



# Diocese of Ontario

Anglican Church of Canada

## New Incumbent Selection Guidelines

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## Introduction

The Incumbent of a Church or Parish is a cleric to whom the Bishop has designated the care of a parish. The Incumbent is responsible for the worship, liturgy, sacraments and ecclesiastical concerns of the congregation as well as its pastoral care. Incumbents are appointed by the Bishop on the recommendation of a Parish Selection Advisory Committee (PSAC).

The process of recommending and appointing a new incumbent is one of the most important processes in the life of the diocese, of a parish, and in the lives of clergy. This is a time of discernment, reflection, and prayer for all who are involved in the process. It offers an opportunity for renewed health and growth in the life of the Church.

This document is intended to provide an overview for those involved in the process and it will identify where resources can be found. Canon 9 sets the canonical framework that we use. You can find Canon 9 in the appendix on page 20. The aim of this document is to aid those involved in understanding their roles and responsibilities and the roles and responsibilities of others when making recommendations. It is not intended to be a step-by-step guide.

In addition to outlining the roles and responsibilities for Parish Selection Advisory Committee members, Clergy, and Archdeacons, the document contains a Parish Selection Advisory Committee guide, resources for prayer, and appendices, with checklists and other useful information and resources.

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# General Information Regarding Clerical Appointments

## **The Authority to Appoint Clergy**

Clerical appointments in the Anglican Diocese of Ontario are carried out pursuant to Canon 9. According to Canon 9, all clerical appointments within the Diocese are made by the Diocesan Bishop. You will find Canon 9 in the appendix of this document.

The Bishop delegates leadership of the Selection Process itself to the Territorial Archdeacon. The Bishop's Advisory Committee and the Executive Officer also involved in and support the process.

## **Prior to clerical vacancies**

Clerical moves can be initiated either by the cleric or the Bishop.

### **Changes initiated by a cleric**

When a cleric believes that it is time to leave their current appointment for any reason, they must first contact the Bishop. With the Bishop, clergy will discuss future ministry opportunities.

If a cleric is considering a possible appointment outside the diocese, they will speak to the Bishop prior to speaking with another parish or Bishop. If a cleric is contacted by a member of another parish either from within or outside the diocese, the cleric should direct the individual to their Bishop. All clergy on the strength of the Diocese of Ontario require permission from their Bishop to speak with another church or diocese regarding opportunities.

Any cleric not licensed by the Bishop of Ontario who would like to be considered for a position within the diocese, must contact the Executive Assistant to the Bishop of Ontario as a first step. All requirements for the Responsible Ministry: Screening in Faith Policy of the diocese must be met prior to any offer of appointment.

### **Parish Openings**

When a cleric sees a possible appointment of interest in the Parish Openings section of the diocesan website, the cleric may contact the Bishop to show their interest in this appointment. The cleric will not receive the parish profile, nor will their name be included on a list until the process enters phase 2 of the PSAC process. It is at the discretion of the Bishop if a cleric is presented for an interview.

### **Preparation of documents**

It is the responsibility of clerics to prepare any documentation (particularly the Response to the Parish Profile) that may be required as they participate in the process.

Resources for resume writing are being developed to support clergy. The Territorial Archdeacons are also available to mentor.

### **Changes initiated by the Bishop**

There may be occasions when the Bishop believes that it is important for a cleric to begin the search for a new appointment. The Bishop will speak with the cleric to explain the reasons for this decision and speak about possible ministry opportunities.

### **Episcopal Discernment: How positions will be filled.**

The flow chart on the following page outlines the possible appointment options that are available to the Bishop for his / her discernment. Since each parish and each appointment is unique, so each appointment is unique. Canon 9 provides the flexibility of options

## Canon 9 Options to Fill a Vacancy

### Priest-in-charge Canon 9 Section 2, (a) iii

The Bishop, with the concurrence of the Churchwardens, appoints a Priest-in-Charge for a definite term.

Reason: The parish may be experiencing a period of transition or restructuring. The Bishop may also recognize the requirement for a specific skill set.

Functions: Priest-in-Charge: exercises the same functions as an Incumbent. The appointment is made with the concurrence of the Churchwardens and the Bishop. The PSAC process is not used for this appointment. The appointment may be for a definite term.

At the conclusion of the term, and with the concurrence of the Churchwardens and the Bishop, the cleric is appointed as the Parish Incumbent for an indefinite term. The parish selection process is not used.

### Interim Priest-in-charge Canon 9 Section 2, (a) ii

The Bishop appoints an Interim Priest-in-Charge for a specific period of time.

