

# DIOCESE OF GUILDFORD

## The search is on!

### The Archdeacons' essential guide to clergy appointments for Churchwardens and others

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**This document should be read in conjunction with the current edition of the Diocesan Directory which, if not already available in the parish, is obtainable from Diocesan House.**

## **1. Introduction**

There is no doubt that a vacancy is a major event in the life of a parish. It can be a time when parishioners feel a sense of bereavement - and that "loss" needs to be taken seriously; but it can also be a time of taking stock, for spiritual growth, and for new talents to emerge. Above all it is a time when the parish needs to root itself in steady prayer and in waiting upon God.

In order to give as much support to the parish as possible, as soon as it is publicly known that an incumbent is leaving a parish, the Archdeacon will arrange to meet the churchwardens and the Rural Dean will be invited to that meeting as well.

## **2. Preparing for the Vacancy**

Where a vacancy occurs by reason of resignation, time should be given by the Incumbent, the Churchwardens and the PCC to discuss how the vacancy might be handled.

There are two areas where decisions need to be made and action taken:

(a) The sharing of information: This does not mean the sharing of pastoral confidences. Rather it refers to the fact that the Incumbent is frequently the centre of the information network in the parish. S/He knows, for example, who organises the ordering of Communion wine or who has a spare set of keys to the boiler room - or whatever. The outgoing Incumbent should arrange for this information to be set down in a loose-leaf ring-binder as a Parish A-Z and kept in the parish office or vestry for reference.

(b) The sharing of responsibilities: The legal responsibility which normally lies with the Incumbent now lies with the Rural Dean and Churchwardens during the Vacancy and this should be communicated to the congregation and parish. It will be helpful for a small "management team" to be set-up to co-ordinate parish activities, devise service rotas and ensure the pastoral care of parishioners. Such a management team could well be the existing Standing Committee of the PCC - with the addition of a few co-opted members if necessary. In any event the management team is responsible to the PCC. The Churchwardens must be a part of the management team - and if the parish has a Curate or other person licensed to have specific ministerial responsibilities, they too must be included within the team.

Areas of responsibility need to be clear and well defined so that each member knows what his or her task should be. It will need to meet at regular intervals. The PCC should appoint a chair of this group who should be either the Vice-Chair of the PCC or one of the Churchwardens. The parish Curate/Deacon/NSM/OLM should not to be in the chair, for the ultimate responsibility for ensuring the

smooth running of the parish rests not with them but with the Rural Dean, Churchwardens and the PCC.

### **3. The parish continues to function**

During a vacancy, the life of the parish goes on and there are areas of responsibility for the Churchwardens and others to undertake:

#### **(a) The PCC**

The legal Chair of the PCC is the Incumbent, but during a vacancy the chair is taken by the Vice-Chair. The Church Representation Rules say that a lay member of the PCC shall be elected as a Vice-Chair whether or not there is a vacancy. The Vice-Chair will, of course, need to be on the Standing Committee which is where the agenda for PCC Meetings should be agreed. It should be noted that legally the Vice-Chair remains the Vice-Chair and should not be described as the chair of the PCC. If the Vice-Chair is not one of the wardens then his/her responsibilities relate solely to the chairing of the meetings of the PCC.

(b) Sunday services should be maintained as far as possible. Non-eucharistic services may be led by a reader. It is unlikely however, that it will be possible to maintain the weekday services in full unless there is a Curate, NSM or OLM and even then, there may have to be some adjustments to the pattern. **Any change to the pattern of services can only be with the agreement of the Rural Dean. No service should take place in the church without the agreement of the Rural Dean.**

(c) The Churchwardens and PCC must maintain, as far as possible, the status quo in parish policy and worship during a vacancy. This should include existing policies on baptism and further marriage after divorce (see 3(e) below). If there is any wish to make changes of any sort, the churchwardens should discuss the issue concerned with the Rural Dean who will normally only give his/her consent if the PCC as a whole are in agreement.

(d) The Incumbent remains in office until admitted to a new appointment, or until the official date of his/her resignation or retirement. S/he is legally responsible for the parish and the arrangements for all services while in office, even though s/he may not continue to live in the parish.

(e) It makes sense to set up a system to cope with weddings, funerals and baptisms, and to designate one member of the "management team" or the parish secretary, to deal with all enquiries, and ensure that adequate preparation is made.

Because weddings in particular involve legal constraints, it is advisable to contact the Rural Dean for any advice you require, and refer to the relevant pages in the Diocesan Directory. . In particular, during the vacancy, the Rural Dean is responsible for seeing couples wanting further marriage after divorce. S/he will maintain the existing policy of the parish.

(f) Only those authorised by the Bishop may take services i.e. Clergy who are licensed or have permission to officiate, Readers and licensed lay-workers. In the

event of no-one being available, a Churchwarden may conduct the first part of Morning and Evening Prayer - but not preach.

(g) Where there is an ordained member of staff who is in a training post, i.e. in the first three years of ministry, the Archdeacon in consultation with the Rural Dean will appoint someone to act as training Incumbent.

