encourage our clergy to preach and teach on this principle and practice regularly. We recognize that the tithe represents the ‘first fruits’ and is to be distinguished from the bounty that God gives over and above the tithe through the ‘offerings’ that we make (R&W Manual, 5-5.0). Because the Lord is generous, we believe that His generosity produces in human hearts, including ours, the same generosity.

In recognition of our partnership in the Gospel (Philippians 1:5) and participation in the one, holy catholic and apostolic church as the Anglican Church in North America is an expression of it, we understand ourselves to be in common worship, service and mission alongside the Local Churches and their leaders in the Diocese of Western Anglicans. We have reviewed the guidelines represented in *Giving and Why it Matters – Part II* (R&W Manual, 5-6.0) and agree to abide by them.

In our capacity to serve the purposes of God for His church as members of the Vestry of _____ Church, pursuant to Title I, Canon 9, Section 1 of the ACNA Constitution and Canons and the spirit represented by the canon, we commit to be full partners in the gospel with the other Local Churches and clergy of the Diocese of Western Anglicans. We commit to practice the 10-10-10 Principle of Giving and will tithe our ‘first fruits’ of income from our General or Operations Fund. Our tithe is given in gratitude to God for His generosity toward us and in support of our common mission in Christ as we embrace the Great Commandment (Matthew 22:37) and Great Commission of Jesus (Matthew 28:19-20).

We agree to work and communicate with the Diocesan Finance Team to remain current on our tithe and to conform to the best practices provided by them, to the best of our ability.

Yours faithfully,
[Warden Signature]
[Local Church Name]



Appendix 6
Candidate Characteristics Rating Form

Candidate Name _____

- | | |
|--|-----------|
| 1. Teachable in attitude: lifelong learner | 1 2 3 4 5 |
| 2. Trustworthy in action: follows through on promises
his yes is yes; his no is no (Matthew 5:37) | 1 2 3 4 5 |
| 3. Team player in relationships: collaborative team builder | 1 2 3 4 5 |
| 4. Transparent | 1 2 3 4 5 |
| 5. Not Territorial | 1 2 3 4 5 |
| 6. Discippler: actively engaged in disciple-making through imitation and reproduction | 1 2 3 4 5 |
| 7. Leader: has followers who are strengthened and matured by his leadership | 1 2 3 4 5 |
| 8. Missioner: mission driven in his view of the church | 1 2 3 4 5 |
| 9. Evangelist: skilled in relational evangelism | 1 2 3 4 5 |



Appendix 7 Rector Memorandum of Understanding Template

[Local Church Name]
[Local Church Address]
[Starting Date of MOU]

Memorandum of Understanding
between
[Local Church Name]
and
[Rector]

Through prayerful consideration, and upon the consent of the Bishop of the Diocese of Western Anglicans, [Full legal name of Local Church] (the "Local Church"), hereby enters into this Memorandum of Understanding with [Rector's legal name] ("Rector"), and mutually express their intent that the employment and ministry of Rector and the provision for his needs by the Church, will conform to terms included in this document. The purpose of this Memorandum of Understanding ("MOU") is to provide a clear written documentation of expectations of both the Rector and the Local Church in the calling of a Rector, including ministry descriptions, performance benchmarks, terms of employment and benefits and other expectations. This document should be the framework for regular reviews to further communicate expectations, guidance, and appreciation for a job well done.

TERM

The term of this Memorandum of Understanding shall be for five years, with annual performance and stipend reviews, unless the relationship between the Church and the Rector terminates sooner as provided herein.

DUTIES

Pursuant to the Bylaws of the corporation, the Vestry of the Local Church has elected a Rector as the President of the corporation, and he serves as its chief executive officer with the title of Rector. The Rector is expected to perform all ministerial duties on a full-time basis and to the best of his ability, in accordance with the job description established by the Vestry, until such time as the Rector and Vestry mutually renegotiate these duties. The current job description is attached as Appendix A.

