



PRESBYTERY of
PHILADELPHIA

Pastoral Vacancy
Guidelines and Resources

Rev. June 2009

INTRODUCTION

Disciplines of Discernment: When a Pastoral Vacancy Occurs

When a pastor leaves, there is generally a rush of anxiety, and a push to “fill the vacancy” as soon as possible. However, COM reminds you that the church is not a business, but a spiritual body. COM encourages all congregations to use the time of transition in the pastoral staff as a time of Sabbath, reflecting on the ministry of the congregation and discerning God’s leading for the future.

Encouragement and Nourishment from Scripture:

Gen.26.24;
Gen. 50.19-21
1 Samuel 16:1-13
Ex. 14.13;
Psalm 40
Psalm 46
Is. 41.10-14;
Is. 43.1-5;
Is. 44.2-8;
Jeremiah 29:1-14
Jeremiah 46.27-28

Matthew 6:25-34
Luke 10: 38-42
Luke 12: 32-34
2 Peter 3:8

Partners in Listening for God’s Voice:

The Congregation
The Session
The Committee on Ministry
The Interim Pastor
The Pastor Nominating Committee

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VACANCY PROCESS GUIDELINES

Steps Along the Way- A Summary Guide

1. As soon as it is known that the pastor will be leaving, the pastor and/or the clerk of session should notify Stated Clerk of Presbytery, so that COM can take necessary actions:
 - a. Appoint a liaison to work with the congregation through the process.
 - b. Appoint a moderator to moderate the session on a temporary basis
 - c. Work to make orderly termination of the pastor's relationship with the congregation.
2. COM liaison and/or Moderator arrange for Exit Interviews for both Pastor and Session.
3. The departure is announced, and the session calls a congregational meeting to terminate the relationship.
4. The session or a special committee plans the retirement/goodbye party
5. At a meeting of the Session with COM, it will be determined how the vacancy will be handled. (For the variety of options, see the Book of Order, and the quick reference sheet, attached) The normal process is to retain the services of an intentional interim pastor while the congregation prepares to call and install a new pastor.

CONCERNING INTERIM PASTORS

- ◆ In most cases, if you will be conducting a search for an installed pastor, you will be expected to contract with an interim pastor for the transitional period. With COM's permission, you may choose not to retain an interim, but it is especially wise to have an interim if
 - a. The prior pastor has been there for over ten years.
 - b. The prior pastor left in the midst of conflict.
 - c. The session senses a need for the congregation to re-visit their overall sense of mission and direction.
 - d. The search process cannot be conducted quickly.
- ◆ The departing pastor should NOT participate in the selection of the interim.
- ◆ If the congregation has had a full-time (FT) pastor and anticipates calling a FT pastor, then the interim should serve FT.
- ◆ The Interim is ordinarily compensated at the same rate as the outgoing pastor, but no less than 90% of the outgoing pastor's compensation.
- ◆ The Interim is called by the session, NOT the congregation. (The session may decide to delegate the review and selection process to a smaller group, such as the personnel committee.) The Interim will perform many of the tasks of an installed pastor, but have tasks that are particular to a time of transition (see the contract for examples). Thus, some of the other tasks will fall to the session or other staff members.

6. Session consults with COM to create interim job description and to identify candidates.
7. Session interviews and calls an interim pastor.
8. The Session selects a team (a Mission Study team) to conduct a process of self-study for the congregation to help it clarify its sense of call, its ministry and mission, and its needs for future pastoral leadership.
9. Under the guidance of the interim pastor, the Mission Study team leads the congregation in a period of study, prepares a summary document, and presents it to the Session and the COM for their approval.
10. After consultation with the Session and the interim pastor, the COM grants approval for a PNC to be elected.
11. The congregation elects a PNC.
12. The PNC receives initial training, including the AAEEEO consultation from its COM liaison and guidance in how to prepare a Church Information Form.
13. The session establishes the budget for the search and the terms of call (compensation package) for the new pastor, in consultation with COM.
14. The PNC creates the Church Information Form and has it approved by the session and COM.
15. The Church Information Form is posted on the denomination's website, and the PNC begins receiving dossiers for consideration.
16. The PNC receives further training from the COM liaison on how to process PIFs and how interview and screen candidates.
17. The PNC reviews and interviews candidates. The COM liaison will coordinate executive reference checks on all finalists and should be present for all final interviews.
18. The PNC selects a candidate for nomination to the congregation.
19. The PNC brings the candidate to COM for approval.
20. If COM approves the call, the PNC requests the session to call a congregational meeting to elect a pastor.
21. The session calls the congregational meeting, giving appropriate notice (see the Book of Order).
22. The congregation hears the candidate preach, and then votes on whether or not to call. If the call is approved, the PNC is dismissed with gratitude.
23. The Interim Pastor is given notice for termination of their contract, and the installation of the new pastor is scheduled.
24. The session plans a farewell for the Interim Pastor and a welcome for the new pastor.

See pages 38 and following for the detailed list of steps through the vacancy process.

APPOINTMENT OF A MODERATOR

THE ROLE OF THE MODERATOR

During a pastoral vacancy, the role of the appointed moderator is to provide guidance and to help the Session and congregation keep their ministries moving forward during the time of transition. The Committee on Ministry, through its Regional Care Team, is responsible to give guidance, help, and direction in all matters related to the search for new pastoral leadership.

The moderator appointed by the Presbytery is the official representative of the Presbytery and of the Committee on Ministry to the Session and congregation of churches without pastors, and is to report regularly to the Committee on Ministry through the congregation's Regional Care Team.

The moderator is to preside at all meetings of the Session unless other arrangements are made in accordance with G-10.0103:

“When a church is without a pastor, the moderator of the Session shall be the minister appointed for that purpose by the Presbytery, or a minister of the same Presbytery invited by the session to preside on a particular occasion.”

The Session should not meet without the knowledge of the moderator, either in so-called “informal meetings” or in meetings moderated by another minister of the Presbytery.

The moderator shall also moderate the annual congregational meeting as well as any special meetings of the congregation. If the moderator is unable to moderate a congregational meeting, the moderator shall make arrangements, in consultation with the session, for another minister of this Presbytery to preside (See G-7.0306).

THE APPOINTMENT PROCEDURE

STANDING RULE VIII,I,5,B,ii provides that “Presbytery shall appoint Moderator upon recommendation by the Committee on Ministry, after the Committee's consultation with the session.”

Ordinarily a moderator appointed by Presbytery shall begin service immediately after the dissolution of the installed pastoral relationship. The appointment must be renewed each year.

If and when an interim pastor is hired, ordinarily the interim pastor will be appointed also to moderate the Session.

The moderator is officially appointed by action of the Presbytery through the COM, and a letter of notification of the appointment is sent to the moderator and to the clerk of session by the Stated Clerk.

When the Presbytery appoints a member of this Presbytery as interim pastor or stated supply, the Committee on Ministry will ordinarily nominate that person as moderator of the session.

COMPENSATION FOR MODERATORS

Appointed moderators shall be compensated by the congregation at the rate of \$75 per meeting, plus mileage costs for travel at the IRS standard rate.