#### **4. Payments for Ministry**

(a) All visiting ministers should be paid travelling expenses. Where a service is conducted by retired clergy or by a Reader from another parish a fee is due and there are two elements to this: a payment to the individual and, when the arrangement is made through the Clerical Registry or the Readers Registry, a payment to the Registry concerned. Current fees are in the Diocesan Directory. Enquiries about the availability of retired clergy or Readers should be directed to the Clerical or Readers Registrar or the Rural Dean.

(b) All statutory fees (for weddings, funerals, banns, certificates, etc.) should be paid to the PCC. It should be noted that the portion of the fee formally due to the Incumbent is due to the Diocesan Board of Finance in accordance with section 3(1) of the Ecclesiastical Fees Measure 1986, but the Board has agreed that such income may be retained by the PCC, to meet the costs of ministry during an vacancy. However, visiting non-stipendiary and retired clergy who take weddings or funerals should be paid the normal officiant's fee and travelling expenses.

(c) Any extra payments to be made to any assistant ordained staff of the parish should have prior approval from the Archdeacon. It should be remembered that it is diocesan policy that assistant staff should be paid in accordance with the agreed scales. Any deviation from this creates unfairness in comparison with colleagues.

(d) If there are any doubts about procedures the Archdeacon should be consulted before any payments are made.

#### **5. The Parsonage House (i.e. Vicarage or Rectory)**

(a) Churchwardens should ensure that the Parsonage House is secured and visited frequently, but at irregular intervals. It is insured against vandalism and any damage should be reported to the Property Department at Diocesan House.

(b) As soon as the Parsonage has been vacated, the Churchwardens should contact the Property Department at Diocesan House and arrange for a preliminary inspection of the property.. Depending on what the preliminary inspection finds, repairs, replacement and improvements are put in hand. The Diocese will meet the cost of repairs, replacements and necessary improvements. Other improvements deemed desirable but not necessary are the subject of negotiations between the Parish and the Diocese. This results in a Schedule as a basis for competitive Tender. During the course of the Contract, Churchwardens are asked to keep a watching brief on the progress of the work.

(c) The Diocese is now sometimes arranging for a short term let of the Parsonage. Any rental income does not go to the PCC and helps with the Parsonage budget and is not intended to delay the appointment process. The client's renting can be removed at a month's notice.

(d) Once the new Incumbent has been appointed, arrangements should be made with the Secretary for a second inspection - at which the new Incumbent and spouse should be present. This deals with interior re-decoration (paid for by the PCC after being authorised by the Parsonage Board).

(e) The Vicarage is not, when unoccupied, insured against water damage. The central heating system should be operated at a sufficient level to prevent frost damage or, alternatively, the domestic water system must be turned off and effectively drained down. The electricity and gas supplies should not be disconnected. The telephone should be retained.

(f) The garden should be kept tidy. In particular the grass should be kept cut. The flower and vegetable beds should not be allowed to become overgrown.

## **6. Meeting the Costs of the Vacancy**

(a) All expenses incurred in fulfilling these responsibilities must be met by the Parochial Church Council. It is not necessary to open a separate bank account, but a record of all monies received and payments made must be kept. The parish share is paid during a vacancy as it is fixed on the assumption there will be a number of vacancies in the year in the Diocese.

(b) Though PCCs are responsible for meeting the costs during a vacancy, they do save on the Incumbent's working expenses and, in some cases, retain the Incumbent's portion of fees.

(c) If the PCC is quite unable to meet the costs of the vacancy in full, application can be made through the Archdeacon to the Diocesan Board of Finance. Any application will have to be supported by a detailed statement showing the expenditure incurred the fees and monies received, and a copy of the most recent PCC accounts.

## **7. The procedure for filling a vacancy**

There are a series of legal and administrative tasks which must be undertaken and these are governed by the Patronage (Benefices) Measure 1986. Before this is set in motion, the Archdeacon will want to meet the churchwardens at an early stage when he will fix to meet the PCC (or other appropriate group of people). At that meeting he will want to discuss a draft of the parish profile and statement of needs. In due course, the Registry will send the parish a document outlining the process followed under the Benefices Measure, but the procedure is as follows:

(a) The outgoing Incumbent notifies the Bishop of his/her intention to resign at a certain date. (Institution to another benefice automatically creates the vacancy from that date or s/he has to sign a Deed of Resignation).

(b) When that letter has been received and accepted by the Bishop, the Archdeacon (on behalf of the Bishop) will notify the Diocesan Registrar through a Form 30 that a vacancy has occurred, or is about to occur. There is usually a conversation between the churchwardens and the Archdeacon about the most appropriate time to do this as it affects the timing of the "Section 11" Meeting (see below)

(c) It may be that the Bishop wishes to suspend presentation to the benefice. This means that any priest appointed will be 'priest-in-charge' as opposed to having a freehold. In practice this makes little difference in the parish as the 'priest-in-charge' has all the same functions as a freehold incumbent. It does, however, mean that the priest will be licensed normally for 5 years (renewable) to the parish. This does create much more flexibility when planning for the future. If the Bishop wants to appoint a priest-in-charge he is obliged to consult with the Patron and the PCC of the parish as well as obtaining the consent of the Diocesan Pastoral Committee. It is important to be in touch with your Archdeacon if this route is followed and you have the right to ask for a formal meeting with the Bishop or his representative (normally the Archdeacon), called a section 67 meeting, if you wish to discuss this formally at your PCC.