Reason: The Bishop discerns there is a need for a period of time prior to the formation of a PSAC

Functions: Interim Priest-in-Charge: exercises the same functions as an Incumbent. The appointment is made with the concurrence of the Churchwardens. The Bishop may appoint for such period as the bishop considers appropriate.

Following this period, the Bishop asks the Churchwardens to form a Parish Selection Advisory Committee

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### PSAC - New Incumbent Canon 9 Section 2, (a) i

The Bishop asks the Churchwardens to form a PSAC

Immediately moves to Parish Selection Advisory Committee.

Functions of Incumbent: The functions are outlined in Canon 9. The appointment is made by the Bishop on his/her receipt of the parish PSAC recommendation. The appointment of an Incumbent is for an indefinite term, at the pleasure of the Bishop

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Note: If a cleric has not been appointed to fill a vacancy in a parish incumbency within nine months after the formation of the PSAC, the Bishop may proceed to make an appointment after consultation with the Bishop's Advisory Committee (BAC)

## **Roles and Responsibilities in Clerical Appointments**

The following roles and responsibilities are used for all appointments.

### **1. Episcopal Responsibilities:**

When the Bishop has become aware that there is a vacancy in a parish, he/she makes the decision whether regarding when the vacancy should be filled. Not all vacancies are filled immediately. Not all vacancies are filled through the parish selection process. The Bishop has the authority to appoint a Priest-In-Charge for a fixed period of time prior to deciding to start a parish selection process.

The Bishop may appoint an interim Priest-in-Charge for such a period as he/she considers appropriate.

#### **Discernment**

It is the responsibility of the Bishop to discern how a parish vacancy will be filled. This will be completed in concurrence with the Churchwardens.

#### **Who determines clergy remuneration?**

When a cleric is appointed, the Executive Officer in consultation with the cleric and Churchwardens, determines the remuneration Package including housing allowance and consistent with Diocese of Ontario Policy. Going forward, the Churchwardens should meet annually with the parish clergy to determine changes to their levels of remuneration.

#### **Appointment letter**

The Bishop's office prepares the appointment letter. Appointment letters are prepared for all clerical appointments.

#### **Announcements**

After consultation with the cleric and the Churchwardens of the parish to which the cleric is being appointed, the Bishop will determine the time and date of the announcement of the appointment, both in the parish where the cleric is currently serving and that to which he/she is being appointed. As a matter of courtesy, some



time prior to the public announcements the cleric should inform the Churchwardens of his/her present parish of the forthcoming appointment.

## **2. Clerical Responsibilities:**

Preparation to conclude an appointment

For the interim Priest-In-Charge or the incoming Incumbent the following should be left with the Churchwardens by the outgoing cleric.

- A current membership list and the most recent pictorial directory if one exists.
- A current Advisory Board or Parish Council membership list with notation of each individual position in the parish and the reason for being on the board or council.
- Financial statements for the past year.
- The annual budget.
- A list of parish ministries and active committees including contact persons and phone numbers.
- Up-to-date files on all volunteers within the parish (these files should include up-to-date Responsible Ministry: Screening in Faith documentation).
- The most recent copies of the parish newsletter.
- The most recent incumbent's and church warden's parochial returns.
- A list of all passwords and combinations required within the parish.
- All keys.
- An account of any discretionary funds available — location and how to access them.
- A list of shut-ins including a brief description of their needs and their history in the parish.

## **3. Parish (Churchwardens) Responsibilities:**

### **Parish Financial Resources**

Prior to the Bishop appointing a cleric to a parish, the Churchwardens shall meet with the Executive Officer (on behalf of the Bishop) to review and provide satisfactory evidence of the parish's financial ability to provide the necessary

remuneration for the said cleric, in addition to meeting its other financial responsibilities.

### **Moving Costs**

It is the responsibility of the parish to pay for a move within the diocese for the newly appointed cleric and make the necessary moving arrangements. The Diocese will reimburse the parish for up to \$1,200 of the moving costs. The individual who is moving, and the Churchwardens of the parish to which he or she is moving, should negotiate a general agreement about the moving costs. This policy also applies to curates entering a first appointment. Clergy leaving on retirement are entitled to \$1,000 reimbursement from the Diocese.

Moving costs from outside the Diocese are to be negotiated by the cleric, the Executive Officer, and the Churchwardens. The Diocese will provide additional financial support for moves up to the border of the diocese.

### **Vacation**

Annual vacation entitlement is according to the diocesan Vacation Policy for Clerics.