APPROVALS REQUIRED

Things that the Congregation MUST approve:

- The dissolution of an installed pastoral relationship
- The design for staffing if Designated Pastor/Associate or Co-pastor relationship is anticipated.
- The election of a PNC
- The call of an installed pastor, including the terms of call.

Things that the Session MUST approve:

- Calling of a congregational meeting to dissolve the pastoral relationship.
- How the vacancy will be handled (in consultation with COM).
- The Interim job description.
- The contract and terms of call for interims, Stated Supplies and Temporary Supplies.
- Calling of a congregational meeting to elect a PNC
- The abbreviated church study
- The CIF, with job description and terms of call.
- Calling of congregational meetings to hear the report of the PNC (call a pastor)

Things that Committee on Ministry MUST approve:

- The dissolution of a pastoral relationship
- How the vacancy will be handled.
- Persons filling the pulpit when there is no Interim or Installed Pastor in place.
- Persons administering the sacraments when there is no Interim or Installed Pastor in place.
- The establishment of a Designated Pastoral Relationship
- The Interim Job description
- The selection of an interim and the related terms of call
- The election of a PNC by a congregation
- The abbreviated church study
- The CIF with job description and terms of call.
- The PNC's final candidate and related terms of call

THE ROLE OF THE COM LIAISON

As soon as the Committee on Ministry knows of a church's pastor vacancy, the Regional COM Team for that congregation will assign a "**Resource Person**" (or liaison) to that church. In general, the rep will follow the church's progress and assist the Session and/or PNC from the announcement of the vacancy to the call and installation of the new pastor.

Specifically, the liaison will

- be trained in the vacancy process
- conduct an "exit interview" with the outgoing pastor and with the Session
- consult with COM regarding the selection of an Interim Pastor, and advise the search committee
- meet with the Pastor Nominating Committee early in its work to review the steps of the vacancy process
- serve as on-going resource and consultant to the PNC
- coordinate EP peer reference checks for candidates interviewed face-to-face
- meet with the Committee's final candidate(s) to review the position, to respond to questions, and conduct the stage/clearance process
- monitor the AA/EEO process of the Pastor Nominating Committee, and
- be an advocate for the PNC to COM.

SESSION RESPONSIBILITIES IN A PASTORAL VACANCY

The role of the session is primarily to continue the day to day governance of the congregation during the time of transition. The session bears particular responsibility during this time for the following:

- With COM, determine the next form of pastoral ministry for the congregation (permanent or temporary ministers)
- Work with COM to secure an Interim Pastor or Stated Supply
- With COM, establish the timeframe for electing a PNC if there is to be a search for an installed pastor
- Set the budget for the work for the PNC
- Establish the budget for the terms of call for the new pastor
- Approve the CIF and job description submitted by the PNC
- Call special congregational meetings as needed
- Work with the Interim Pastor to help prepare the congregation to receive a new minister

Financial Considerations

Vacancy Dues

During the first 12 months of a vacancy in a ministerial position (unless the position is filled earlier), the local church pays dues of 12% of the Pension Participation Basis of the most recent installed minister. The dues help subsidize the Medicare Supplement subscription costs.

Before the Arrival of an Interim

It is expected that the moderators, pulpit supply and temporary supply; will be compensated for their work on behalf of a congregation. Current minimums are:

- Moderator Only: \$75/Session or Congregation meeting plus mileage at the IRS standard rate.
- Pulpit Supply: \$150 per service (\$200 for two services – same day)
- Temporary Supply: Pro rata of Presbytery minimum

The Interim Pastor

It is expected that the interim pastor will be paid at the same level as the outgoing pastor (but in no case less than 90% of the salary). The session should also be prepared to cover moving costs for the interim if necessary. (See section III of this manual for other details about the interim pastor.)

Expenses Related to Calling a New Pastor

The session should establish a budget for the PNC that will provide funds for copying/duplication; local travel if necessary (for the PNC to travel to hear preachers); and travel/lodging for candidates being brought in for interviews.

KEY RELATIONSHIPS

PNC and Interim Pastor (or Moderator, if no Interim in place):

- Interims/Moderators can be helpful in helping a PNC to practice their interviewing skills.
- The Interim is a helpful advisor to the committee that nominates the PNC (regarding representation, balance, etc.)
- Interims can be very helpful in assisting with the abbreviated church study.
- PNC should ask the Interim for insights about the nature of the congregation and the work of the pastor in this particular congregation.
- Interims/Moderators should be consulted when considering the timing of electing a PNC, which cannot occur until the COM has approved it.

PNC and COM Liaison:

- The COM liaison is your guide through the process, and the congregation's primary link to COM.
- The COM liaison provides training at key points to assist the PNC in its process.
- The COM liaison can also provide helpful insights and input in creation of the CIF (liaisons have the advantage of seeing a large number of CIFs and can provide some wisdom about compensation ranges, important information that should be on the CIF, etc.)
- The COM liaison will coordinate executive reference checks on finalists, and should be present at final interviews to answer questions the candidates have about the Presbytery, etc.

PNC and Session

- The PNC will need to work with the session regarding the budget for the search process as well as the parameters for the new pastor's terms of call.
- The PNC will bring the CIF to the session for approval.
- The PNC should keep the session and the congregation up to date on where they are in the search process.

PNC and the Congregation

- The PNC is *a committee of the congregation*, not a committee of the session.
- The PNC should include the congregation in the abbreviated church study (particularly in terms of identifying the congregation's joys, opportunities and challenges), as well as the creation of the CIF (particularly on the job description and person descriptions)
- The PNC should report regularly to the congregation on their progress, however, the PNC should not divulge the names of candidates until the end of the process.

Presbytery of Philadelphia Vacancy Process Guide

THE INTERIM PASTOR

A. SECURING AN INTERIM PASTOR

The Session, with its newly appointed moderator and/or the COM liaison, discusses supplying the pulpit and providing for adequate pastoral leadership during the period the church is seeking a pastor. A congregation seeking a full time installed pastor normally has a full time interim pastor to guide the church through the transition until a pastor is called. When a vacancy occurs in the case of an associate pastor the church may contract with an interim associate pastor until an associate pastor is called.

The Position Description

The Session, through its personnel committee or an interim pastor search committee appointed by the Session for this purpose, *first* prepares an **Interim Pastor Position Description**. When the position description is completed it is presented to Session for approval. After approval by the Session it is sent to the Committee on Ministry of the presbytery for its review and approval.

Once an interim pastor position description is approved and the COM authorizes the search, candidates for interim pastor may be considered. Personal Information Forms (PIFs) on *qualified* interim ministers who are available can be provided to the interim pastor search committee by the presbytery's Office of Pastoral Ministry, and/or through the church's Committee on Ministry liaison.

The committee may also receive PIFs directly from interim ministers who are available to consider an interim contract, but all such PIFs are to be forwarded to the Presbytery's Associate for Pastoral Ministry for vetting. Reference checks are required for all candidates for interim pastor and are done by the Office of Pastoral Ministry on all interim minister candidates *before* they can be considered by the search committee. The interim pastor search committee should contact the COM liaison or the presbytery's Office of Pastoral Ministry providing at least the name and the presbytery where the minister is a member to facilitate those checks when a candidate has self-referred.