(d) **Archdeacon's informal meeting with the "PCC"**. Although not part of the formal process, the Archdeacon will want to hold an informal meeting with the PCC (or appropriate body) before the legal processes begin. He will have fixed a date for this with the churchwardens when he met them (see above). At the meeting he will want to talk through the appointment process with the PCC and work through the draft parish profile/statement of needs. The Rural Dean and the Lay Chair of the Deanery Synod should be invited to this meeting to provide a Deanery view. The Patron can also be invited to the meeting.

(e) The "Diocesan Registrar sends a "Notice of Vacancy" to the Patron of the parish (the Patron's name will be found in the Diocesan Directory), and to the PCC Secretary. This initiates the legal process. The notice to the PCC Secretary will be accompanied by a letter from the Registry amplifying the information in this pack.

(f) The PCC have four weeks from the Notice of Vacancy to hold a meeting, or meetings. The meeting at which the Parish Profile and Statement of Needs is finally agreed is known as a Section 11 meeting. In the event of the Notice being received before the incumbent leaves the outgoing incumbent and spouse must not attend these meetings, nor may the Patron.) Although not a legal requirement, the PCC are allowed to invite the Rural Dean to this meeting but s/he may not take the chair. The PCC must take the following steps:-

- agree a statement describing the parish's conditions, needs and traditions. (This must be sent as soon as possible to the Patron, the Bishop and the Archdeacon).
- appoint two lay members of the PCC to represent it in the selection process. (These need not be the Churchwardens, but if no other appointment is made the Churchwardens will act in this

capacity). PCCs are advised to consider areas of expertise and how well potential representatives reflect the whole congregation before electing. It is Diocesan policy that all interview panels contain at least one person of each gender. If, following the election of Parish Representatives, we discover that the panel will be all male – we will add a female member of the Bishop's Staff team to the panel.

- decide whether to ask the patron to consider advertising the vacancy.
- decide whether to seek a joint meeting with the patron to exchange views.
- decide whether to ask the Bishop for a Statement of the Needs of the Diocese and wider church, in relation to the benefice.
- decide whether to pass a resolution under Section 3 (1) or (2) of the Priests (Ordination of Women) Measure 1993. If no resolution is passed it is illegal to discriminate on the grounds of gender.

(g) Because of the informal meeting that now takes place before the Section 11 meeting, it is hoped that it will not be necessary to pass a resolution calling for a meeting with the Patron, known as a Section 12 meeting. If such a meeting is requested, the date is to be fixed by the PCC in consultation with the Patron and the Bishop and notified by the PCC Secretary to members, the Bishop and the Patron. 14 days' notice must be given, and the meeting must take place within 6 weeks of the resolution. The purpose is to exchange views on the Statements described above. Such a meeting must also take place if the Patron or the Bishop so requests. The Patron or the Bishop may appoint deputies to represent them if they cannot attend. The joint chairmen of the Deanery Synod must both be invited, and one third of PCC members must be present. The outgoing Incumbent and spouse may not attend. The meeting is to choose its own chairman.

(h) As stated in paragraph (f) the Section 11 meeting must also draw up a "parish profile": a statement of the needs, conditions and traditions of the parish - and what are seen as the opportunities for the future. This is the document that will have been discussed in draft form at the meeting referred to in paragraph (d). You are also asked to produce a briefer description of the parish (a single sheet) which can be sent to all referees. (If there are 2 or more parishes in the benefice the statements should be produced by a joint meeting of the PCCs). Appendix A offers some guidelines in producing these statements. Consultants from the MEPD team (Mission, Evangelism and Parish development), available through the director at Diocesan House, can facilitate the PCC in identifying key issues in the parish and qualities in the Incumbent sought. A copy of the Parish Profile/ Statement of Needs should be sent to the Rural Dean.

(i) The PCC has to decide whether to request that the post be advertised Appendix C outlines the advantages/disadvantages of that. The Bishop or Patron may agree to the request but does not have to.

(j) As stated in paragraph (e) the PCC has to decide whether it wishes to pass any resolutions relating to a woman priest. These resolutions have in mind only those parishes where there are strongly held theological views against women priests. Unless a sizeable group within your PCC holds such theological objections, you will simply decide not to vote on the resolutions. If you need further information on this, please be in touch with your Archdeacon (Appendix F).

## **8. Parishes with a ministry team**

Where a parish has other licensed ministers, i.e. curates, NSMs, OLMs, Readers, there are some other factors to take into consideration.

(a) Neither the parish nor an individual can be put forward for approval/selection for Ordained Local Ministry until there is a new Incumbent. Where there is someone in training for Ordained Local Ministry or in their deacon's year as an OLM, ordination as a deacon or priest may be delayed until there is a new Incumbent.

(b) The Statement of Needs shall clearly state that there is a ministry team; it shall describe the nature of the collaborative ministry already existing as a result of this; and it shall be clear that this is a 'given' of the situation, and that commitment to shared ministry is a requirement of the new Incumbent.

(c) Evidence will be required of a prospective Incumbent's commitment to shared ministry, and will need to be sure that this is not merely a commitment to delegation.