### **PSAC support**

It is the responsibility of the PSAC members to offer support and guidance to the newly appointed priest for at least a year. PSAC members will meet with the Incumbent one year following the appointment for review and support.

# Parish Selection Advisory Committee Guide

## Introduction

Thank you for becoming a member of your parish's Parish Selection Advisory Committee! You have a very important ministry role to carry out, and that is to make recommendations to your Bishop regarding the appointment of the new parish incumbent. We hope this guide will help you in the process and that you come to a fuller understanding of the responsibilities of the Parish Selection Advisory Committee ("PSAC").

### **Is this selection process similar to hiring processes in other workplaces?**

Although this process has a lot in common with a typical recruitment and selection process found in many workplaces and other denominations, there are some key differences, starting with the unique role of an Incumbent in the Anglican Church.

The Incumbent is neither an employee of the parish nor of the Diocese but rather a priest of the diocese who is appointed by the Bishop to the parish as an office holder. The role is both a vocation and a multifaceted leadership role.

The priest as Incumbent is to:

- lead a local Christian community with the help and support of the laity;
- proclaim the Gospel;
- be a pastor and teacher;
- provide liturgical leadership;
- represent the Church in the community
- foster ecumenical relationships;
- strengthen the church community, collectively and as individuals, to live into the ministry that God is calling them to do.

The work you are called to do is for the Church and you are expected to reflect Christ's teaching and our shared Christian values in how you carry out your work. Openness to the Holy Spirit, the use of prayer and diligence in seeking justice and equity are all integral components of the Christian life and this discernment process.

## **Phase One: Where do we begin?**

When the Bishop became aware that there was to be a vacancy in your parish, the Bishop made a decision as to whether and when the vacancy should be filled. Not all vacancies are filled immediately. Not all vacancies are filled through a selection process. Sometimes, the Bishop decides to appoint a priest-in-charge for a fixed period of time before deciding to start a selection process. This is a matter for Episcopal discernment in our Church.

When the Bishop decided it was time to begin a selection process, the Bishop met with your parish Churchwardens and asked them to form a PSAC in accordance with Canon 9. Also, Bishop directed the Territorial Archdeacon to begin working with you.

### **The first things that need to take place for PSAC members are:**

1. You will need to meet formally as a committee to elect a chairperson.
2. The chairperson will need to arrange a meeting of the PSAC with the Territorial Archdeacon.
3. Members of the PSAC need to read Canon 8 and 9 of the Diocese's Constitution and Canons Take time at an early meeting of the PSAC to discuss any questions and make sure you all have the same understanding of these canons
4. Complete reading this guide.

Resist the urge to do anything more than this before your meeting with your Territorial Archdeacon. A hasty or uninformed beginning may cause you or the other members of the PSAC a lot of frustration and wasted time.

### **The role of the Parish Selection Advisory Committee**

The primary role of the Parish Selection Advisory Committee (PSAC) is to work with and provide recommendations to the Bishop in the selection of the next incumbent of the parish. Ultimately, the selection decision is made by the Bishop, who relies on the committee for its help, support, and advice, as stated in Canon 9, Section 1, "all clerical appointments within the Diocese are made by the Bishop."

Therefore, priorities for the PSAC are to:

- provide a complete and accurate profile of the parish - where it is now and where God is calling it to be;
- be objective, fair and open-minded as it meets with all applicants and to ensure that the interviews create space and grace for prayerful listening for all involved;
- follow sound discernment practices in arriving at recommendations; -
- keep the parish, groups, and committees informed of the process and projected timeline, while maintaining confidentiality on individuals and all of their information.

- comply with the Canons of the Diocese and all legislative and human rights policies;
- provide its best advice to the Bishop on the appointment of the next incumbent

## **The composition of the Parish Advisory Committee**

As stated in Canon 9, section 3(b):

The PSAC shall consist of the Churchwardens (and in the case of multi-point parishes, one Churchwarden from each congregation) and such other members of the parish, not fewer than four (4) or more than six (6) to a maximum of eight (8), to be determined by the Churchwardens and to be elected by Vestry (or in the case of multi-point parishes, by the Parish Advisory Council). The composition of the PSAC should attempt to reflect the diverse communities within the parish. This means that, for a single-point parish, the PSAC members include the Churchwardens and up to six other members of the parish elected by Vestry. The Churchwardens determine the size of the committee and can set the number of elected members as no fewer than four and no more than six. Elections take place at a special meeting of Vestry. Churchwardens must always give careful consideration to the method of nomination and election so that they honour the goal of having the committee represent the diverse communities within the parish. The Churchwardens will have discussed this with their Bishop before moving ahead to get a better understanding of what has worked well in other parishes.

