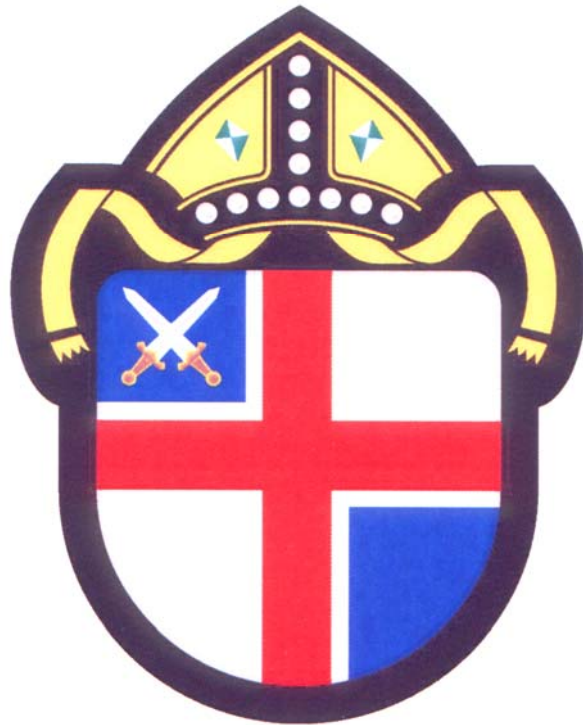


VACANCY and SEARCH PROCEDURES



Diocese of Central Florida

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THE DIOCESE OF CENTRAL FLORIDA

Vacancy and Search Procedures

Revised – August 2014

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Vacancy and Search Procedures

INTRODUCTION

The following document delineates guidelines for various components of the vacancy and search process as congregations experience the loss of their Rector and begin to seek his/her replacement and most importantly seek God's will for the congregation. While this process is specifically designed for parishes, at the Bishop's discretion, parts of it may be adapted to mission congregations as well (recognizing that in the latter case the Bishop technically appoints the Vicar). The key players in this process are:

- The Right Reverend Gregory O. Brewer, Bishop of Central Florida
- The Reverend Canon Timothy C. Nunez, Diocesan Minister of Transition
- The Vestry
- The Search Committee (appointed by the Vestry)

Flexibility, adaptation and clarity are important ingredients in following these guidelines. Whole steps may be modified or omitted entirely.

Prayer at all levels of parish life should undergird the entire process and every step within it.

Congregations might consider the prayers on page 818 of the Book of Common Prayer and/or may wish to compose their own prayer to be used in regular Sunday and other worship.

LEAVE TAKING

This is a time of mixed emotions for most congregations. While there is often real sadness in losing a beloved Rector and perhaps even some hurt and confusion, there is also gratitude for faithful service, shared joy with the departing Rector in his/her new adventure, and anticipation (if not apprehension) regarding what lies ahead. Canon Nunez will sometimes arrange for an "exit interview" with the Rector who is leaving and is available for this same assessment overview with the Vestry. The congregation will want to plan a celebration so that leave taking may be experienced fully by as many people as possible. Many congregations will want to give a special gift to the departing Rector and may want to give a gift from the church family rather than encouraging many gifts from individual members. A purse is often given. Please reference *Appendix A*.

Use may be made of the service "Termination of a Pastoral Relationship" found in *The Book of Occasional Services*.

LAYING THE GROUNDWORK

A. Vestry Meeting with Bishop Brewer or Canon Nunez

When a Rector retires or accepts a call to some other cure, the Vestry, in accordance with the Canons of the Episcopal Church, is asked to accept the resignation of the departing Rector. Sometime after the announcement of the vacancy is made or at least soon after the departure of the Rector, Bishop Brewer and/or Canon Nunez will meet with the Vestry. At this time he will review with the Vestry the needs of the congregation for clergy leadership during the transition and various options available. (See *Appendix B*)

He will also offer guidelines for the formation of a Search Committee. (See *Appendix C*) Unless the Bishop stipulates otherwise, Vestry elections in the parish are to be suspended until the first annual meeting after the selection of a new rector so that Vestry continuity and leadership stability can be maintained.

B. Formation of a Search Committee

As soon as practical, the Vestry normally forms a Search Committee. The Search Committee should be as broadly representative of the parish as possible in a manner carefully selected by the Vestry. Church staff or other clergy should not serve on the Search Committee. The chair of the Search Committee may be designated by the Vestry (preferable) or elected by the committee itself in an early meeting. Generally, a Search Committee is roughly equal to the size of the Vestry. At least one Vestry member should be appointed to serve on the Search Committee. The Search Committee should be installed in a regular Sunday morning worship service after the rector has departed.

Search Committee members should be strong, mature Christians who know the church, have solid ministry experience and are invested in the life of the church and able to work as a team. This is not a place to try and get someone involved. They should also be representative of the membership as a whole, with balance given to various services and the demographics of the memberships as well as the community in which The Lord has placed you. If you wish to include, say, youth, make sure it is a youth who meets those criteria. Other voices can and should be heard in the process, but the committee itself needs to be a solid team.

C. Search Process Design

As early as possible after the Rector leaves, a meeting of the Vestry and Search Committee is held with Canon Nunez so that the expectations for the search process are clear. At that meeting the entire *Vacancy and Search Procedures* will be reviewed.

The Vestry should make clear at the outset its expectations for the Search Committee's work. For example: How many names does the Vestry wish to have for their final consideration? Is this decision to be negotiated at a later time or are there clear instructions about the form of the finalists from the start? Should the finalists be ranked by order of preference or not? **Note: The Vestry and Search Committee ideally will be of ONE MIND about the priest to be called so plan accordingly. Unanimity is not required, but a strong consensus is strongly urged.**

A search process budget should be developed and approved by the Vestry to include such expenses as consultant fees, survey design, printing, videos, brochures, travel expenses of Committee members and candidates and spouses as well as relocation expenses. Take care to set clear lines of fiduciary responsibility between the Vestry and the Search Committee.

The Search Committee then meets on its own to organize itself. Subcommittees are formed to begin work on various tasks. For example:

- Spiritual emphasis – should a lay chaplain be appointed?
- Community data gathering
- Work on a Parish Survey and/or planning for focus groups or town meetings
- Presentation Instrument(s) such as a brochure and/or video
- Hospitality

The Search Committee may want to develop a tentative time line or develop target dates for various aspects of their work. It is important that as many assumptions as arise about the search be discussed at an early stage. A clear policy should be developed which ensures as much open communication with the parish as possible about the process and progress while **maintaining confidentiality** about specific clergy who will be under consideration.