The Search

Next, the Search Committee seeks a candidate for the position. In doing so, note the requirements of the Presbytery's Affirmative Action/Equal Employment Opportunity policy.

The COM liaison is a primary resource to the session in this process.

Promising candidates may be invited to preach to the congregation and interview with the session.

Finally, when the session has decided whom it wants to invite, and the person is willing to serve, the Interim Pastor Agreement shall be completed and presented by the moderator and a representative of session, with the candidate, to the Committee on Ministry.

It should be noted that the session and not the Interim Pastor Search Committee secures the Interim Pastor. Also, it is the session that calls the person to this ministry, not the congregation.

B. GUIDELINES FOR INTERIM PASTOR RELATIONSHIP

The Committee on Ministry of the Presbytery of Philadelphia offers the following guidelines in the hope they will be helpful to Interim Pastors, Sessions, and other Committees in clarifying expectations and relationships in this unique type of ministry.

1. THE DYNAMIC ROLE OF THE INTERIM PASTOR

For many congregations, the period between the leaving of one installed Pastor until the arrival of a new installed Pastor is often filled with grief at the loss of a known Pastor, apprehension about the functioning of the programs of the congregation, and troublesome uncertainty about the future. The interim period between the departure of the one installed Pastor and the arrival of a new one can range from a “marking time and hoping for the best,” to responding to distinctive opportunities inherent in the situation.

In The *Developmental Tasks of the Parish in Search of a Pastor*, (Alban Institute, 1997), Loren Mead has identified five developmental tasks to be achieved in order for the congregation to take full advantage of the interim period:

A. Coming to Terms With History: The vacant congregation that would be free for the future needs to work at understanding where it has been coming from and how it got to where it is.

B. Discovering a New Identity: A congregation that comes through the vacancy process well emerges with a clearer sense of its own identity - who it is in relationship to its community and what it dreams of being and doing.

C. Shifts of Power: The time when pastors change is a time when some potential leaders feel a call to take on more active roles, and some current leaders choose to “retire” to less active roles. Managing these changes is an important part of the interim term.

D. Rethinking Denominational Linkages: When one pastor leaves, the congregation is open and responsive to denominational resources in a way that has much creativity.

E. Commitment to New Leadership and A New Future: ... the congregation has finished its developmental work only when it is genuinely ready to make a commitment to new leadership and to a new future.

The fundamental decision of the Session of a congregation without an installed Pastor is whether the elders want an Interim Pastor to work with them as a **CATALYST** in dealing with the developmental tasks or simply as a **CHAPLAIN** (caretaker) to provide pastoral support until the new pastor is called.

The dynamic role of an Interim Pastor as a CATALYST involves not only the basic duties of worship leadership, pastoral care, and administrative management, but working in partnership with the elected leadership on developmental tasks, including the responsibility to:

- Examine the congregation's heritage to discover its strengths and weaknesses.
- Define the present realities confronting the congregation.
- Deal constructively with unresolved issues and problems.
- Identify the shape of the future mission.
- Set specific objectives to be accomplished within defined time frames by the various Session committees and other Boards.
- Work on developing lay leadership to fulfill their roles.
- Explore new ways to worship and serve.
- Deepen a sense of the presence of God within their midst to strengthen and guide them.
- Build a solid base for any incoming pastor.

The key question a Session needs to answer concerning the calling of an Interim pastor as a CATALYST is: how open are we to examining honestly the present realities of the congregation and how open are we to refining the mission of our congregation in light of new circumstances and opportunities? If the Session is open to change, then a CATALYST is best. If the Session only wants a continuation of past traditions, then a CHAPLAIN is best.

The selection of an effective Interim Pastor in the role of CATALYST involves finding a Pastor with a solid understanding of the unique dynamics and opportunities of the interim period and demonstrated competencies in the facilitation of the change process.

2. PART-TIME INTERIM PASTORS.

Ordinarily, the Interim Pastor will be employed at the same level of time commitment as the previously installed Pastor. Inevitably, there will be situations where, for good and valid reasons, a decision has been made to change the status of Interim Pastor and perhaps also the new Pastor to be called.

Generally speaking, the Presbytery will not approve a relationship between a Session and Interim Pastor for less than full-time solely as a means of cost-saving. When a pulpit becomes vacant, at times the desire of a Congregation is to coast a bit, cutting back on expenses, especially if recently finances have been tight. The Congregation and Session

may see this period as an opportunity to reduce pastoral services and pay an Interim Pastor for less than full-time employment.

While the motivation for this action is understandable, such a procedure can have immediate and long term negative effects. The most obvious is: if the Interim Pastor works fewer hours, the quality of ministry will be affected. In addition, if the unstated motive of the Congregation is to cut back in its giving, the long term dangers here are all too apparent.

Nevertheless, there are a number of exceptional situations which require special consideration. At times, financial resources are truly lacking. Cases in point are a number of inner-city congregations or very small ones. In some instances, the most recent installed Pastor already may have been a part-time position. In such special situations, Committee on Ministry will give serious consideration to a part-time interim pastoral relationship.

3. MINIMUM TRAINING FOR INTERIM PASTORS

Ordinarily, the Committee on Ministry of the Presbytery of Philadelphia requires, as a minimum, that ministers who desire to serve as Interim Pastors will have completed satisfactorily Phase I of Interim Ministry Training, sponsored by the Presbyterian Church, USA, or its equivalent within another denomination. A certificate attesting to the completion of Week I training will be required.

Pastors coming to an interim position without any previous training in interim ministry:

- 1) Shall satisfy the Committee on Ministry that they understand the differences between interim and installed ministry;
- 2) Shall participate in Phase I of interim ministry training within six months of accepting an interim position. Appropriate sources of such training include Montreat, Ghost Ranch, or events offered through the Association of Presbyterian Interim Ministers, the Interim Ministry Network, the Synod of the Northeast, or the Synod of the Trinity.

4. PRESBYTERY'S EXPECTATIONS AND GOALS FOR AN INTERIM PASTORATE

An appropriate subcommittee of two or three persons, including the Committee on Ministry liaison to the church, will meet with the incoming Interim Pastor and share significant background information regarding the congregation. Significant information will be shared confidentially regarding where the church has been, the current status, the spiritual health of the congregation, etc. The subcommittee will also share perceived strengths and weaknesses of the congregation and what those might suggest as to priority goals and objectives for the interim ministry. Such goals and objectives should be intentional, focused, and facilitate movement of the congregation from the past to the future.

A second step would be a meeting of the Interim Pastor, the Committee on Ministry liaison, and the Session, to discuss the needs, opportunities, expectations, goals, objectives, and any potential problems, which may need to be addressed during the

interim period. There should be a clear sense that this In-between-time will be a partnership in ministry, not merely a brief chaplaincy without a sense of goals and direction.