## **9. How the vacancy is filled**

Legally, in this process there are three bodies involved, the Patron, who chooses the priest, the Bishop, who has to agree to licence the priest, and the Parish Representatives who have to accept (or not) the Patron's choice. In practice, all three normally work closely together, almost always in harmony, to seek a unanimously agreed result which is in the best interests of the Parish.

### **(i) Where the Bishop is the Patron and the vacancy is not advertised in the Church Press**

All are normally routinely advertised in the monthly Appointments and Vacancies list circulated in the diocese and on the Diocesan Website. A copy of the brief parish description will be sent to those who request it. Interested clergy who wish to be considered should contact the Archdeacons' Office. These requests will be held in the vacancy file. Names may be considered from outside the diocese.

The Bishop will consider such applications with the Archdeacon and select a candidate to be presented to the parish. The candidate may be someone other than those who have written expressing interest but who has been contacted by

or on behalf of the Bishop. The Bishop or Archdeacon will inform the parish representatives who will meet the candidate. The Archdeacon may be present for this meeting. The representatives will notify the Bishop in writing if they wish to exercise their right of veto. If not, the Bishop will offer the living to the candidate in writing.

The Bishop may invite the representatives to meet more than one candidate on the same occasion, in which case the procedure will be like that for interviewing candidates following an advertisement in the national press (see below).

Candidates who are not invited to meet the parish representatives will be informed in writing.

**(ii) When the Bishop is not the Patron and the vacancy is not advertised in the Church Press**

Clergy notified of such a vacancy in the monthly circulation may ask the Bishop, in writing, to forward their name to the Patron. They may also write to the Patron directly. Brief descriptions of the parish will be available.

The patron will be encouraged to follow a procedure similar to that described in the previous section, but is, of course, free to proceed as s/he wishes. The Patron will present a candidate to the parish representatives. If the candidate is acceptable the Patron will inform the Bishop who will want the candidate to have been met by the suffragan bishop, the archdeacon or himself before confirming the appointment.

**(iii) Where the Bishop is Patron and the vacancy is advertised**

Following the Bishop's agreement to the request to advertise, the Archdeacon will consult with the parish representatives regarding the drawing up of the advertisement and then advertise the vacancy in the national church press and/or the national Clergy Appointments list in addition to the normal diocesan circulation. The total cost of advertising for two weeks in the Church Times and Church of England Newspaper can easily reach £1000, and is borne by the parish.

Interested parties will contact the Archdeacon's Office and be sent a copy of the full parish profile and statement of needs and an application form. They will be invited to apply by returning the completed form, which will include the names of three referees.

After the closing date the applications are reviewed by the Bishop and the Archdeacon who will show a long list to the parish representatives. Together they will produce a shortlist for interview (normally three or four).

The Archdeacon will take up references on the short listed candidates at this stage. The references will be circulated to everyone on the interview panel and must remain confidential. The short listed candidates will be invited to attend for interview by the Archdeacon. The interviews will be conducted in the parish by one of the Bishops, the Archdeacon and the parish representatives. Spouses

and family should be given an opportunity to be part of the process, to view accommodation etc., but parish representatives should remember that it is the candidate they are assessing, and spouses will not be part of the formal interviewing. A possible structure for the interview process will be found in Section 10

Everybody should ensure that the selection process is free of discrimination.

Candidates' expenses should be met by the parish. Accommodation expenses should be available if necessary.

The interview panel should establish which of the candidates is the preferred choice (and may also identify a "reserve" candidate, it may decide that none of the candidates is suitable.

The Bishop or Archdeacon will contact the preferred candidate to offer the post and to seek acceptance. He will also contact the unsuccessful candidates and offer them "feedback" if they wish it.

- The Bishop will formally present a candidate to the representatives.
- They will accept in writing.
- The Bishop will offer the living to the candidate subject to checks.
- The candidate will reply in writing.
- Assuming he/she accepts, the Bishop will inform the parish representatives to tell them.

#### **(iv) When the Bishop is not the Patron and the vacancy is advertised**

The Patron will be encouraged to follow a procedure as much like the above as possible. His influence is limited, however. The Bishop or the Archdeacon must meet the Patron's candidate before the appointment is confirmed by the Bishop.

### **10. The interview days**

Experience has shown that interviews are better in the mornings when the candidates and interviewers are "fresh". It is also important that candidates have all been given the opportunity to visit the parish, meet key people, and see the Vicarage/Rectory. The candidates need to "interview the parish" if they are to be able to judge whether God is calling them there. We therefore suggest the following sort of pattern (which can easily be modified to meet the particular needs of an individual parish):

#### **Day 1 (not a Sunday)**

Mid-day: Candidates (and spouses if they wish) arrive for a sandwich or pub lunch with the churchwardens.

During the afternoon a programme of visits is organised which should include

- Seeing the church or churches

- Inspecting the vicarage/rectory
- Visiting any important institutions (e.g. schools with whom the church has a link)
- Meeting other ordained members of staff or members of the ministry team
- Meeting the Parish Secretary or Administrator
- A general tour of the parish(es)
- If there is close working with other churches, meeting the clergy concerned

The candidates should not be taken round together. It is a good idea to organise a friendly driver and car to take each candidate (and spouse) separately. The driver must not be a churchwarden or one of the parish representatives.