Confidentiality within the committee includes the identity of the candidates as well as privileged information that the Search Committee receives or develops on each of them. **Any break in the confidentiality of privileged information can be seriously damaging not only to the candidate and the candidate's own ongoing ministry, but also to the congregation, Search Committee and Vestry and can lead to disastrous polarization within the congregation.**

In order that the opening may be advertised on the Diocesan Web Site the Search Committee is asked to compose a preliminary summary (one or two paragraphs) of the unique character of the congregation, the community and the hoped for characteristics of the new Rector or Vicar. This should be sent by email to Canon Nunez (tnunez@cfdiocese.org) as quickly as possible after the Search Process has begun.

FOUR TASKS

The search process can appear to be a rather formidable enterprise. This perception can hold true for large and small congregations alike. It can stretch on for over a year or take only a few months depending in large part on the organizational skills of the Search Committee leadership, their own sense of urgency and the reliability of those who take on various assignments. On average, committees seem to be able to complete their work in about 9 months. The goal ought to be to take as much time as it takes to do a thorough job while not wasting time unnecessarily.

While the process can seem terribly complicated and daunting there are really only 4 major tasks:

- Developing a PROFILE
- Securing NOMINATIONS
- Devising a SCREENING process
- Issuing a CALL

TASK # 1 PROFILE

A. Parish/Leadership Survey

The first task of the Search Committee is to provide for a comprehensive self-study by the congregation. In some instances this study is the natural extension of recent work of a Planning Commission or the Vestry especially regarding the unique character of the parish/mission and goals established for the congregation. In most instances the Search Committee will want to spend a good deal of time and effort on this part of the process before moving ahead with consideration of actual candidates. At a minimum, this will include a gathering of data from the parish and its membership about

- the unique characteristics of the parish or mission
- the nature of the community
- the qualities they feel are needed in their new spiritual leader

This should be a forward looking document. While it is important to gain understanding about who you are and a church and the ways your history has shaped you to this point, the lead question is: Where is The Lord calling you? What is he calling you to do? Who is he calling you to be? There is typically some tension that will develop in balancing your current needs as a congregation and a future that includes a measure of change. That's life. That's ministry. Do not be afraid to start moving toward that call, caring for each other along the way.

Sample surveys will be made available to the Search Committee Chair in a Resource Packet. The Committee will develop its own unique survey (if one is to be used) and decide the manner in which it will be distributed. The Committee (or a subcommittee) will also collect and collate the results of the survey. Surveys rarely turn up major surprises and unless they are done carefully (often with professional help) often generate incomplete and misleading information. They can be useful, nonetheless, in giving everyone in the congregation an opportunity to contribute their thoughts, and their desires for the congregation.

This data gathering might also include an open parish meeting (or the open meeting may replace a written survey altogether) at which hopes/concerns are gathered. This data will be largely "impressionistic" and will need to be interpreted by the Search Committee but can be a useful tool in involving members of the congregation and allowing everyone an opportunity to be heard. Online

tools such as *Survey Monkey* may also be used. These methods all have the advantage of opening the process to everyone.

Consider approaching the ministries of the church (Choir, Altar Guild, DOK, Youth Group, etc.) as focus groups. Going over even a handful of open-ended questions and generating conversations in those groups will typically yield useful input.

PLEASE DO NOT ASK INAPPROPRIATE QUESTIONS. For example, it is not appropriate to ask a question like “Would you prefer a male or female Rector?” Female and male priests will be placed in nomination and it is important for the Search Committee to approach this question and others like it with an open mind. You’re looking for the person God is calling to lead his church. Often that person seems unlikely at the outset.

B. Parish Profile

The data collected, with a brief history of the parish and a compilation of demographic information about the larger community and most importantly your vision and mission for the future, comprises the raw material for the parish and community profile. (See Appendix D for some suggestions as to areas that need to be included) The final product may well include information in narrative form, photographs, graphs, video and/or audiotape, information on a web site, and other important information collected from within the parish and the larger community. Here is the place to use creativity, color and imagination to tell the story of your parish. Take advantage of the flexibility, innovations and low cost of producing it electronically. Clergy tend to use computers a lot.

The parish profile should reflect the character of the congregation both in content and in presentation. For example: a four-color commercially printed brochure may be appropriate for one congregation and completely inappropriate for another. One congregation may offer a web site as one of its resources to prospective clergy and another may not deem this at all useful. A brochure of some sort or another is most often produced as one way to help tell the congregation’s story and is an invaluable enclosure in future communications with potential candidates. **Before the Parish Profile is finalized it should be approved by the Vestry.**

As soon as the narrative portion of the Parish profile is in hand it should be sent in electronic format to Canon Nunez, along with photographs used in the profile (example: photographs of the church facilities, rectory, maps, charts). This should be sent at least two weeks prior to names being placed in nomination (Task #2 B). *If you are willing to have your brochure serve as a sample/model for other parishes that are beginning the Search Process, please supply 12 copies to Canon Nunez.*

C. Office of Transition Ministry

The Office of Transition Ministry is the clearing house for clergy and churches in search processes. A portfolio known as the OTM Portfolio should be available for all clergy seriously willing to consider a new call (unless the clergy person is from outside The Episcopal Church). In the Diocese of Central Florida we expect all clergy under consideration to have completed this Portfolio or (in the case of Anglican clergy not in the Episcopal Church such as Canadian Clergy or members of the Church of England) something approximating it.

In addition, Congregations may develop an OTM Community Portfolio by responding to the OTM Community Portfolio data form. (*Appendix E*) Once completed the OTM Community Portfolio data form is sent to Canon Nunez for input into the national data bank. It is this document that will also be made available to potential candidates along with the narrative Parish Profile described above.

Especially useful in this regard are the Church Portfolio Narrative Questions. There are 11 questions and it is important that you answer all 11 (*see Appendix E*). (Note: There is a 1250 character limit for each response.)

In addition you will be asked to respond to the following: **“Please provide words describing the gifts and skills essential to the future leaders of your worshipping community.”** These skills are used to search community portfolios and are occasionally updated by administrators.