Following the completion of these two visits, the Committee on Ministry expects the Interim Pastor and the Session to engage in assessment of their ministries and goals and progress made toward them at least every six months. A copy of these assessments shall be given to the COM through the Associate of Pastoral Ministry.

The Interim Pastor should employ a working knowledge of the five developmental tasks for Interim Ministry (listed in section B.1 above).

The Interim Pastor should be alert for goals and objectives the Pastor Nominating Committee and endorsed by the Session, noting particularly whether or not Presbytery's goals are consistent with those of the Congregation and its leaders. Care should be taken to avoid placing the Interim Pastor in the position of being asked to achieve conflicting goals that are not shared by both the Presbytery and the Congregation.

5. COMPENSATION PACKAGE FOR INTERIM PASTOR

The Session may utilize the following data in calculating a fair compensation package for an interim pastor:

- a. Last annual compensation package for most recently installed Pastor. Ordinarily the Interim Pastor should receive no less than the amount paid to the most recently Installed pastor.
- b. Current Presbytery minimum compensation package.
- c. Length of previous pastorate at this church.
- d. Current compensation package for any Associate Pastor(s) on staff.
- e. Length of relationship between congregation and current Associate Pastor(s).
- f. Special qualifications sought from Interim Pastor (e.g., advanced degree, conflict resolution expertise, change management, any Interim Pastor experience desired: length, type, etc.)

Although the Presbytery of Philadelphia does not recommend any specific formula involving the weighting of the above factors, the Session (or its Interim Pastor Search Committee) should be mindful of these considerations. The Interim Pastor should be made aware that these items were given consideration in determining the compensation package.

Ordinarily, full moving expenses should be provided for an Interim Pastor relocating to the area.

6. ADDITIONAL ELEMENTS OF THE CONTRACT.

Interim Collegium

It shall be part of the contract between the Session and the Interim Pastor that s/he will participate actively in the monthly Interim Pastor Collegium of the presbytery.

Length of Contract:

Normally, the initial contract is for one year, with a specific starting date and ending date. It shall be less than one year if the congregation elects a new installed pastor and the Presbytery approves such an election. It is desirable for the Interim Pastor to depart no earlier than the date of approval by the Committee on Ministry of the PNC's recommended candidate.

If appropriate, the contract may be extended beyond one year by mutual agreement of the Session, the Interim Pastor, and the Presbytery until a new Pastor is elected by the congregation and approved by the Presbytery. If the contract is extended beyond the first year, ordinarily, the Interim Pastor will receive additional compensation of no less than the Presbytery's minimum cost of living increase.

The services of the Interim Pastor beyond the date of approval by the Presbytery of the newly elected installed Pastor are possible upon the mutual agreement of the Session and the Interim Pastor, with the concurrence of the Committee on Ministry of the Presbytery. In order to allow for a period of departure and closure for the Interim Pastors relationship with the congregation and a time of preparation for the arrival of the new installed Pastor, ordinarily, there shall be a period of at least two weeks.

Severance Compensation

It is recommended that, at the completion of the agreed upon contracted time, the Interim Pastor receive at least one month's severance compensation of cash salary, housing allowance, pension contribution and SECA contribution. This provision, if included in the contract, may be waived by the Interim Pastor and the Session with the concurrence of the Committee on Ministry if the Interim Pastor has made arrangements to move to a new Pastoral position or other employment without a break in compensation. The reason for this recommendation is that it would allow the Interim Pastor to concentrate fully on the congregation's needs as the pastoral search process nears its end, rather than be overly concerned about his/her next employment opportunity.

Termination of Contract in Special Circumstances

A. By Session.

The Session shall have the right to terminate this contract before the end of the approved period of the contract providing the Session gives the Interim Pastor a sixty-day notice in writing and commits itself to pay the one-month severance compensation following the end of the sixty-day notice period. The Committee on Ministry shall review and approve such a termination. This period may be shortened by mutual agreement of the Interim

Pastor, the Session, and the Committee on Ministry if it would be in the best interest of all parties to do so.

B. By Interim Pastor.

The Interim Pastor shall have the right to terminate this contract before the end of the approved period of the contract providing the Interim Pastor gives a sixty-day notice in writing to the Session. In this case, the Interim Pastor shall not be eligible for the one-month severance compensation. The Committee on Ministry shall review and approve such a termination. This period may be shortened by mutual agreement of the Interim Pastor, the Session, and the Committee on Ministry in order to allow the Interim Pastor to move to another Pastoral position.

7. PERFORMANCE EVALUATION

Ongoing Review and Assessment

Normally the Interim Pastor shall meet monthly with the members of the Interim Pastor Committee (or Personnel Committee or Session) in order to share observations and concerns, review and assess progress, and identify ways to make the interim period even more constructive.

Development of Performance Objectives

It is recommended that by the fourth month of service the Personnel Committee (or Session), in consultation with the Interim Pastor, develop performance objectives by which the work of the Interim Pastor is to be evaluated during the first year of service. This statement shall be submitted to the Session for its review and approval.

If the contract is extended beyond one year, a new or revised statement of performance objectives shall be developed.

Final Evaluation

Normally, a final evaluation shall be conducted of the overall achievements during the time of service of the Interim Pastor, covering the achievements of Session Committees and work with other Boards, as well as those of the Interim Pastor. An exit interview is to be conducted between the Interim Pastor, the Committee on Ministry liaison and the Personnel Committee or the Session or the Interim Pastor Committee.

7. THE INTERIM PASTOR AND THE PASTOR NOMINATING COMMITTEE

The Interim Pastor shall not refer the names of candidates to the Pastor Nominating Committee; however, the Interim Pastor may facilitate the obtaining of names through such channels as seminaries and Executive Presbyters, when so requested by the Pastor Nominating Committee.

Interim Pastors shall not impress their own agenda on the Pastor Nominating Committee, nor, for personal reasons, either hasten or impede the work of the Pastor Nominating

Committee. There may be valid reasons for slowing down the process or encouraging greater movement; however, personal reasons on the part of Interim Pastors are never appropriate considerations.

The Interim Pastor may help the Pastor Nominating Committee with questions of *how* but not those of *what* or *who*. The Interim Pastor may respond appropriately to issues of process, such as: “how do we do such-and-such?” or “how can we express most clearly what we want to say so prospective pastors will understand what we mean?” It is inappropriate for the Interim Pastor to decide for the Pastor Nominating Committee what qualities to seek in a candidate, what the Mission Statement should say, or who, specifically, the Pastor Nominating Committee should consider.

The Interim Pastor shall report to the Committee on Ministry through the congregation’s regional team and specifically its assigned liaison, at least every six months, although more frequent contact is advised.

The Interim Pastor shall work closely with the liaison for the congregation appointed by the Committee on Ministry to assure that all is functioning smoothly. Both these individuals should familiarize themselves with the Vacancy Process Guidelines and utilize them regularly.

8. RELATIONSHIPS BETWEEN INTERIM PASTOR AND BOTH FORMERLY INSTALLED PASTOR AND NEW CALLED PASTOR.

Due to the varieties of circumstances involving former pastors and congregations and whether or not the former pastor has retired in the same community, ironclad rules are inadvisable; however, some guiding principles may be helpful.