WORK TIME

The Rector's work includes activities for the Local Church and its well-being, and on behalf of the community. The Local Church desires to provide the Rector sufficient rest and time to dedicate to family, friendships, spiritual formation, education and other interests that are life-giving to the Rector. Additionally, the Local Church will provide the needed support to safeguard a balanced work life. To that end, the Local Church generally expects no more than three evenings of church work per week.

Rector is expected to preserve at least one continuous 24-hour period each week solely for personal and family reasons. If these important safeguards are consistently missed, then the Rector and Senior Warden will discuss additional ways to prioritize work demands and establish healthy boundaries.

TIME AWAY FROM MINISTRY WITH THE LOCAL CHURCH



The Rector will be provided with time off, sick days and leave benefits as described below.

- **Holidays**

The Rector will be allowed up to eleven holidays each calendar year, to be taken so as not to interfere with worship for major occasions. The holidays are as follows; New Year's Day, MLK Day, President's Day, Easter Monday, Memorial Day, Independence Day, Labor Day, Columbus Day or Veterans Day, Thanksgiving and Friday Following and Christmas Day.

- **Vacation**

The Rector is strongly encouraged to take time off each year for rest, relaxation, rejuvenation and personal reasons. The Local Church currently provides four weeks of annual vacation which may be taken at one time with adequate notice to the Vestry of the Local Church or in segments of time at the discretion of Rector.

- **Continuing Education**

The Rector can take up to two weeks each calendar year for continuing education leave, including two "discretionary Sundays" for weekend conferences, retreats or seminars on leadership, etc.

- **Personal Retreat**

A personal retreat for spiritual growth and renewal of up to five days, Sundays not included, each calendar year is strongly encouraged. Scheduling the retreat is left to the discretion of the Rector. Days in retreat may be added to other time away as described above.

- **Sick Days**

The Rector may take sick days as needed. If an illness interferes with the Rector's ability to perform duties on a long-term basis, a discussion with the Vestry is required.

- **Sabbatical Leave**

After six years of service, sabbatical leave (time away from work responsibilities to fulfill a specific plan for personal growth, renewal and reflection) of up to three months is expected, not to include the annual vacation time. Employee benefits are continued during a mutually approved sabbatical leave in the 7th year of service.

COMPENSATION

The Local Church will provide stipend and benefits to live in the [city or county] commensurate with the Rector's experience and the marketplace wage and allowing Rector to generously give to others. Through the compensation, the Local Church will support the Rector in continuing education with an allowance and other clergy-related expenses. The compensation includes reasonable business expenses as an alternative to providing an office and office equipment to the Rector. The Rector's annual compensation is described in Appendix B, which is for ministerial duties rendered to the Local Church. Because the future financial condition of the Local Church cannot be determined in advance, the Vestry reserves the right to change the terms of the Rector's compensation in its discretion after consultation with the Rector.



- **Base Compensation**

The Rector's annual compensation shall be paid as a stipend in equal installments on or before the 30th day of each month, subject to legally required and Rector-authorized deductions.

The Rector may exclude from his gross income that amount as permitted by the current tax law for housing allowance as clergy. The amount to be excluded will be reviewed by the treasurer and submitted to the Vestry for review and approval before each calendar year.

- **Other Compensation**

The Rector will not charge fees for performing any rites of the Local Church (e.g., baptisms, marriages and funerals) for members of the Local Church, but may accept an honorarium. The Rector may, however, receive income from other sources, such as:

1. Sacramental services on behalf of persons not in any way related to the Local Church.
2. Fees and honoraria for professional services performed on personal time for groups unrelated to the Local Church for sermons, books or articles published outside the Local Church, subject to prior approval of the Vestry. The Rector is to avoid any compensation, payment, activity, agreement, investment or interest, or other situation, which could be construed as a conflict with the job description, the Local Church's best interests, or Biblical standards for personal behavior.