“This section provides you with the opportunity to present key words that describe the gifts and skills essential to the future leaders of your worshipping community. You may choose any words you like and enter them with commas separating them. The word you begin to type will offer other words with the same letters that others have submitted; you may select one of these predetermined words or continue to create your own. What you submit will be added to the "pool" of words our church is currently using to describe our individual and corporate ministries.”

TASK # 2 NOMINATIONS

Every candidate (regardless of how they are initially nominated) are contacted by Canon Nunez and provided with a Deployment packet. In that packet, candidates:

- review the vision statement of Bishop Brewer for the Diocese of Central Florida
- review the Canon pertaining to ordained ministry in the diocese (*Appendix F*)
- respond to the 3 Deployment Questions used here in this diocese (*Appendix G*)

Two distinct documents (outlined above) come into play at this point:

- one for clergy to describe their own sense of giftedness, work history and skills, with links to relevant web sites and materials, and
- one for the congregation to describe their unique character, hopes, strengths and needs, including links to web sites and other resources.

It will be possible to generate potential candidates through the individual OTM Portfolios on file in New York, but this will likely not be its primary use. Instead it will be an invaluable tool in introducing candidates to congregations at a much deeper level more quickly than has been true in the past. Canon Nunez has access to candidates all over the country, and indeed, around the Anglican Communion. Consequently, for the most part, names will be introduced into the process from lists generated by him, by nominations from Bishop Brewer and from suggestions made within the congregation. Both the OTM community portfolio and the clergy OTM portfolios will be a vital part of every process.

A. Sources

Nominations come from at least 3 distinct sources:

- Parish Suggestions

- Self Nominations
- Names submitted by Bishop Brewer or Canon Nunez

1. Parish Suggestions

Unofficially, the nomination process may begin almost as soon as the vacancy is announced. But it is important to formally invite congregational participation in the nominating process. Parishioners should have some mechanism to place names in the process. In many places a box is placed in the back of the church shortly after the Rector leaves. The committee requests that parishioners write the name of a potential candidate on a slip of paper, place it in an envelope and then put it in the “Suggestion Box”. All names put forward in this manner are to remain confidential. The chair retrieves these sealed suggestions when the nominations are declared closed and forwards them to Canon Nunez. Should the Search Committee choose to advertise the position in a national or regional publication the names generated are treated as parish nominations.

2. Self Nominations

Clergy learn about openings in the diocese in a variety of ways: the web site of the diocese, the *Central Florida Episcopalian*, from their own search of the data base of *The Office of Transition Ministry*, or through word of mouth. These clergy may submit their names directly to the diocesan office (the usual route) or directly to the Search Chair. In the latter instance, the Chair of the Search Committee gathers these names, keeping them in confidence, and submits them to Canon Nunez along with the suggestions from parishioners. These clergy should not be seen as “applying for the job” but rather as expressing their interest in a preliminary fashion to learn more about the parish when the profile is completed.

3. The Bishop’s Office

A file of potential candidates is developed and maintained in the Diocesan Office almost as soon as a vacancy is known. This list of potential candidates is refined once the parish profile is completed. These candidates are from all over the country (indeed all over the world) and have come to the attention of Bishop Brewer or Canon Nunez either through personal knowledge or reliable recommendations.

B. The Official List of Candidates

Nominations from these 3 sources are given an initial screen by Canon Nunez and approved by and/or modified by Bishop Brewer for submission to the Search Committee. Some names suggested may not be forwarded to the Committee for a variety of reasons. **Unless there is a strong preference otherwise the initial list of candidates will be 6 - 9 candidates. In some instances a longer list will be placed in nomination with no more than 25 names.** As a rule of thumb the longer the list the less advance screening will have been done. Some successful searches have been accomplished with one name.

Some screening criteria used by the Bishop’s office are:

- demonstrated leadership skills in church growth
- passion for sharing the gospel and helping people grow in their faith
- length of tenure in present ministry

- potential match/mismatch of ministry gifts
- screening for misconduct
- adequate training
- timing issues of a personal nature
- Actual interest (sometimes it is easier for clergy to say “no” to the diocese than to a friend.)

Once again, names placed in nomination should not be considered as “applying for the job”. Be aware that some may not even know they are being suggested. Remember, the longer the list, the less screening has taken place at the Bishop’s office. When the Official List of Candidates is brought to the Search Committee the names of the candidates will be arranged alphabetically with no indication as to the original source of the nomination so that all candidates may be considered equally.

C. Policy regarding Assistants, Interim Ministers, Priests-in-Charge & Associates

Assistants, Interim Ministers, Priests-in-Charge and Associates **may not** be considered as candidates for Rector of the congregation in which they are serving. Exceptions to this policy are extremely rare and only possible under the most unusual circumstances and only with the express permission of the Bishop.

At this point the nominations are considered closed. In rare instances congregations may request that a candidate who has just come to their attention be placed in nomination or the Bishop may ask the Search Committee to reopen the nominations to ask that additional names be considered. In exceptional instances the Bishop may ask that one or more candidates be reconsidered even if the Search Committee has already eliminated them from the process.

TASK # 3 SCREENING

A. Presentation of Candidates & First Screen

Canon Nunez will schedule a visit with the Search Committee shortly after the profile is completed in order to present the official list of candidates. He will explain how to read the OTM Portfolio and will briefly review the Portfolio for each candidate being placed in nomination. The OTM Portfolio is the standardized document which clergy are asked to update at least every 3 years (see Section I. C.). The portfolio provides personal and financial data about each candidate, their work and educational history, as well as narrative responses to 11 questions about themselves. Some clergy do not respond to all 11 questions, perhaps because they filled out an earlier version of the Portfolio or for some other reason.

In order to consider all candidates equally in the initial screening of candidates this is the primary document used. In the event that an OTM Portfolio is unavailable (for instance, clergy serving in another country do not generally have access to this resource) a 1 or 2 page data sheet may be provided. The Deployment Questions cited above in Task #2 and listed in Appendix G will also be distributed. This visit by Canon Nunez will also include a brief overview of the next steps of the search process.

After the official list of nominees is presented to the Search Committee members are usually given a week or two to study the information provided. The Committee then comes together for an initial vote. This vote is intended to assist the Committee in eliminating nominees who will then receive a letter from the Committee thanking them for allowing their names to be presented, but indicating that they are no longer under consideration. Sample letters are included in the Resource Kit given to the Search Chair.