- The Interim Pastor shall endeavor to maintain a relationship with the formerly installed Pastor of the Congregation which is cordial, helpful, and sensitive, both to the former Pastor and to the Congregation. This is especially the case when the Congregation is still going through the loss of a beloved pastor who has moved to another pastorate, or retired, or died.
- Ordinarily, communication with the former Pastor should be at the initiative of the Interim Pastor, and any professional involvement by the previous pastor in the life of the congregation should come at the invitation of the Interim Pastor.
- Ordinarily, the previous Pastor should not attend worship services or social events for a one-year period following the call of the next installed pastor. After that, discretion should be exercised regarding frequency of appearances. The purpose of this suggestion is to allow the Interim Pastor the opportunity to become accepted fully as the Congregation’s new leader with as few difficulties as possible. The previous Pastor need not cut off all friendships in the former church, but the Pastor who has “moved on” should advise friends that the pastoral relationship has been dissolved.

- Ordinarily, there should be a brief period of vacancy (2-4 weeks) between the Interim Pastor and the Installation of the new Pastor. This will allow time for the congregation to process the ending of the Interim period and prepare to begin the relationship with the new Pastor.
- Additionally, the Interim Pastor should neither attend nor participate in the Service of Installation for the new Pastor. No matter how beloved the Interim Pastor might have been, or how long a relationship the Interim Pastor might have had with the new called Pastor, the former Interim's presence may cast an unhelpful shadow on the occasion.

A combination of humility and graciousness on the part of the Interim Pastor and the previous Pastor will make a lasting contribution to the well being of the Congregation.

In any event, the person "in-charge" is the Interim Pastor.

RESOURCES FOR CHURCH STUDY AND CIF PREPARATION

The Church Mission Study

The Church/Mission study should include at least the following:

- 10 year history of membership, average worship attendance, church school enrollment, congregational giving, annual budget
- A community analysis (demographics, community issues)
- An analysis of the congregation (demographics, programs, current staffing profile etc.) including reflection on how the congregation mirrors or differs from the community.
- The mission of the congregation
- Reflection on this information including
 - Key challenges and opportunities for ministry in the next 5 years
 - Implications for pastoral leadership

GA Office of Research Services (www.pcusa.org/research/help)

- Your ten-year statistical history. Available free on line.
- Congregational survey instruments. Price varies according to the size of the congregation.

“Discovering and Connecting the Pieces of Our Church: A Journey of Searching, Listening, and Discernment” (copies available online by visiting the COM documents page on the Presbytery website, \$10). This document thoroughly explains the discernment process and provides a clear course of action for congregations to follow.

Holy Conversations

Strategic planning as a spiritual practice for congregations by Gil Rendle and Alice Mann. (This book is available in the Resource Center in the Presbytery of Philadelphia office.)

Natural Church Development:

This is not recommended for use in assessing mission direction and vision during a vacancy. It is more appropriate as an ongoing planning tool for use by the session. (You may choose to begin using this planning tool during a pastoral vacancy, however, it does not replace the mission study.)

RESOURCES FOR PASTOR NOMINATING COMMITTEES

Foose, Dean. Searching for a Pastor the Presbyterian Way. (Louisville: Geneva Press, 2001)

Pastoral Competency Model for Interviewing and Selection. Available from the Presbytery Office; portions are in the Resource Book for PNCs.

“On Calling a Pastor: A Manual for Churches Seeking Pastors.” – GA publication on call process Published by Churchwide Personnel Services in Louisville, KY. Call 1-800-524-2612 to order.

Presbytery of Philadelphia Resource Book for PNCs

Contains annotated CIF, annotated PIF as well as information on ‘buzz words,’ various seminaries, sample letters, sample forms for reference checking, guides for interviewing, and checklists for every stage of the search process. Your COM Liaison will make this available to you.

Appendix A

Types of Pastoral Relationships

A Snapshot of Book of Order Provisions

PASTOR							
	Installed G. – 14.0501(b)	Designated Pastor and Designated Co-Pastor G 14.0500(e)	Co-Pastor G. 14.0501(c, d)	Interim G. -14.0513(b)	Stated Supply G. – 14.0513(a)	Temporary Supply G. – 14.0513(d)	CLP (Commissioned Lay Pastor)
Who establishes the relationship?	Congregation, via PNC G – 14.0501(b) G – 14.0502(a)	Congregation and COM (must agree to this process BEFORE search; Candidates must also agree to it)	Congregation via Co-PNC	Session	COM with the Session	Session with COM	The Presbytery, at request of Session and COM
Term of Service	Indefinite	2-4 years, renewable	Indefinite	12 months, renewable	1 year, renewable indefinitely	Up to 12 months, renewable	Up to 3 years, renewable
Eligible to become next Installed Pastor? G. – 14.0501(d)	N/A	Yes, by vote of congregation	Yes (can become solo or head of staff)	NO	NO	Yes, with open search and 2/3 affirmative vote of Presbytery	No
Search process	Full search done by PNC	Full search done by COM; congregation's PNC selects; congregation elects	Full search done by PNC	Session does limited search, assisted by COM (Local practice)	Little or none; COM appoints (Local practice)	Little or no search; COM referral (Local Practice)	Little or no search; COM referral (Local Practice)
Must they be a PC(USA) minister or COCU partners?	Yes	from among those referred by COM	Yes	Yes	Yes	No, but if not, must be approved by COM	Are not clergy. Must be ordained PCUSA Elder
PT or Full Time	Either	Either	Either	Either, consistent with terms of subsequent pastor (Local policy)	Either	Either	PT No more than 25 hrs/week
May vote in session meetings?	Yes	Yes	Yes	No	No	No	No
Can moderate Session meetings?	Yes	Yes	Yes	Yes, if appointed by COM	Yes, if appointed by COM	Yes, if appointed by COM	Yes, if authorized by COM / Presbytery
Can administer sacraments?	Yes	Yes	Yes	Yes	Yes	Only if PC(USA) or COCU	Yes, if approved by COM / Presbytery

ASSOC. PASTOR

	Parish Assoc. G. – 14.0515	Installed G. – 14.0501(b)	Interim G. 14. 0513(b, c)	Designated G. – 14. 0501(e)
Who establishes the relationship?	Installed Pastor, Session and COM	Congregation via APNC	Session	Congregation with COM
Term of Service	12 months, renewable	Indefinite	12 months, renewable	2-4 yrs renewable
Eligible to become next Installed Pastor?		NO G. – 14.0501(d)	NO	NO
Eligible to become next Installed Associate?		N/A	NO	Yes, by vote of congregation, if a full open search was conducted
Search process	N/A	PNC does full search	Session does limited search assisted by COM	Full search done by COM; congregation's PNC selects from among those referred by COM
Must they be a minister in PC(USA) or COCU partners?	No	Yes	Yes	Yes
Can they administer the sacraments?	Only if PC(USA) or COCU	Yes	Yes	Yes
PT or Full Time	PT only (15 hrs/week max)	Either, but must be consistent with terms of subsequent assoc. pastor		
May vote in session meetings? G – 10.0100; G – 6.0202(b,c)	No	Yes	No	No