In the evening a “gathering” can be organised where PCC, and other key people can meet the candidates (and their spouses) in a relatively informal way. The candidates should be free to leave by at least 9.00. This gathering is often a buffet supper of some sort, please remember that the candidates need to be fed!

The parish is responsible for finding accommodation for any candidates who require it. This can be in a hotel or bed and breakfast or in the home of a parishioner – but not one of the churchwardens or parish representatives.

One of the parish representatives should make it his/her business to receive any feed back

## **Day 2**

9.15/9.30 Interview panel meet to discuss questions and spend time in prayer.

10.00 onwards – programme of interviews at 50 minute intervals (and allowing for coffee break for interviewers!)

Interview programme will include each candidate meeting the Rural Dean. Candidates are free to leave when their interview is over and they have met the Rural Dean

Assuming 3 or 4 candidates, the interview should be over before lunch and the panel continue their discussions over a sandwich lunch. The Rural Dean will be invited to make any comments s/he wishes and at this point the relevant parish representative will be invited to share any feedback s/he has from the previous day.

Panel comes to a conclusion.

**The confidential nature of this exercise cannot be emphasised too strongly to all involved. Many clergy will not have told their parishes that they are looking for new posts and this must be respected. In particular, the parish representatives will only be able to say if asked “an offer has been made” – assuming, of course, that it has!!**

N.B. All papers should be returned for shredding at the end of the day.

#### **11. Conducting the interviews**

The elected parish representatives need to recognise that they are not making the appointment, but are taking part in a consultative process. It is as well therefore to approach a meeting with a possible candidate, expecting to have an open and easy conversation rather than a rigorous interview at which the parish representatives ask a list of formal questions. Nonetheless, the representatives are free to raise any matter of concern to them and the parish. They should prepare for the conversation with as much care as if they were conducting an interview e.g. by agreeing with each other in advance of the meeting, the areas for discussion. Appendix D offers some guidelines for interviewing. .

#### **12. The length of the Vacancy**

The length of a vacancy varies hugely. The process is not deliberately slow, but a great deal of consultation takes place, with the parish, with the patron (where appropriate), with the diocese and with the individuals who may be invited to consider the parish as a living.

At the same time, work may be carried out at the Vicarage.

Be assured that no-one "dawdles", but everyone is concerned that the appointment should be made after much prayer and listening. Discernment is the key and this takes time.

#### **13. After an appointment is made**

Whereas the process so far has been handled by the Archdeacons' Office, the responsibility now moves to Willow Grange and the Bishop's PA.

Bishops' regulations require that medical and child protection checks should be made before any announcement is made. The announcement of an appointment can therefore only be made after consultation with the new Incumbent, and the Bishop's PA, who institutes these checks. It is essential that the announcement is made in the new Incumbent's old parish (or post) on the same day as in the new one. The date of the Institution and Induction of the new Incumbent will be decided by the Bishop in consultation with the new Incumbent, Rural Dean and Archdeacon and the Churchwardens. The Bishop's PA normally carries out this consultation.

The Rural Dean will guide Churchwardens in organising the Institution and Induction service and will organise a rehearsal. It is customary, for the Churchwardens to invite the Bishop's wife, the Archdeacon's wife, the Deanery

Lay Chair, the Deanery representative of Spicelink (a diocesan organisation for clergy spouses), the clergy of the Deanery, readers, authorised lay workers, unless any of these are themselves parishioners, and those who have assisted the parish during the Vacancy. An invitation for a representative of the Diocesan Office staff will be appreciated. The Rural Dean will provide the names and addresses of all the Deanery clergy (Diocesan Directories rapidly get out of date). A sample Invitation is at Appendix E.

Invitations should be considered for people like the mayor, or chair of the parish council, together with school headteachers etc. You will want to identify some of these to offer a brief welcome during the service and this should be discussed with the Rural Dean.

#### **14. A Prayer which may be used during the Vacancy**

##### **GOD OUR FATHER**

You have welcomed each one of us in Jesus  
and called us to be His Body in this place;

Send us your Holy Spirit,  
at this time of uncertainty and change,  
to fill us with vision, energy,  
and faithfulness in prayer,  
that we may be true to our calling  
to bring new life to our community;

And guide with your heavenly wisdom  
those who are to choose a new Incumbent for this parish,  
that the one whom we receive  
may be a wise and gentle shepherd of your people:  
    ready to serve us with joy,  
    to build us up in faith,  
    and to lead us by example  
    in loving obedience to your son,  
    our Saviour, Jesus Christ.

This can be used at all Sunday Services as part of the Intercessions or as a post-Communion prayer.

#### **15. Preparations for the new Incumbent**

When the service date has been the Churchwardens will need to consult the Rural Dean before making arrangements for the service or for the Orders of Service to be printed. This is normally done by the parish. The order of service is largely fixed, however, small adjustments may be allowed by the Bishop to reflect the character of the parish and a master copy is available by e-mail or, if necessary, on disc. Hymns are chosen by the new incumbent in consultation with the organist and Churchwardens and agreed by the Rural Dean.