B. Mailing & Second Screen

The second screening phase begins with a mailing from the committee to each candidate not already eliminated above. This mailing should be sent to all candidates at the same time, and should include a description of this early stage of the search process. The mailing may include the following:

1. A Cover Letter

A cover letter from the Search Committee chairperson to every priest the Committee wishes to include in the active search stating that their names have been received for possible inclusion in the search process and inquiring as to whether he/she wishes to be considered for the position. The letter should request that the candidate indicate by return mail his/her willingness to be considered. If a candidate is willing to be considered, he/she should be asked to send:

1. a personal resume
2. a list of personal references
3. response to questions from the Search Committee as indicated in # 3 below

The Committee should specify a cut-off date for receiving this information, usually no more than a month (after which the priest will no longer be in consideration if they do not respond). Remind the candidate in the cover letter that the Committee is treating their nomination in a confidential manner and that the candidate is to do the same.

2. The Parish Profile

The Parish Profile in whatever format the Committee chooses to present it. The computerized Position/Institution Search Request may also be included if this has been completed.

3. Questions

The Committee most frequently develops 3 to 5 questions for inclusion in this first mailing. These questions should relate back to the Parish Profile itself since these were, by definition, areas of importance to the parish. The Committee may wish to limit the respondents' answer to each question to a specified length.

4. Other Materials

Other material as may be helpful to acquaint the respondents with the parish and community. This could include brochures available from the Chamber of Commerce and other similar resources.

5. A Return Post Card

Some sort of response card is often included whereby the candidates may indicate that they have received the materials and an indication of the candidates' early response expression of possible interest in the position.

C. Subsequent Screens & A Variety of Possible Screening Tools

The next screening phase now begins. Using the OTM Portfolio, the resume and responses to the questions sent in the initial mailing, the committee is ready to employ a variety to screening tools. A Committee may use all of the tools suggested below, or only a few of them. The Committee may come up with tools of their own design in their quest to assess a healthy match of a person's future ministry with the parish. Canon Nunez will expect to meet with the Search Committee at this point to do a brief training session regarding reference checks and interviewing. Some of the more commonly used screening tools are listed below:

1. Parochial Report Data

The Episcopal Church provides, on its web site, a summary in chart form of Parochial Report Data for all Episcopal Churches. This data is a helpful tool (but only one indicator among many) of the health of congregations. It may be of use for the Search Committee to research the Parochial Report Data for the congregation where a candidate has served or is serving.

Our Episcopal Church has the following 10-year statistical data available for every church:

- Baptized Members
- Worship Attendance (ASA)
- Plate & Pledge Income

Go to: www.episcopalchurch.org

Select these Tabs in Order:

Who We Are

Our Congregations

Studying Your Congregation & Community

Or go to: <http://www.episcopalchurch.org/page/studying-your-congregation-and-community>

Enter Diocese (Central Florida) first

Then choose church from the menu

(Note: Churches are listed by church name and not by city. You may have to be creative in finding the listing but it will be there)

2. Reference Checks

The Search Committee will want to contact (usually by phone) references supplied by the candidates. If references are approached in a friendly, non-threatening manner the information gleaned is generally invaluable. In checking references attention should be given to information that seems ambiguous or incomplete and a follow up done, perhaps with persons suggested in the initial contact. The Episcopal Church is sufficiently networked to almost insure that people you trust know people who will have experienced ministry with some of the candidates under consideration. Take advantage of this informal network.

3. Telephone Interviews

Most Committees will want to take advantage of this inexpensive way of making contact with candidates. In order to conduct phone interviews all you need is a telephone appointment with the candidate, a speaker phone and a set of questions. Generally only one or two persons conduct the interview while the rest of the Committee listens in. If the Committee wishes to record the conversation (usually for the benefit of a missing member of the Committee) permission must be obtained from the candidate in advance. The thoughtful questions should come out of the Parish Profile and the information supplied by the candidate.

4. Recorded Sermons

The Committee may request recorded sermons from the candidates as well. One or two recorded sermons from each candidate are usually sufficient and they are almost always in audio format. These may be listened to by the entire Committee at the same time or duplicated so that each member may listen to them at their own convenience. Parish web sites often provide links to past sermons as well and these should not be overlooked.

5. Site Visits

The question always arises about the use of site visits by members of the Search Committee to the congregation where the candidates are currently serving. Many committees have found site visits most helpful and others have found them divisive. While cost may be a factor it should not be the only motive in deciding whether or not to visit clergy in their own churches.

If visits are made, the Search Committee often divides up in order to accomplish this task. Candidates are usually contacted ahead of time for their advice and permission as to when to come and how best to take advantage of the visitation. A visitation report should be made for the Search Committee by the visitation team, the format of which should be decided ahead of time by the Search Committee.

D. The Final List

On the basis of the information gathered through all of the screening tools and the accompanying impressions, the Search Committee then meets to decide which candidates they wish to invite to the parish for a visit which will include an extensive interview. Those no longer under consideration should be advised as soon as possible, with as much information as the Committee can share as to what factors brought them to this decision. (Open, honest, communication at this stage is very important to allow the candidates no longer under consideration to put that decision into perspective. While confidentiality is essential to the entire process, secrecy within the Committee and with the candidates almost always breeds undue and useless confusion, anxiety and anger.)

This phase of the search process is designed to produce a final list of candidates. The Proposed List is conveyed to Canon Nunez who will share it with Bishop Brewer. He and/or his office contacts the Bishop and/or Diocesan Deployment Officer of other dioceses for detailed evaluations on the basis of which the Bishop decides whether each is to be considered. On occasion one or more of the names are removed from the proposed list. (The Bishop, because of the sensitive nature of the information and his discernment, does not always give an explanation when names are removed.) Once again, any person no longer under consideration should be so advised as soon as possible and with as much sensitivity as possible.

At this juncture Canon Nunez will do a rather thorough (but not exhaustive) background investigation that includes a professional inquiry at a cost of \$65 per investigation. This cost is borne by the parish conducting the search. The candidates will also be asked by the Diocese to subscribe to Canon XVI regarding Ordained Ministers. No personal interviews - face to face - may occur without the knowledge of Bishop Brewer and/or Canon Nunez.