Appendix B

Pastoral Call and Contract Forms



Presbytery of Philadelphia

Contract for Intentional Interim Ministry

The following Agreement is established between the Session of _____ Presbyterian Church (“Session”), _____ as Interim Pastor/Associate Pastor/Senior Pastor Head of Staff, (“Interim Pastor”) the Presbytery of Philadelphia (“Presbytery”) for the purpose of providing Intentional Interim Ministry to _____ Presbyterian Church. (“Church”)

The Session, the Interim Pastor and the Committee on Ministry covenant to work on the following goals for the interim period:

- Maintenance of a healthy congregational life
- Provide continuity of leadership
- Development of short-range goals identified in the goal-setting process of the church
- Preparation of the congregation for the arrival of a new pastor.
- Work on the 5 developmental tasks of the interim time, which include:
 - Coming to terms with the congregation’s history
 - Cultivating awareness of the present times and situation
 - Re-establish or strengthen the congregation’s connections to the wider community of the Church
 - Discern where God may be leading them in their life together and in their mission with Christ to their community and the world
 - Celebrate the journey together and embrace a new beginning

Duties of the Interim Pastor shall be:

(List here or attach a job description)

Review and Accountability

The interim pastor will:

- be a member of the Presbytery
- serve as Moderator of the Session
- participate in the presbytery’s Interim Ministry Collegium (or another supervision group approved by COM)

It is the obligation of the Interim Pastor to submit a written quarterly report using the Guidelines for Interim Pastor’s update.

During the length of the Agreement, the Interim will be accountable to the Presbytery through the COM. There will be a joint review conducted by the Session and the Interim, in consultation with the Committee on Ministry, every six months, or more often at the request of any one of the parties.

Ethical Covenants

The Session of the Church and the Interim Pastor understand and agree that the Interim Pastor cannot and will not be a candidate of any pastoral position in this congregation, and that s/he will seek in every way to prepare the way for the arrival of the installed pastor.

The Interim Pastor will not assist in the preparation of the Church Information Form nor will the Interim Pastor be involved in any way whatsoever with the Pastor Nominating Committee, unless help is so requested by the chair of the PNC and the Committee on Ministry liaison.

The Session and the Interim Pastor understand and agree that the Interim Pastor will terminate any and all contact with the Church and its members once the Interim Pastor’s term is concluded.

Terms and Conditions

This Agreement is for a period of _____ months beginning on _____.
The Interim Pastor is employed on a (full time or part time) basis, serving approximately _____ hours per week; and will be compensated for interim pastoral services as follows:

Salary	_____
Housing Allowance	_____
Value of manse	_____
Utilities (if manse provided)	_____
Social Security Supplement	_____
EFFECTIVE SALARY (Cash compensation plus housing)	_____
Full Pension and Medical	_____
Medical Deductible (as specified by Board of Pensions)	_____
Travel (car)	_____
Study (leave)	_____
Moving and Living Expenses	_____
Other (specify)	_____

Total	_____

Vacation will be provided of one month including four Sundays per year pro rated over the life of this contract. Study leave will be provided of two weeks per year pro-rated over the life of this contract.

Early Termination Provisions

This Agreement may be terminated by the Session on two months' written notice, provided there is a prior consultation with and concurrence by the Committee on Ministry. The Interim Pastor will be given two months' written notice if the contract will not be renewed, and salary will be continued through that period. The Interim Pastor may terminate the agreement with two months notice and forfeit any payment beyond that period.

Other Provisions: (moving allowance, severance, etc.)

**This Interim Pastor Agreement between _____
and the Session of _____**

is approved as follows:

_____ Clerk of Session	_____ Date of Session Action
_____ Interim Pastor	_____ Date
_____ Chairperson, Committee on Ministry	_____ Date of Committee Action



Presbytery of Philadelphia

CONTRACT FOR TEMPORARY SUPPLY PASTOR

The Session of the _____ Presbyterian Church requests that the Committee on Ministry and The Presbytery of Philadelphia approve a Temporary Supply/Student Supply (specify one) relationship with _____ for the purpose of providing ministry to the _____ Presbyterian Church.

Duties of the Supply Pastor shall be:

Review and Accountability

As to the Supply Pastor _____
Will / will not be a member of this Presbytery
Will / will not serve as a Moderator of the Session
Will / will not administer Sacraments

There will be a joint review conducted by the Session and _____, in consultation with the Committee on Ministry, every twelve months or more often at the request of any one of the parties.

During this time of service, the Supply Pastor will be accountable to the Session of the Church and to the Committee on Ministry of the Presbytery of Philadelphia.

The Session of the Church and the Supply Pastor understand and agrees that the _____ cannot and will not be a candidate of any pastoral position in this congregation.

If the pastoral search is in progress, the Supply Pastor will not assist in the preparation of the Church Information Form or be involved in any way whatsoever with the Pastor Nominating Committee.

Clerk of Session

Date of Session Action

Interim Pastor

Date

Chairperson, Committee on Ministry

Date of Committee Action

**Chairperson, Committee on Preparation for
Ministry (only if Student Supply)**

Date of Committee Action



Presbytery of Philadelphia

CONTRACT FOR STATED SUPPLY PASTOR

The Session of _____ Presbyterian Church requests that the Committee on Ministry and The Presbytery of Philadelphia approve a Stated Supply relationship with the Rev. _____ for the purpose of providing ministry to _____ Presbyterian Church.

Duties of the Stated Supply Pastor shall be:

Review and Accountability

The Stated Supply Pastor _____

- Will / will not be a member of this Presbytery
- Will / will not serve as a Moderator of the Session
- Will / will not administer Sacraments

There will be a joint review conducted by the Session and the Rev. _____, in consultation with the Committee on Ministry, every twelve months or more often at the request of any one of the parties.

During this time of service, the Stated Supply Pastor will be accountable to the Session of the Church and to the Committee on Ministry of the Presbytery of Philadelphia.

The Session of the Church and the Stated Supply Pastor understand and agree that _____ cannot and will not be a candidate of any pastoral position in this congregation.

If the pastoral search is in progress, the Stated Supply Pastor will not assist in the preparation of the Church Information Form or be involved in any way whatsoever with the work of the Pastor Nominating Committee.