For a multi-point parish, the PSAC members will include one Churchwarden from each congregation. It is up to the Churchwardens from each congregation to determine which one of them will sit on the PSAC as "Churchwarden". Those Churchwardens determine how many additional members of the parish are elected by the parish executive council to make up the rest of the membership. A parish executive council always needs to carefully determine how it goes about identifying and electing members to the PSAC and will have consulted with their Bishop or Regional Dean to help them sort this out.

Clergy (Honorary, Retired, Vocational Deacons) and Lay Employees are not eligible to be members of the PSAC

### **What if a vacancy occurs on a PSAC?**

If a vacancy occurs on the PSAC, the Archdeacon will confer with the Churchwardens and will then appoint a new member of the PSAC.

### **What is the role of the PSAC chairperson?**

The chairperson is responsible for maintaining regular contact with the Archdeacon. The chairperson leads the PSAC to keep to the agreed upon time-lines. The Chairperson will take

care to ensure that all members of the PSAC have a chance to participate as fully and equitably as possible.

The first task for the chairperson is to contact the Territorial Archdeacon and forward to him/her the names and contact information of the PSAC members.

## **Phase Two**

### **The first PSAC meeting with the Territorial Archdeacon**

At this meeting, the Archdeacon will lead the PSAC in a discussion of the parish's ministry. Members will be expected to provide information about the general condition, needs, and goals of the congregation(s) and the surrounding community. The PSAC will also discuss particular qualifications that may be sought out in an ordained leader in order to assist the parish in carrying out its current and future ministry.

The Archdeacon will want to discuss with the PSAC the arrangements for an Interim Priest-In-Charge should one be necessary and other administrative matters.

### **How long will it take for the PSAC to do its work?**

PSAC members should be prepared to give this process at least one evening a week for at least three or four months and may find that their involvement increases with particular tasks, such as interviewing. There are four distinct stages to the process:

1. preparation of the parish profile;
2. Advertising and responses (to the Bishop)
3. interviewing applicants discerned by the Bishop as appropriate; and
4. making recommendations to the Bishop.

It has been the experience in this Diocese that the selection process, from the departure of one incumbent to the arrival of the next, should take from six to nine months but may go longer.

### **What is a parish profile and how does it get developed?**

The purpose of a parish profile is to provide potential applicants with a vehicle whereby they can familiarize themselves with your parish, its current ministry, and its vision for future ministry, as well as any expectations of the next Incumbent's gifts and focus.

It is important that the PSAC provide as much information as possible in an honest and sincere way when developing the profile. The goal here is to communicate and inform in a careful and prayerful way. In developing the profile, the PSAC may gather information from a variety of sources such as parish meetings, focus groups, meetings and questionnaires.

It is also important to recognize that the Parish Profile is also promotional portfolio, an advertisement. It is the method by which a prospective applicant will gain insight into the parish—what its excited by, what its challenges are and where it wants to go. The applicant will be asking

the question ‘is this a place where my skills and gifts can be best used?’ and ‘can I see myself as a partner in the gospel in this parish?’

The best profiles are developed with the input of the entire congregation. The PSAC should be open and willing to share this stage of the process with the whole parish. It is critical that the parish profile is both reflective of and ‘owned’ by the entire parish. It must be an accurate depiction of the parish.

The profile should begin by telling about the present context. What is exciting and lifegiving? What are the current challenges? What are the priorities? It should reflect on the past. Where have we come from? What have we accomplished? This should not be an historical chronology but rather a reflection on past events that have brought the parish to its current reality. Historical chronologies can be added in an appendix. It should look to the future. Where do we want to be in five to seven years? What ministries do we want to develop? What do we want to be known for?

Give careful thought to what particular skills and gifts the new priest needs to have in order to accomplish the future goals the parish has set for itself. Stating the characteristics and gifts can assist both the applicant and the parish in determining their compatibility and fit. Great photos are important each with a caption describing the picture. They should show people engaged in the life of the parish reflecting the diversity in age, ethnicity, and gender. The cover page should look dynamic, welcoming, inviting and, ideally, include people.

Describing the existing composition of the ministry team in the parish, both paid and non-stipendiary, including deacons and honorary clergy, with their duties and responsibilities should be included. Important statistics and facts about the parish such as a table or graph of five-year trends in attendance and giving, and diversity of membership should be included in an appendix.

A map of the parish’s location within the Diocese is helpful. Web links to various sites with information on city and neighbourhood is more useful than print pages of demographic information.