E. Face to Face & Final Screen

The last phase of the process is in many ways the most fun and the most demanding. This involves a visit to the congregation by the candidate or candidates who constitute the final list. Generally this list includes no more than 5 candidates and most often no more than 3. This phase will be both time-consuming and potentially costly but is also often considered the most rewarding. **Prior to this final screen Canon Nunez will meet with the Search Committee and Vestry in a joint meeting to review the purposes of this visit (or visits).**

At the full expense of the parish, the final candidate(s) and spouse(s) are invited to the parish for a face to face visit as outlined below. If a candidate is from outside the Diocese and unknown to Bishop Brewer, arrangements should be made for a meeting with the Bishop at his office or in rare instances, if Bishop Brewer is unavailable, with Canon Nunez.

Please note that at this point the Vestry usually becomes a much more active and visible participant and presence. Until this point their primary contact with the Search Committee has been through the Vestry members who are on the Committee. Prior to the visit of the candidate(s) and spouse(s) the Vestry will need to be supplied with informational materials including at least a copy of the OTM Portfolio, a resume, and responses to the questions previously sent by each finalist.

Our experience has shown that it almost always works best to have the Vestry and the Search Committee jointly meet (and interview) the final candidates and come to a clear consensus prior to a formal vote by the Vestry.

Please be aware that the final candidates can, and sometimes do, turn down a call. The interview itself is as much one by the candidate of the parish as it is one by the parish of the candidate. During this visit an opportunity for the candidate to visit the community and possibly meet the church staff is arranged, and a schedule agreed to by the candidate and Search Committee will facilitate this. Here are a few things that might be included in the visit.

- **Worship** The candidate may be invited to celebrate the Eucharist or lead Compline or Evening Prayer, and share a brief homily as part of this visit, provided that this service is only for the Search Committee, Vestry and possibly (but not usually) their spouses. This celebration is not to be considered “an audition” but is more an effort to put the visit in the context of worship. The Committee might wish to assign readings or ask that the coming Sunday’s readings be used. This should be communicated to the candidate at least a week prior to the scheduled visit.
- **Social Time** Most often the Search Committee and the Vestry gather for a social time with the candidate and his/her spouse. This usually includes a meal away from the church (a home or a private room at restaurant) and perhaps wine and cheese. This is intended to provide an informal time to get acquainted and is not a time to grill the candidate.
- **Formal Interview** Almost always the Vestry is included in the interview as active observers while the Search Committee takes more of a leadership role. The spouse is almost always invited

to attend the interview. Areas to be covered come, once again, out of the Parish Profile and the Portfolio of the candidate. A helpful guide is published by the CDO office and a copy is included in the packet supplied to the chair of the Search Committee.

- **A Tour** A tour of the community and the parish is included for the candidate and spouse. This might include a tour of a range of different real estate in the area as well as schools, recreational facilities, libraries, cultural sites, etc.
- **Hospitality** It is usually best to provide a motel room for the candidate and spouse rather than lodging in the home of a parishioner. This allows the clergy couple to discuss freely with one another their own feelings and observations about this possible move and new ministry. Please remember to allow the clergy and spouse (and sometimes other family members) sufficient time for rest during such a visit if the time spent in the parish is longer than a half day. Small gestures of hospitality are much appreciated and a sign of welcome. Examples might be flowers in the motel room or a basket of fruit.

TASK # 4 CALL

A. Vestry Election and Notice to Bishop

The Search Committee recommends its candidate or candidates to the Vestry (in order of preference, if requested). The Vestry decides whether to issue a call and if so, immediately contacts the Bishop for verbal approval before a call can be extended to the clergy person elected. This phone call to Bishop Brewer should be pre-arranged in most cases. Canon Nunez will assist the Senior Warden in making these arrangements. The priest elected should be given sufficient time (not generally exceeding 10 days) to accept or reject the call, and should communicate that decision to the Vestry. No public announcement is to be made until an agreement is reached in principal and until the timing of the announcement has the approval of the Bishop's office, the newly elected Rector/Vicar, and the Vestry.

B. Letter of Agreement

As soon as practical the Vestry will request Canon Nunez to assist in preparing a Letter of Agreement that describes the details of the relationship. He will provide a sample form to be refined and tailored to this particular call. Please note: **The call is neither officially extended nor accepted until the Letter of Agreement is acceptable to both the priest and the Vestry and approved by the Bishop.** Diocesan compensation guidelines are offered for guidance and are expected to form the framework for this discussion. Candidates not called should be so notified only after a call has been extended and accepted unless it is already clear that none of the remaining candidates are acceptable to the Vestry.

C. Priest's Second Visit

The parish is also responsible for a second visit by the priest (and family) to find housing, to negotiate and/or sign the letter of agreement, and to visit the Diocesan Office to process other matters (insurance, pension, etc.).

NO ANNOUNCEMENT IS MADE UNTIL THE LETTER OF AGREEMENT IS SIGNED BY THE PRIEST SENIOR WARDEN AND BISHOP BREWER.

Welcoming the New Rector

A. Moving Arrangements

Congregations are responsible for moving expenses and should make every effort to facilitate the moving and arrival of a priest and family.

B. Family Inclusion

A special committee should be assigned to work especially with the spouse in getting established. Small groups might call on the spouse to invite him/her to various parish functions, and to help him/her get acquainted in the community.

The same would be true for the children. Children of the same ages should establish contact and begin to make them feel comfortable in their Sunday School environment, as well as in their regular school environment.

C. Celebration of a New Ministry

As soon as feasible, (and at least within four weeks) the priest should make arrangements with the Bishop for the "Celebration of a New Ministry", at which the Bishop or someone appointed by him presides and often preaches. It is customary that the Canon to the Ordinary or the Dean of the Deanery be asked to present the Canons to the new Rector/Vicar.

D. *Ministry, Leadership and Mission*

The new Rector/Vicar will be expected to participate in a yearlong Diocesan program called ***Ministry, Leadership and Mission*** that meets monthly. This program is designed to better equip the clergy person in ministry, leadership and mission and to encourage collegial relationships and support that will help sustain their ministry.

E. Role Analysis and Review

As set forth in the Letter of Agreement, the Rector (or Vicar) and the Vestry are expected to come together sometime between the 6th and 12th month of this new ministry and conduct an initial Mutual Ministry Review. This review might begin with the Parish Profile developed during the search process and the new Rector/Vicar's own Portfolio. What surprises have there been? What was missing from these profiles and what can be done about it now? This review forms the basis for subsequent Annual Mutual Ministry Reviews.