Clerk of Session

Date of Session Action

Stated Supply Pastor

Date

Chairperson, Committee on Ministry

Date of Action by Committee on Ministry

PASTORAL CALL FORM

The _____ Presbyterian Church of _____ (City, State), being well satisfied with your qualifications 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 calls you, _____, to undertake the office of _____ (Pastor, Associate Pastor) of this congregation, beginning _____, promising you in the 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 and Sacrament among us, we promise and obligate ourselves to provide you the following annually:

COMPENSATION

- Cash compensation \$ _____
- Manse value or Housing Allowance \$ _____
- SECA Supplement \$ _____
- Deferred Compensation \$ _____
- Manse Equity (to a deferred compensation plan) \$ _____
- Medical (other than plan) \$ _____
- Additional Insurance Payments, if any \$ _____
- Other Cash Payments, if any \$ _____

Effective Salary (cash compensation, housing & utilities) \$ _____

- Pension / Medical Dues \$ _____

ALLOWANCES / PROFESSIONAL EXPENSES

- Expenses (i.e., travel, professional expense) \$ _____
- Study Leave Allowance \$ _____
- Other Allowances (please include all other allowances as one total amount) \$ _____
- Study Leave (2 weeks minimum) _____
- Vacation (1 month minimum) _____

We 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 _____ (Year)

Having moderated the congregational meeting which extended this call for ministerial services, I do certify that 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 foregoing call were authorized to do so by vote of the congregation.

(Signed) _____
Moderator of the Congregational Meeting

Date _____

Certification of Call

By Presbytery of Call

By the Presbytery of _____

This call has been received by the **Committee on Ministry**. The committee recommends that the presbytery approve this call.

Date of action _____ (Signed) _____
COM Moderator

This call was approved by the Presbytery of _____
(through action taken by its Committee as authorized by G-11.0502h)

Date of action _____ (Signed) _____
Stated Clerk

By Presbytery of Care or Present Call

This call has been reviewed by the Committee on Ministry (or Preparation for Ministry). The committee recommends that the presbytery find it expedient to release _____ to accept this call.

Date of action _____ (Signed) _____
Stated Clerk

By Candidate

This is to certify that I have received and accepted the call.

Date of acceptance _____
Signature

VACANCY PROCESS CHECKLISTS

Date
Complete

Stage I: Dissolution of a Pastoral Relationship

-
- Pastor or Associate Pastor notifies the COM and the Associate Executive for Pastoral Ministry (AEP) of a new call or other change in status and discusses process and timelines.
-
- The COM liaison or Regional Moderator (and/or the AEP) meet with the Session when the Pastor announces the intention to leave. At that Session meeting:
- Pastor requests dissolution
 - The Session approves a motion to call a congregational meeting to concur with the request of the pastor to dissolve the relationship.
 - The COM liaison moderates the remainder of the meeting.
 - Copies of the policy regarding retired ministers and ministers leaving for another position are presented, discussed, and signed by the pastor and the Clerk of Session, and copies given to all present.
 - Liaison talks with the Session about the next steps, gives a broad overview of the vacancy process, and helps the Session to assess the form of pastoral service most appropriate to the congregation in the immediate, short-term future as well as for the longer transition period
 - Liaison leaves with the Session for their review:
 - “On Calling a Pastor – A Manual for Churches Seeking Pastor” (from the OGA)
 - The Presbytery of Philadelphia Summary Vacancy Process Guide
 - The next day a letter is sent from the Pastor to the congregation notifying them of the pending dissolution
-
- If not already assigned, the COM Regional Care Team designates a liaison to the church for the transition period.
-
- The congregational meeting is held to request dissolution of the relationship. A member of COM or staff should be asked to moderate the meeting.
- Pastor requests dissolution and the congregation votes on the request.
 - The Covenant of Closure is shared and explained.
 - Next steps are explained.
-
- The Presbytery policy regarding relationships between pastors and former congregations is shared with the congregation by the Clerk of Session in the Sunday bulletin or newsletter
-
- Notice of the action of the congregation is sent by the Clerk of Session to the AEP and the Regional Moderator of COM, and the motion to approve the dissolution is placed on the docket of COM
-
- COM acts on behalf of the presbytery to dissolve the pastoral relationship and appoints a Moderator for the Session
-
- COM liaison arranges exit interviews with:
- the pastor
 - the session.
-
- On the first Sunday following the departure of the pastor, the AEP is invited to lead worship and hold a Town Meeting to inform the congregation about the process that lies ahead and to answer questions.

Stage II: Securing an Interim Pastor and Mission Study

Following the COM's action to dissolve the pastoral relationship, the Interim Search Committee (for an Interim Pastor) , or the Session (for a Stated Supply):

- Prepares a position description for Session approval that describes the ministry setting, includes an outline of tasks to be performed, and the salary range being offered
- Sends the information to the AE for Pastoral Ministry and the Regional COM Moderator for the team's review.

After COM regional team's approval, in consultation with the AEP for Pastoral Ministry,

- the job description is posted on the presbytery's website and
 - PIFs are received from the AEP or COM liaison and from self-referrals
- Note: The AEP must approve all self-referred PIFs before they can be considered

The short or full-length Church Information Form (CIF) may be entered online on the PCUSA website (www.clc.pcusa.org). Ask the AEP for a log-in ID and password.

The COM liaison may meet with the search committee to train them in interviewing process and procedures.

For Interim Pastor searches, the search committee interviews candidates and makes a recommendation to Session.

For Stated Supply pastors, the Session interviews and selects the candidate.

NOTE:

An interim pastor is hired following approval by the Session and the COM.

A Stated Supply pastor is appointed by the presbytery for a one-year period following approval by Session and COM.

The COM representative meets with the Session and the Pastor to review the role of the Pastor during the interim period, the Mission Study process, and (when applicable) exploring the possibility of seeking a Designated Pastor.

The Session and congregation conduct a Mission Study, with the Interim Pastor's assistance.

The Mission Study, when completed, is reviewed and approved by the Session.

Note: The Session decides how the completed Study will be shared with the congregation.

The Mission Study is reviewed and approved by the COM, and clearance is given to proceed to Stage III to form a Pastor Nominating Committee.

Note: The Mission Study is used by the Pastor Nominating Committee as a guide for preparing the Church Information Form (CIF) and as a "road map" in the selection process.

Stage III: The Pastor Nominating Committee and the CIF

Liaison receives information on the church, its programs, etc. in order to prepare for his/her role in support of the search process

Liaison meets with Session to review:

- Presbytery guidelines for electing a pastor nominating committee (PNC)
- Allocating funds to cover the expenses of the PNC

- Affirmative Action/Equal Opportunity Policy (AAEEO)
- An overview of the PNC search process
- The role of the Pastor, Session, PNC, and COM in the search process
- The need for strict confidentiality in the process

Session declares its intention to comply with the AA/EEO policy

Session convenes the Church Nominating Committee and instructs them to prepare a slate of nominees (7 to 9 in number is recommended) which is representative of the congregation as a whole. These persons shall be presented to the congregation as nominees to the Pastor Nominating Committee.

Session plans for funds to cover the expenses of the PNC. Upon election of the PNC, a final budget will be established in consultation with the PNC.

When the Church Nominating Committee has gathered its slate and the Mission Study is completed and approved by COM, Session calls a congregational meeting to elect the PNC

At the congregational meeting:

- The congregation votes on the size of the PNC
- The slate is offered to the congregation
- Additional nominations, if any, are received from the floor.
- The congregation votes on a PNC (with no alternates)
- The congregation declares its intention to comply with the AA/EEO policy

When possible, the COM liaison or representative should be present to explain the search process to the congregation and answer questions.