The rehearsal is the responsibility of the Rural Dean, and should be arranged in consultation with him. Churchwardens are responsible for inviting all who need to be at the rehearsal: new Incumbent, Organist, Crucifer (if you use a processional cross), four lay members of the congregation to undertake the readings in the Service and the readings in the procession around the church. It is good if they are drawn from different representative areas of the church's life. If someone is dealing with the amplification through a sound system it is helpful to have them at the rehearsal.

At the Rehearsal the detailed movements of the service will be gone through. Robing and seating of visiting clergy and placing of visitors and the readers should already have been discussed. You may need to restrict the number of seats available. No regular members of the congregation should be excluded by visitors and their seating should take preference over that of visitors.

In making arrangements for robing of clergy Churchwardens should ensure a separate vestry is available for the Bishop's procession (Bishop, Archdeacon, Rural Dean, new Incumbent, Bishop's Chaplain). It may be necessary therefore for the choir and visiting clergy to robe nearby.

During the service there is a procession around the church taking in the main entrance to the church, the font and chancel steps; it is important therefore that the immediate areas around these places are kept clear, and the font ready for use and not serving as a flower stand!

For the beginning of the service the Bishop needs a chair at the top of the chancel step, The Bishop and his Chaplain will also need chairs on the north side of the sanctuary, Rural Dean and Archdeacon on the south side.

During the service various representatives of church and community extend a welcome to the new Incumbent. Churchwardens need to advise those who will take part in the welcome and ask them to keep their welcome very brief. A microphone at this stage helps the congregation to hear.

During the final hymn an offering will be taken for the Bishop of Guildford's Foundation.

An example of an invitation is included in Appendix E.

**16. And finally**

If you need support and advice of any kind during the vacancy, please do not hesitate to ask. We are here to help you.

The Ven. Julian Henderson  
Archdeacon of Dorking

The Ven. Stuart Beake  
Archdeacon of Surrey

## Appendix A

### **PARISH/BENEFICE PROFILE AND STATEMENT OF NEEDS**

#### **Part 1 - THE FACTS**

The list below is designed to give you the headings for your Parish Profile. Please answer in your own way and add any further information that you think might be helpful.

If you can supply a guide book(s) to the church(es) of your parish/benefice, a map showing its boundaries, and any other material that you think appropriate, this would be very helpful.

**A. THE BENEFICE/PARISH** - its location, geography, social mix, age-groups, development, provisions for work, shops, sense of community, focal points, housing development, etc. (briefly describe the benefice/parish to someone who has never seen it).

**B. SIGNIFICANT INSTITUTIONS** Schools, Colleges, Rest/Nursing Homes, Day Centres, nearby Hospitals for health care, Major Employers, etc. Where there is a church school it is appropriate to describe the involvement of the previous incumbent and what opportunities there may be for new involvement. It may well be appropriate to consult the Headteacher. Where there are other institutions consider whether the new incumbent should be encouraged to establish contacts there of a quasi-chaplaincy form and how time can be created for that. PCCs should note that Incumbents are there as the church's representative in the whole parish as well as having a major role in the church.

**C. CHURCHES and HALLS** - brief description of churches in the benefice, when built, outstanding features, state of repair, halls, other church properties (if any).

**D. CHURCH SERVICES** - times, type of service, rite used (e.g., BCP, Common Worship, Evensong) and average attendance. Weekday services. Note of Clergy dress, Churchmanship, traditions, styles of music used, degree of formality, lay involvement. Average annual number of Baptisms, Weddings and Funerals

**E. THE BENEFICE/PARISH TEAM** - the people who share in Ministry - Curates, NSMs, OLMs, Readers, retired clergy, lay people. What do they all do? Whom do you employ?

**F. PARISH ORGANISATION** - Electoral Roll, PCC meetings and Committees. Parish Policies, e.g. Baptism, Confirmation, Marriage after Divorce.

**G. PARISH ORGANISATIONS** - fellowships, clubs, study/house groups, social activities, parish days, retreats, choir and musical activities, etc.

**H. THE DEANERY** – your view of the Deanery, any comments supplied by the Rural Dean, shared work with neighbouring parishes.

**I. ECUMENICAL LINKS** - your Christian neighbours, relationships and meetings with them.

**J. PARISH SUPPORT** - secretarial, office, payment of parish expenses etc.

**K. FINANCIAL STATE** - meeting quota, stewardship renewal, building appeals, etc.

**L. THE RECTORY/VICARAGE** - a brief description.

**M. VISION/MISSION STATEMENT** - if the parish has produced such a statement it should be included.

## **Part 2 - ITS NEEDS and PERSON SPECIFICATION**

This is meant as a guide to help you prepare a statement about what kind of person you need to help your church and community on the next stage of its journey. As a preliminary to preparing the statement you may find it helpful to:-

- Review and list the strengths and weaknesses of your church's life and ministry - include all the activities of the church and its policies such as 'outreach', 'relations with civic and other bodies', 'ecumenical relations', 'marriage and baptisms', etc. ...

- Consider the colleagues (curates, NSMs, OLMs, Readers, Pastoral Assistants, Parish Administrators, Churchwardens) with whom the new incumbent will have to work and the style of ministry for working collaboratively with them.