Appendix A

Some Information Regarding Special Gifts

(From Church & Clergy Tax Guide)

Many congregations would like to present a purse to the departing Rector as a way of saying “Thank You”. This is always appropriate since it allows all members of the congregation to express their gratitude without regard to their ability to give something significant and it discourages the giving of many smaller (and sometimes impractical) gifts. There are some tax consequences, however, that should be clearly in mind.

- Special gifts made to clergy by the church out of the general fund should be reported as taxable income on the clergy’s W-2
- Personal gifts made by individual members of the parish to clergy are not reported as taxable income (though they are not deductible by the donor)
- Special gifts to clergy funded through members’ contributions to the church and reported as donations received are reported as taxable income on the W-2
- Special gifts given through the church but not recorded as tax-deductible donations may qualify as non taxable income provided donors are advised in advance that gifts will not be considered tax-deductible donations

Appendix B

Clergy Assignment to Vacant Cures

(These notes regarding the assignment of clergy to vacant cures describe the difference between Sunday Supply Priest, Priest- in-Charge, and Interim Rector as these positions are considered in the Diocese of Central Florida)

Sunday Supply Priest

The Vestry, with the advice and consent of the Office of the Bishop, selects a priest to be in the Parish on Sunday mornings for the purpose of celebrating the sacraments, preaching and perhaps teaching at regular scheduled services. In accordance with national canons (Title III, Canon 16, Section 2), clergy are required to be licensed by the Bishop if they serve for more than two months. It is understood that here will be no significant changes made in parish worship during the period of their ministry. The priest will have no further responsibility in the parish life.

Emergency needs, such as funerals, generally will be taken care of by neighboring clergy or the supply priest on call as needed.

Pastoral needs (hospital, etc.) are taken care of by lay persons in the parish, with some supervision through appropriate Vestry Commissions.

Use of Sunday Supply Priest assumes a fairly small congregation that is free from significant conflict, has reasonably strong leadership and no unusual issues coming out of the prior clergy ministry.

Priest-in-Charge

The Priest-in-Charge model is often most appropriate in a congregation whose size and ministry that will require a clergy presence and involvement beyond the Sunday supply level. It might be full-time or contracted for a certain number of days per week. It is also assumed that the parish has strong Vestry and lay leadership with little apparent conflict present.

The Priest-in-Charge is resident in the parish and available in the usual ways. His/Her responsibilities are generally limited to those related to the administration of the sacraments, preaching, teaching and pastoral care of the congregation.

The Priest-in-Charge should normally attend all Vestry meetings with seat and voice but no vote but is on hand for advisory and information purposes. By mutual agreement in some instances the Priest-in-Charge may preside over vestry meetings but does not routinely do so. Clergy serving as Curates or Assistants under the previous Rector may be asked to assume this responsibility. A written agreement with termination provisions is important.

Interim Rector

The appointment of an Interim Rector by the Bishop with the consent of the Vestry, is appropriate in some circumstances.

The appointment of a person to this office should be carefully defined by a written agreement between the priest and the Vestry and with the Bishop's approval. This agreement should include a clear definition of the task, the mutual expectations, compensation and the anticipated length of the contracted agreement.

The need for an Interim Rector is usually indicated in larger parishes, in conflict situations, in involuntary termination or similar kinds of circumstances, or when there is reason for a lengthy vacancy period. In congregations where there has been a long pastorate this model is often employed.

The role of the Interim is basically that of facilitating a healthy transition, reconciliation and pastoral healing. In contrast with other interim ministries, frequently significant changes will be made within the parish life.

2/2005

Compensation of Supply Clergy - Advisory Guidelines

An item frequently overlooked in the budget process is the compensation of supply clergy. If a budget allowance for this is included up front, you won't be pushed to provide this compensation when vacation time rolls around.

Mandatory fee schedules for supply clergy are inappropriate. Such fees should remain subject to negotiation base on individual circumstances. The following advisory guidelines are a frame of reference for both clergy and congregation:

One Sunday Service with sermon	\$175	General practice has included the payment of mileage to the supply priest @ the current IRS business
Two Sunday Services with sermons	\$225	
One Midweek Service, no sermon	\$75	

mileage reimbursement rate, currently 56¢/mile

7/1/14

Appendix C

Search Committee Guidelines

FORMATION OF THE SEARCH COMMITTEE

The Search Committee is a creation of the Vestry and works for and on behalf of the Vestry. Routinely the Committee is formed soon after the previous Rector or Vicar leaves the parish or mission. The Senior Warden, on behalf of the Vestry and with the concurrence of the entire Vestry, appoints members to the Search Committee. It is important to keep in mind that in accordance with the canons of our church only the Vestry can issue a call and then only with the approval of the Bishop. It is clear, therefore, that the Search Committee serves in an advisory capacity, albeit a crucial capacity.

COMPOSITION OF THE SEARCH COMMITTEE

The Search Committee should be as broadly representative of the parish as possible in a manner carefully selected by the Vestry. It should be made clear to the congregation that, though volunteers for the committee are given careful consideration, because balance is so crucial they may or may not be appointed to the committee. It is not appropriate for staff or other clergy to serve on the Search Committee. The chair of the Search Committee may be designated by the Vestry or may be elected by the committee itself in an early meeting. As rule of thumb the size of a Search Committee is roughly equal to the size of the Vestry. At least one Vestry member (often two) should be appointed to serve on the Search Committee to serve as a liaison and information link.

DESIRED CHARACTERISTICS OF MEMBERS

In the body of Christ no one members possess all gifts, but rather we need one another. Likewise no one Search Committee member will have all the desired characteristics but together in Christ we are whole. Here are some desirable characteristics:

- Good organizational skills (essential for the chair!)
- Team player
- Person of prayer
- Member in good standing (attending church, giver of record, etc.)
- Willing to work for the good of the church and not partisanship
- No hidden agendas

CLARITY ABOUT EXPECTATIONS

Before the work of the Committee begins, there should be clarity about the Vestry's expectations for this work and the form of the final nominations. (For example: How many names does the Vestry want to have for their final consideration? Should they be ranked by order of preference or not? Are there special geographic or salary limitations to be placed on the search?) A search process budget, if not already formulated, should be developed and approved by the Vestry to include such expenses as consultant fees, questionnaire design, printing, videos, brochures, travel expenses of Committee members and prospective Rectors and spouses as well as relocation expenses. Care should be exercised to ensure clear lines of fiduciary responsibility between Vestry and Search Committee. A joint meeting with Canon Nunez, the Vestry and the Search Committee is most often scheduled very early in the search process.