The PNC meets briefly following the congregational meeting to select a member to consult with the COM liaison about calling the first committee meeting, or if the COM liaison is present, to set a date and time for their first meeting when all members can be present.

Clerk of Session sends names, addresses, phone numbers and email addresses of the PNC to the COM liaison

The COM liaison convenes and moderates the first meeting of the PNC. At the first meeting:

- The Liaison reviews the entire search process
- The PNC declares its intention to comply with the AA/EEO policy
- The PNC elects officers (including a Chair, Vice-chair, Recording Secretary, Corresponding Secretary, Treasurer, and others as needed).
- The role of the Pastor, Session, and Presbytery in the search process is reviewed.
- The liaison provides each member of the PNC with a copy of the Church information Form (CIF) which may also be downloaded from www.clc.pcusa.org, and with:
 - “On Calling a Pastor – a Manual for Churches Seeking Pastors”
 - the “Presbytery of Philadelphia PNC Resource Handbook, Part I,”
 - and the current worksheet on presbytery guidelines for ministerial compensation.
- The Liaison reviews the Handbook Part I with the PNC to prepare them for their work.
- **If the search is for an Associate Pastor**, the COM liaison discusses with both the Pastor and the PNC the role of the pastor in the Associate Pastor search, and

the PNC and Pastor then meet to find a mutually agreeable plan to be followed in their search process.

The PNC prepares a budget for the search process in consultation with the Session. It is recommended that the PNC establish a separate bank account to ensure confidentiality when reimbursing travel expenses of candidates.

The PNC prepares the first draft of the CIF, using information from the Mission study, supplemented by information it gathers itself (such as other CIFs). The position description and effective salary sections are prepared in conjunction with the Session, in conformity with the current Presbytery compensation guidelines. The PNC should also review the Pastoral Call Form.

As soon as the PNC begins the CIF, or at the time the CIF is approved, the Liaison emails the AEP to request login IDs and passwords for both the PNC chairperson and the Clerk of Session, to be used for entering the CIF online. The Liaison provides the AEP the name and email address of the PNC chairperson and the Clerk of Session, and the Church's PIN number (found in the presbytery directory).

Session reviews and approves the completed CIF, proposing revisions where necessary to accurately describe the congregation, the community, and the pastoral position for which applicants are sought.

The Session-approved CIF is submitted to COM for approval. It should be forwarded by email to the COM Regional Moderator at least 2 weeks before the scheduled COM meeting (which is the first Thursday of every month).

The COM Regional Team reviews and approves the CIF. Copies are sent to the COM Liaison and to the AEP for Pastoral Ministry.

The PNC fills out the CIF on the PCUSA website, then alerts the Clerk of Session and the AEP that it is online and ready to be authorized for release. Both the Clerk and the AEP (for the COM) must then go online to approve its being entered into the system and a matching made.

Stage IV: The Search Process

PNC meets with COM Liaison to review the search process, including: Advertising

- Communicating with the congregation
- Preparation for receiving, evaluating and tracking PIFs
- AEP reference checks
- Productive interviewing
- Evaluating worship and sermons
- Effective reference checks by PNCs
- COM clearance interviews
- Neutral pulpits

Note: If a self-referred PIF does not contain either the sexual misconduct sign-off section or the Stated Clerk's signature from his/her presbytery, ask the candidate for a complete PIF or do not consider him/her further. If a candidate is not able to sign the sexual misconduct statement in the affirmative and is of interest to your committee, turn this matter over to your Associate Executive Presbyter or COM Co-Chair and trust their advice.

PNC develops procedure, criteria, and forms for evaluating PIFs

PNC develops basic interview questions

PNC conducts the search, as follows:

- Evaluates PIFs
- Makes initial phone contact with those pastors in whom they are interested
- Maintains a log of phone and email contacts
- Receives and hears sermon tapes
- Conducts at least one telephone interview of candidates of interest
- Ranks candidates in order of preference after initial interviews
- Checks references of top candidates
- Informs candidates frequently of where they are in the search process
- Requests an EP reference check on those being seriously considered
- Arranges neutral pulpits for final candidates and brings candidates in for interview and tour of facilities and surrounding area
- COM conducts pre-clearance interviews at the time of the face-to-face visits
- PNC selects final candidate to be nominated
- PNC Chairperson completes the AA/EEO report form for the COM and arranges with COM to present the candidate for their final clearance.

If the process gets stalled, or few or no PIFs are being received, review the CIF and the process and consult with the COM liaison.

Stage V: Concluding the Search

PNC negotiates Terms of Call with the final candidate (in consultation with Session and COM), and writes the final job description.

PNC Chair informs the Interim Pastor that a call is anticipated, so s/he can begin to make plans for transition.

The Liaison and PNC consult to prepare a timeline/schedule for the rest of the process and to schedule time on the docket of COM to present the candidate

The PNC gives the candidate the Presbytery of Philadelphia's guidelines for preparing a statement of faith and requests the candidate send his/her statement of faith for review prior to the presentation to COM.

If the candidate is not ordained, the Liaison notifies the Regional Moderator, who then confers with the CPM chair of the candidate's presbytery, to confirm that s/he is certified ready to receive a call.

The Liaison notifies the COM Facilitator of Interim Pastor Relationships to conduct an exit interview with the interim pastoral leadership.

Liaison reviews the final steps with the PNC and assures that all paperwork required is forwarded to the AEP and the COM Regional Moderator in advance of the COM meeting, including:

- Statement of Faith
- PIF of the candidate
- CIF for the position being filled
- A short (1/2 page) biography
- The Terms of Call, including start date
- Signed AA/EEO policy
- Signed acknowledgement of receipt of the Sexual Misconduct Policy

- _____ PNC begins to make plans for welcoming a new pastor
- _____ PNC presents the candidate to the COM for their examination and approval to present their candidate to the congregation
- _____ Following the COM approval, the PNC requests Session set a date for the candidating worship service and call a congregational meeting to follow the same day
- _____ The Candidate leads worship and there follows immediately the congregational meeting to call a pastor
- _____ Note: A member of Presbytery or COM should moderate this meeting at the request of the Interim Pastor and the Interim Pastor should not be present. This will begin to facilitate the appropriate disengagement of the interim pastor from the congregation's life.
- _____ COM liaison provides the candidate with installation service guidelines and application for COM approval. These plans should be submitted to the Regional Moderator at least one month prior to the planned date. The date of the installation should be set in consultation with the Presbytery Moderator.
- _____ PNC Chairperson goes online one last time to notify CLC that the position has been filled
- _____ Following the action of COM to approve the call of the pastor, the action will be reported by COM to the next meeting of Presbytery, and the Stated Clerk will send the call forms to the pastor's presbytery.
- _____ The Session gives official notice to the Interim Pastor of the effective date of the end of their contract, and makes plans for the congregation to say good-bye to him/her
- _____ The PNC prepares to welcome the new pastor and to facilitate integration into the life of the congregation
- _____ The Pastor is welcomed at the presbytery meeting following the acceptance of the call
- _____ The Installation service is held with a reception for the new pastor. Celebrate!