BENEFITS

The Local Church currently provides the Rector with the employee benefits described in Appendix B, which are subject to change as required by the employee benefit plans in which the Rector is a participant, or at the discretion of the Vestry. These benefits shall include a health plan for the Rector and his family. The Local Church also provides the following benefits to the Rector:

- **Business Expenses**

The Local Church will pay the following expenses necessarily and reasonably incurred on behalf of the Local Church by the Rector in fulfilling the duties of his office:

1. Travel expenses for clergy-related activities as approved by the Vestry. Expense records may be reviewed by the Vestry and Treasurer in accordance with the annual budget.
2. An automobile expense allowance to be incorporated in the annual Local Church budget, to be reviewed annually. In most cases, the Local Church does not provide a personal automobile for Rector.
3. A continuing education allowance to be incorporated in the annual Local Church budget, to be reviewed annually, paid to or on behalf of the Rector toward expenses incurred for professional development.
4. Cellular telephone expenses are to be incorporated in the annual Local Church budget, to be reviewed annually.



USE OF BUILDINGS

The Rector has the right to grant use of the buildings to individuals or groups from outside the Local Church, following policies approved by both the Rector and the Vestry.

DIOCESAN AND DEANERY MINISTRY

The Diocese and Deanery are structures to support and network Local Churches in mission and ministry partnership. It is expected that the Rector will take an active role in leading regionally, as we work together to build the Kingdom of God. The Rector and Vestry will affirm the leadership expectations for all diocesan clergy and will be familiar with the contents of the Rectors and Wardens Manual.

ANNUAL REVIEW

This document should be the basis for regular reviews to further communicate expectations, guidance, and appreciation for a job well done. The Rector and the Vestry agree to a formal discussion, held at a minimum of once per year, to review the total ministry of the Local Church, to:

1. Provide both Rector and Vestry with the opportunity to assess how well they are fulfilling their responsibilities to each other and to the ministry they share.
2. Review the work of the Local Church and to establish goals for the Local Church for the coming year.
3. Identify areas of conflict or disappointment, which may not have received adequate attention and may be adversely affecting their mutual ministry.
4. Clarify the expectations of all parties to guard against any future conflicts.

A mutually acceptable third party may be engaged to facilitate this ministry review.

In most congregations, it is likely that the Rector, the Senior Warden and the Junior Warden together will perform the duties of a personnel team.

DISCIPLINE/TERMINATION

The Diocese of Western Anglicans has the right to discipline presbyters pursuant to Title II, Canon 3 of the Constitution and Canons of the Diocese of Western Anglicans.

Should an occasion arise where two-thirds (2/3) of the members of the Vestry wish to end its pastoral relationship with Rector, the Vestry shall notify the Bishop in conformance with Title IV, Canon 2, Section 2.03 of the Constitution and Canons of the Diocese of Western Anglicans. The Bishop shall appoint intercessors to cover the matter in prayer. The Bishop shall meet with the Vestry, with Rector being present if Rector wishes, so that the matter may be fully aired and discussed. Thereafter the Bishop shall meet and pray with the Vestry and with Rector as many times as he believes necessary to resolve differences to the satisfaction of the parties or to accomplish a termination of the pastoral relationship in a Godly manner. The Bishop, as conciliator and spiritual counselor -- and as the ecclesial authority to whom the Vestry and Rector are submitted -- shall devote generously of his time and attention so that the matter may be resolved as expeditiously as possible, consistent with Godly process and Scriptural principles.



If the employment relationship between the Local Church and the Rector is terminated without Cause, the Local Church shall pay to the Rector as severance an amount equivalent to a minimum of three months' compensation, less legally required and Rector-authorized deductions. This amount will be paid in three monthly installments beginning within 30 days of termination.