Appendix D

Elements of a Parish Profile

1. Who are we?

- Number of communicants and Baptized Members
- Composition by age, sex, years in parish, socio/economic, etc.
- Mission Statement
- Current programs & groups and hopes for the future
- Financial data (budget outline, pledging outline, etc.)
- Church plant and grounds
- Current staff
- Brief history of the congregation
- Vision for the congregation
- Names of the members of the Vestry Search Committee & Contact person
- Worship information (style, number of services, attendance etc.)
- Music programs, emphasis
- Christian Education
- Outreach (community, diocese, national church, world)

2. What's our community like?

- Location - map of the State, community
- Local economy, industries
- Population of community and county
- Schools
- Recreation

3. What are we looking for in a Rector (Assistant, Vicar etc.)?

- Personal Characteristics
- Ministry skill/experience
- Position description and unique skills sought
- Experience sought
- Unique educational requirements
- Other expectations

Appendix E

Community Ministry Portfolio
OFFICE FOR TRANSITION MINISTRY

Basic Information

Name of Church/Institution:

Address:

Phone:

Diocese:

Email:

Contact Name/Phone/Email:

Position Title *(check one)*

Academic Dean/Professor
Asst/Assoc/Curate
Bishop
Cathedral Dean/Staff
Chaplain
Church Planter/Redeveloper
Consultant
Diocesan/Regional Staff
Ecumenical Ministry
Executive Director
Interim
Musician
National Staff
Parish Staff
Pastoral Care/Counselor
Rector/Vicar
Religious Order
Retreat Director/Staff
School Head/Staff
Seminarian
Specialized Ministry
Spiritual Director
Youth Minister

Current Status *(check one)*

Beginning Search
Seeking Interim
Interim in Place
Developing Self-Study
Developing Profile
Receiving Names
No Longer Receiving Names
Re-opened
Search Complete

Receiving Names Until: *(provide date)*

Order of Ministry: *(circle one)* Bishop Deacon Lay Lay or Ordained Priest

Weekly Average Sunday Attendance(ASA):

Weekend Services: **# Weekday Services:** **# Other Services/Month:**

Compensation, Housing & Benefits

Current Annual Compensation: \$

Cash Stipend:

plus

Housing/Rectory: \$

() *check if housing supplied*

If supplied, for _____ people

Plus

Utilities: \$ (if separate from housing figure)

plus

SECA: \$ representing reimbursement of: (circle one) Full / Half / Other

Compensation Available for New Position: \$

Negotiable? Yes No (circle one)

Pension: \$

OR () *check to affirm compliance with Church Pension Fund requirements*

Healthcare Option: (circle applicable) Full family / Clergy+1 / Clergy only / Negotiable

Dental Option: (circle one) Yes / No

Housing Equity Allowance in Budget? (circle one) Yes / No **Amount:** \$

Vacation Time:

Continuing Education Time:

Cont. Education Budget: \$

Sabbatical Provision: (circle one) Yes / No

Travel/Auto Account: (circle one) Yes / No

Travel/Auto Budget: \$

Other Professional Account: (circle one) Yes / No

Professional Budget: \$

Additional Compensation note: (~20 words)

Incumbent History & Church/Day Schools

(begin with most recent incumbent and record earlier dates in order)

Name	Position Title
Date Begun	Date Ended

Name	Position Title
Date Begun	Date Ended

Name	Position Title
Date Begun	Date Ended

Name	Position Title
Date Begun	Date Ended

(Comments)

Church School

Number of Teachers/Leaders for Children’s Church School:
 Number of Students for Children School:
 Number of Teen/Young Adult:

Number of Teachers/Leaders for Adult Church School:
 Number of Students (Adults):

Day School

Number of Teachers for Day School:
 Total Staff for School:
 Number of Students:

Narrative Questions

In our baptism we promise to proclaim by word and example the Good News of God in Christ, seeking and serving Christ in all persons. You are invited here to reflect on your ministry by responding to the following questions (approximately 200 words, 1200 characters, each response). You may answer in more than one language, if appropriate.

Describe a moment in your worshipping community's recent ministry which you recognized as one of success and fulfillment.

Describe your liturgical style and practice. If your community provides more than one type of worship service, please describe all.

How do you practice incorporating others into ministry?

As a worshipping community, how do you care for your spiritual, emotional, and physical well-being?

How do you engage in pastoral care for those beyond your worshipping community?

Describe your worshipping community's involvement in either the wider Church or geographical region?

Tell about a ministry that your worshipping community has initiated in the past five years. Who can be contacted about this?

How are you preparing yourselves for the Church of the future?

What is your practice of stewardship and how does it shape the life of your worshipping community?

What is your worshipping community's experience of conflict? And how have you addressed it?

What is your experience leading/addressing change in the church? When has it gone well? When has it gone poorly? And what did you learn?

Please provide 4-6 words (separated by commas) describing the gifts and skills essential to the future leaders of your worshipping community?

Note: Enter no more than four descriptions made up of one or two-words each. For example: *administration, asset management, preaching, pastoral care.*

This section provides you with the opportunity to present key words that describe the gifts and skills essential to the future leaders of your worshipping community. You may choose any words you like and enter them with commas separating them. The word you begin to type will offer other words with the same letters that others have submitted; you may select one of these predetermined words or continue to create your own. What you submit will be added to the "pool" of words our church is currently using to describe our individual and corporate ministries.

Connections

Your Worshipping Community's website:

You may provide the media links to your worshipping community:

You may provide links here to other sites where you might be found (*may be audio/YouTube, etc.*)

Languages significantly represented in your worshipping community:

Approximate number of people:

Please note worship or classes you offer in the following languages:

Comments

References

Bishop's Name:

Bishop's Contact Information:

Diocesan Transition Minister's Name

Diocesan Transition Minister's Contact Information

Current Senior Warden's Name:

Current Senior Warden's Contact Information:

Previous Senior Warden's Name

Previous Senior Warden's Contact Information:

Nominating/Search Committee Chair's Name:

Nominating/Search Committee Chair's Ministry:

Nominating/Search Committee Chair's Contact Information

Parish/Institution Leader's Name:

Parish/Institution Leader's Ministry:

Parish/Institution Leader's Contact Information

Local Community Leader's Name:

Local Community Leader's Relationship:

Local Community Leader's Contact Information:

Appendix F

Diocesan Canon XVI Ordained Ministers

Section 1.