Then produce the written statement and include the following items:-

1. Identify what the current challenges and opportunities your church needs to address, including opportunities in the wider community.
2. Identify whom you have available involved in this work and those who might be. Think about where you want to be in five to ten years' time. What resources do you have, and what do you need to see this realised?
3. What kind of leadership are you accustomed to and what style of leadership is needed to achieve your vision?
4. List the spiritual gifts, the personal characteristics, the skills and abilities your new priest will need to engage effectively with the work that you believe lies ahead. It is helpful to list 'necessary gifts and skills' and 'preferable or desirable gifts and skills'.

Care must be taken to avoid using discriminatory language, e.g. 'a family man', or a 'younger' or 'married' person, as they have little or no bearing on the kind of ministry a

person can offer. Inclusive language 'he or she' is expected except in those parishes that have voted on and passed resolutions relating to women priests.

### **Part 3 - THE BRIEF DESCRIPTION**

Parts 1 and 2 may form a lengthy document. Select the most salient facts and produce a single sheet that can be given to referees. The full statement of needs will be sent to all firm applicants.

## Appendix B

### DEANERY PROFILE

#### Part 4 - THE DEANERY and ITS NEEDS

Please help us with information for the vacancy at .....  
in your Deanery.

This information will be added to that provided by the parish in terms of a Parish Profile (Part 1) and Person Specification (Part 2).

**1. THE BENEFICE/PARISH** - its needs, development, place in the Deanery. Any special information that would be helpful in making an appointment.

**2. THE DEANERY** - its geography, its fellowship and style of meeting, its work, overseas links, hopes, fears, aspirations, development, plans, etc. An outline of Deanery thinking with regard to pastoral reorganisation that might affect the parish.

**3. DEANERY NEEDS** that might be met by the appointment of a new priest to this benefice/parish.

The Rural Dean should send copies of this to the Bishop, the Archdeacon and the Churchwardens.

## Appendix C

### **COMPETITIVE OR SEQUENTIAL INTERVIEWS FOR PAROCHIAL POSTS**

#### **SEQUENTIAL INTERVIEWS**

For many years the Church of England has appointed people to parochial posts by Patrons presenting candidates to a parish one at a time. The patron searches for clergy that s/he believes will be able to care for the parish/benefice for which s/he has particular responsibility. S/He draws up a short-list, often with the help of the Bishop, and presents the potential new incumbents, in sequence, the first being, in their opinion, the best for the job. If the first does not fit then a second name is brought forward, and so on. Each step takes about a month and a succession of candidates may mean a long vacancy.

#### **COMPETITIVE INTERVIEWS**

As more and more posts in teams and sectors, and sometimes in parishes, call for particular gifts and skills so the practice of advertising vacancies has become essential. Under the Patronage Benefices Measure 1986, parishes have the right to ask their Patron to advertise the post, though s/he may decline to do so.

Advertising may look attractive but it doesn't always work. The snags are largely the same as those that apply to secular posts and are part of the reason why some important jobs in society are filled by 'head-hunting.'

The advantages include the possibility of choice and candidates from a wider geographical area. The disadvantages include no guarantee that advertising will attract the right person, even if the parish/benefice has very carefully prepared a 'person specification'. If the parish is deemed 'average' or 'unattractive', for whatever reason, advertising may not bring results at all.

Advertising can be expensive, both in time and money. A popular post may attract a large number of applicants, as well as those who apply for every post that is advertised whether they are suitable or not. All applications have to be answered and sorted. Short-lists have to be drawn up and candidates invited for interview.

The cost of advertising has to be met by the parish, as do the travelling costs, hospitality and any other expenses of candidates. These expenses may be considerable especially if the candidate comes from any distance.

#### **THE CHOICE**

The choice has to be made by the parish/benefice at its meeting to elect Parish Representatives as to whether to see candidates one at a time, or ask the patron to advertise. It is not an easy decision and there are no simple guidelines as to the best route. Advice is available from Rural Deans and Archdeacons. Each vacancy is discussed by the Bishop and his Senior Staff and they will have a good idea as to whether there is a queue of good candidates in the wings or whether the special needs of the post may best be met by advertising.

## **Appendix D**

### **PARISH REPRESENTATIVES**

#### **Advice on the conduct of Interviews**

When an interview panel is being chaired by the Patron, one of the Bishops or the Archdeacon, they will take responsibility for ensuring that the process is fair and at the preliminary meeting will discuss with the panel what questions each member will ask and in what order. These notes are intended to help parish representatives understand that interviewing a candidate for Incumbency of a Parish is no easy task to help them prepare the right kind of questions and avoid some of the more obvious pitfalls. Parish representatives have had a great responsibility laid upon them, and the choice of the right Incumbent may well depend upon their careful preparation before the interview.

A. Take time to wait upon God and discern what His Spirit may be saying to you about your neighbourhood and its new Priest. Be realistic, do not let impressions of your last Priest completely shape your expectations of the next and remember the Archangel Gabriel is already booked! List against the particular needs of your Parish the gifts of your lay people. If you have lots of good administrators, concentrate on complimentary gifts and skills you need and try to discover whether the person you are interviewing will be able to lead your team. Remember that Christian nurture, care and outreach are all chiefly helped by the attractive holiness of Christians and your priest will be a vital part of achieving this in your life together.