If the employment relationship is terminated with Cause under the procedure set forth in The Constitution and Canons of The Diocese of Western Anglicans at Title IV, Canon 2, Section 2.03 "Ending a Pastoral Relationship", the Rector's exclusive termination remuneration will be all accrued but unpaid Base Compensation and vacation benefits through the date of termination. For purposes of this Agreement, "Cause" to terminate the Executive's employment means: (1) the Rector has been convicted of or entered a plea of nolo contendere to any felony or a crime of moral turpitude, convicted in either ecclesiastical, criminal or civil court of any offenses; (2) the use of illegal drugs or alcohol to an extent which materially impairs the Rector's performance of his duties hereunder; (3) any material misappropriation of funds or property of the Church, as determined by at least two-thirds of the Vestry after giving the Rector a full and fair opportunity to respond to any such allegations; or (4) the Rector's death or his permanent inability to perform his duties due to a disability documented by a licensed physician.

Should sufficient evidence be presented to the Vestry that would warrant reasonable suspicion of the aforementioned violations or acts, the Vestry, under authorization by the bishop of the Diocese of Western Anglicans, may suspend the Rector without pay or place him on administrative leave with a fifty percent reduction in compensation during such time that criminal charges have been made against him, until such charges have been adjudicated. If the evidence is deemed spurious by the Vestry and/or the Rector is acquitted of all charges, the Vestry shall reinstate the Rector at full compensation and reimburse him the full percentage of his compensation that was previously reduced.

Notwithstanding any of the reasons for termination mentioned above, the Rector may resign from his position as Rector at any time provided that he agrees to give the Local Church thirty days written notice of his intent to resign and shall surrender any rights to the severance package referenced above.

AUTHORITY

The Rector shall remain under the authority of the Bishop of the Diocese of Western Anglicans.

NO OTHER AGREEMENTS

Because the Rector must devote his best full-time efforts to performing the duties described herein, the Rector will not undertake any outside intermediate or long-term service commitments to organizations or churches outside of this Local Church (except the diocese and deanery) with or without compensation, without the prior written consent of the Vestry.

OTHER CONDITIONS

The Rector will comply with all risk management policies of the Local Church, including a satisfactory background check and training on issues of sexual misconduct.

MODIFICATIONS

Except where otherwise allowed, this Memorandum of Understanding may be revised in writing only by mutual agreement of the Rector and the Vestry.

This Memorandum of Understanding supersedes any prior Memoranda concerning the same subject matter.



CONFLICT WITH CANONS

In case of any conflict between the provisions of the Employment Agreement and the Constitutions and Canons or the Bylaws of either the Diocese or the Anglican Church in North America the diocese or province will prevail.

DISPUTE RESOLUTION

The corporation and the Rector earnestly desire that no disagreements arise between them concerning this Memorandum of Understanding or the Rector's ministry at the Church. If, however, a disagreement does arise regarding the employment relationship between the Local Church and the Rector, after mutual consultation and prayer either party may request mediation through a mutually agreed upon third party and this is to be done before filing suit. The Diocese should be accessed as a first resort to address mediation assistance.

The venue of any litigation shall be first in ecclesiastical court if applicable or in the case of criminal or civil matters, in the Superior Court of the County of [County name] and [State] law shall prevail. In the event of litigation, the prevailing party shall be entitled to reimbursement of reasonable attorney's fees and direct costs and expenses incurred. This provision shall survive the term of this Memorandum of Understanding or any renewal thereof.

EFFECTIVE DATE

The employment of the Rector shall begin on [Date] upon approval from the Bishop.

Having read and understood this Memorandum of Understanding and its Appendices, I hereby acknowledge that this Memorandum reflects my understanding of the intentions of the parties hereto.

[Rector name], Rector

Dated: _____

[Sr. Warden name], Senior Warden

Dated: _____

[Jr. Warden name], Junior Warden

Dated: _____



Appendix 8
Disciple-making Plan Sample Template – Holy Spirit Anglican

See 5-8.0 of the Rectors and Wardens Manual