The Rector, or Vicar of all congregations, has charge under the Constitution and Canons of all things affecting the spiritual interests of their Congregations, subject only to the Ecclesiastical Authority of the Diocese, and at all times shall be entitled to the use and control of the church and all Parish buildings with the appurtenances and furniture thereof; at all times shall be entitled to access to the church, to open the same for public worship, for catechetical or other religious instruction, marriages, baptisms, burials, and all other offices authorized by the church and shall have full charge of all services in the church and, except as provided in Canon XXV, spiritual direction and full charge and control of all church schools, Parish schools, and all other associations, including separate corporations, related to or connected with the Parish.

Section 2.

It is the duty of the Rector or Vicar, who shall have full charge of all services in the church subject only and at all times to the Ecclesiastical Authority, to give directions concerning the worship of the Church, together with all that pertains thereto, and appoint fit persons to perform such duties relative to the service of the church as may properly be done by lay persons.

Section 3.

The Rector, or Vicar, of any Congregation, is ex officio President of the Vestry, or Vestry Committee and of the Congregation, and has the right to vote at all times.

Section 4.

A Parish may call a member of the clergy as Rector only with the approval of the Ecclesiastical Authority and by meeting the minimum requirements as set forth below, unless waived by the Ecclesiastical Authority:

- (a) Contributing to the ministry and mission of the Diocese of Central Florida the equivalent of at least 10% of the Parish's plate and pledge income,
- (b) Paying to all full time clergy serving in the Parish, at least the minimum compensation established by the Ecclesiastical Authority and approved by the Board,
- (c) Paying in full the premiums due to the Church Pension Fund and health insurance carrier on account of clergy serving in the Parish,
- (d) Paying in full the insurance premiums for general liability coverage, including coverage for sexual misconduct, in an amount set by the Diocesan Board, and with an insurance company approved by the Diocesan Board, as per Canon XX Section 5.

Vicars are to be appointed by the Ecclesiastical Authority and may be removed by the Ecclesiastical Authority.

Section 5.

A Parish may call a member of the clergy as Rector only with the approval of the Ecclesiastical Authority and by meeting the minimum requirements as set forth below, unless waived by the Ecclesiastical Authority:

Section 6.

Every member of the clergy temporarily vacating his or her cure shall arrange in advance with the Vestry for the supply of services and the care of the Congregation during any absence. If such member of the clergy be paid wholly or in part by the Diocese, approval of the Ecclesiastical Authority must be obtained in advance of such absence.

Section 7. Deacons

- (a) Every Deacon shall be subject to the direction of the Bishop, or, if there be no Bishop, that of the clerical members of the Standing Committee, acting by their President. A Deacon shall officiate only in such places as the Bishop, or the clerical members of the Standing Committee, as the case may be, may designate.

- (b) No Deacon, except one in training for the priesthood, may be in charge of a Parish or Mission.
- (c) A Deacon ministering in a Parish or Mission under the charge of a Priest, shall act under the direction of such Priest in all such ministrations.
- (d) A Deacon ministering in a Parish or Mission not under the charge of a Priest shall, if not under the immediate direction of the Ecclesiastical Authority, be placed under authority of some neighboring Priest. Such Deacon shall be governed by such priest, in subordination to the Ecclesiastical Authority.
- (e) A Deacon ministering in circumstances other than a Parish or Mission shall, if not under the immediate direction of the Ecclesiastical Authority, be placed under authority of some member of the Clergy designated by the Ecclesiastical Authority.
- (f) Upon attaining the age of seventy-two years, each Deacon occupying any position in this Diocese shall resign that position and retire from active service, and the resignation shall be accepted. Thereafter, the Deacon may accept any position in this Diocese; provided, that (1) the tenure in this position shall be for a period of not more than one year, which period may be renewed from time to time, and (2) service in the position shall have the express approval of the Ecclesiastical Authority.

Section 8.

No Bishop, Priest or Deacon shall be excluded from any Parochial or Diocesan office because of gender, race, color, or ethnic origin.

Section 9.

All clergy canonically resident and/or licensed in the Diocese shall comply with all risk management policies established by the Diocesan Board.

Section 10.

All members of the clergy of this Diocese, having subscribed to the Declaration required by Article VIII of the National Constitution, shall be under the obligation to model in their own lives the received teaching of the church that all its members are to abstain from sexual relations outside of Holy Matrimony.

All members of the clergy of this Diocese may allow to take place in their cures, officiate at, bless or participate in, only those unions prescribed by Holy Scripture: the wedding of one woman and one man. Said clergy are forbidden to allow to take place in their cures, officiate at, bless or participate in any other unions, as proscribed by Holy Scripture.

Section 11.

The staff and employees of a congregation shall serve under the direction and control and at the pleasure of the Rector or Vicar. Nothing in this section, however, shall prevent the Rector or Vicar from delegating to an employee, the Vestry or committee thereof, all or part of the authority to employ, direct, control, evaluate, discharge, or otherwise control the staff or employees.

Appendix G

(Note: Prior to a clergy person being considered as a candidate for a vacancy in the Diocese of Central Florida we ask prospective candidates to respond to the following 3 questions. We envision this to be one way that we can get to know each other better through theological reflection. We ask them to limit their responses to all 3 questions to one page – not a page for each question but all three questions confined to one page including a restatement of the questions. We want to have from them a succinct and clear articulation of their ministry priorities as they live out their ordination vows.)

DEPLOYMENT QUESTIONS

By: _____
DIOCESE OF CENTRAL FLORIDA

1. In your ordination as deacon and priest you promised: “I solemnly declare that I do believe the Holy Scriptures of the Old and New Testaments to be the Word of God, and to contain all things necessary to salvation.” **What does this promise mean to you and how does it inform your preaching and pastoral care?**

2. In your baptism you promised to “accept Jesus Christ as your savior”, to “trust in his grace and love” and to “follow and obey him as your Lord.” At your ordination you promised: “I do solemnly engage to conform to the doctrine, discipline, and worship of the Episcopal Church.” **How do you understand these two promises in relationship to one another?**

3. In your ordination as a priest you committed yourself to “proclaim by word and deed the Gospel of Jesus Christ and to fashion your life in accordance with its precepts”. **How does such a commitment inform your leadership?**