B. In the light of your statement of needs draw up a list of areas you want to investigate in the interview.

C. Do not get caught out by going for an 'ideal image' of a Priest which many Parishes think is a young married man who is good with the youth, with a wife that will be active in the parish and have young children in the Vicarage. The task of the Priest is to relate to all age groups and there are many gifts that Priests can bring with them.

### **ON THE DAY**

At the interview which the Bishop, Patron or Archdeacon will chair, make sure you have a room where you will not be disturbed that is quiet and comfortable. Make sure that there are not too many of you interviewing and that none of you is sitting with your back to the light or on higher chairs. This puts candidates at a great disadvantage.

The interview will be structured so that the chairperson welcomes the candidate(s) to the formal part and introduces those present. Most candidates will want to talk so the chair will probably use a simple opener like "tell us what made you think this Parish might be right for you" or "what gifts and skills do you think you can bring to this Parish and its needs?" are helpful. It is a good thing to get candidates to talk about their own spiritual journey and the place of prayer and study in their lives. Concentrate on important matters and do not forget to enquire more widely about his or her life and interests.

Remember too that questions you decide to ask as a result of your 'person specification' should be asked of all candidates so that you end up with a fair picture of each. Supplementary questions can, of course, be asked for clarification. You are looking for a match between what your PCC thinks the Parish needs and what the candidate(s) has to offer. The candidate will be given the opportunity to ask questions and the chair will normally end by asking the candidate if they are still a firm applicant and when they might be able to start. The chair will also tell them how they will be contacted about any decision and by when.

## **REACHING A DECISION**

Interview panels usually work by consensus and whenever possible the whole panel should try to reach a unanimous decision about the acceptability of a candidate for appointment. Remember that you are considering the appointment of the candidate and not his or her spouse and family. Spouses should not be formally interviewed or present at the formal part of an interview unless the candidate expressly asks for his or her spouse to be present.

Confidentiality is extremely important. Most clergy seeking new posts will not wish to share this with their parishes until a definite decision has been reached and therefore it is not appropriate to attempt to make contact with their present parishes without their specific permission to do so. Under cover visits to enquire about a candidate or to hear him or her preach should not be undertaken. They can go very wrong and be very damaging to both the candidate and his parish.

## **PITFALLS**

Whatever you do, do not tell the person face-to-face (as has happened), that they do not dress properly, or is not the right person, or that you do not approve of their hairstyle. Such personal remarks have no place in the interview, or in the reasons for rejecting a candidate. Indeed they are quite improper and break the law, let alone not meeting the standards that we should expect within the Church.

Equally, you may not ask women Priests whether they are pregnant or are likely to be, or about other personal domestic arrangements. They may volunteer such information, but that is a different matter. Nor may you ask whether a husband or wife will act in an unpaid capacity in the parish. You are only interviewing the candidate for the post. In any case, wives or husbands may enjoy a measure of shared ministry but may prefer to express this as supporting their partner in their ministry or as a person.

In interviews we are expected to work to the highest standards and are, to some extent, bound by law in what we are permitted to ask. Questions which indicate prejudice against a person on the grounds of marital state, age, race, skin pigment, disability, background or education are inappropriate under Equal Opportunities legislation.

## **IF IN DOUBT**

Seek advice from your Rural Dean and Archdeacon before the interview if you are in any doubt. Begin and end the process with prayer and do not feel rushed into making a decision. **If in doubt, consult.**

**Appendix E**

The Churchwardens and Parochial Church Council of

.....

request the pleasure of the company of

.....

at the INSTITUTION/COLLATION\* by

The Rt. Revd ... .. Bishop ... ..

and the INDUCTION and INSTALLATION\*\* by

The Venerable ... .. Archdeacon ... ..

of The Revd .... (degrees, etc.)

at ... .. Church

Time and Date.

Clergy and Readers are invited to robe in the ... ..

Refreshments will be available after the service.

RSVP by ... .. 200.. to:-

... ..

\*Where the Bishop is himself the Patron, this is called "**Collation**". Where the person to be instituted has been presented by any other Patron, it is called "**Institution**". If the person is being appointed as "Priest-in-charge", because presentation has been 'suspended', then the word "**Licensing**" is used.

\*\*When a person is being collated or instituted they are **inducted and installed** by the Archdeacon. When they are licensed then the person is **installed** by the Archdeacon, but not inducted.

## **Appendix F**

### **RESOLUTION A**

That this Parochial Church Council would not accept a woman as the minister who presides at or celebrates the Holy Communion or pronounces the Absolution in the Parish.

### **RESOLUTION B**

That this Parochial Church Council would not accept a woman as the incumbent or priest-in-charge of the benefice or as a team vicar for the benefice.

**Useful Telephone Numbers:**

**Archdeacon of Surrey: The Venerable Stuart Beake**

**Archdeacon of Dorking: The Venerable Julian Henderson**

**Both available via their PA in Diocesan House: 01483 790352**

**Diocesan House Reception/Switchboard 01483 571826**

**Directory Requests: Communications Department 01483 790355**

**Buildings Manager: Ken Mussell 01483 790317**