The profile represents the beginning of a dialogue between the parish and their future priest. Developing the profile should not be rushed. The time a parish spends looking at its life and ministry helps to prepare the community to move forward to a new relationship with the future priest. The Territorial Archdeacon, the Executive Officer and Archdeacon of Ministry and Program, are important resources that are available to the Committee as they work to develop the profile. It is not uncommon for a couple of revisions to occur.

Upon completion of the profile, one paper copy, and one electronic copy should be forwarded to your Bishop’s office. The Bishop will review the profile and, if the Bishop finds it to be a faithful representation of the parish, provide copies to potential applicants as he/she deem appropriate.

Once your parish finishes the profile the PSAC will develop a list of the three to five most important ministry priorities for your parish to focus on over the next few years. You will need to keep these priorities in mind as you frame your interview questions and work toward a decision.

### **Advertising**

Following a conversation with the Bishop's Advisory Committee, the vacancy will be published on the diocesan website and in the eNews. The Bishop may decide to advertise the appointment beyond the diocese and to discuss at the Provincial House of Bishops.

## **Phase Three**

### **The Applicant List**

The Bishop receives the names of the applicants (Expressions of Interest). Each is expected to provide a CV and a response to the Parish Profile. In some cases, there are only one or two names. In addition to those priests who submit their names for consideration, the Bishop may contact priests to solicit their interest. From these names, your Bishop will prepare a list of applicants to be interviewed by you. If you are presented with just one name at this time, your Archdeacon will explore with you the implications of this and how the PSAC may creatively use the situation.

The PSAC will meet and determine which of the applicants on the list provided by the Bishop they wish to interview. Normally, the expectation is that each will be interviewed. The PSAC should then meet to determine what candidates meet the needs they have identified and if they are prepared to recommend. If not, they would advise the Bishop on the reasons why and why not for each candidate. Confidentiality around the candidates and the interview is critical.

It is the duty and responsibility of the PSAC to provide advice to the Bishop on all applicants. If a PSAC willfully frustrates the interview or selection process, or fails to make a recommendation within a reasonable time, the Bishop may proceed with an appointment without having received the advice of the PSAC, as set out in Canon 9, section 3.

### **The Interview**

Where there are more than four total members on a PSAC (Including Churchwardens), the group should determine which individuals will form the Interview Team. It is understandable that the whole PSAC will want to be part of the interviews, however, there is clear evidence and experience that larger group interviews are not effective. Please select 4 members who will form the Interview Team and will meet with the candidate(s). They should have prepared questions and keep written summaries to discuss with the full PSAC after the interviews.

If there are any candidates who will be initially interviewed by Skype, Zoom, Teams or Facetime all candidates, no matter their proximity, will also be initially interviewed in the same manner. This is to ensure a level playing field for all those interviewed. A second in-person



interview may be arranged. The parish will pay for all travel and accommodation costs of any out of town candidates. It is best to arrange for out of town candidates to stay in local hotels. Having them stay with a member of the PSAC or the parish can give the appearance of an unfair advantage. Great care should be taken to ensure that the PSAC spends the same amount of time with each candidate. No candidate should appear to have been treated differently regardless of how far they may have traveled.

## **Interview Questions**

The Archdeacon will assist you in developing a list of interview questions that are relevant and substantive and based upon the parish's priorities found in the parish profile. The PSAC members individually and collectively are responsible for making sure that all interviews and all interview questions are both professional and prayerful. If your PSAC members have little experience in interviewing, the Archdeacon can assist you in coming to understand what questions are and are not appropriate in the interview setting.

Ask open ended questions such as “What about our parish profile caused you to apply? or provide an opportunity for further exploration by asking the applicant to “Tell us about a time when...”. Ensure all Interview Team members have a chance to participate in the interview and leave time for the applicant to ask his/her questions. Remember that the applicant is interviewing the PSAC and through it, the parish, too. Members should keep an open mind and avoid reaching conclusions until all candidates have been interviewed.

Questions about stipend and benefits are not asked during the interview process. It is the responsibility of the Executive Officer to work with the Churchwardens and the cleric to arrive at mutually agreed upon stipends and benefits.

You must always be mindful of your legal, professional, and Christian responsibilities, regardless of your own personal work experience and background. Practice interviews or role-playing may be a process that will assist your interview team. You will recognize that some questions may provide interesting personal information but are not helpful in discerning how well the person will fit into your parish. Be aware that personal questions are not only inappropriate and uncharitable but violate boundaries and may also be illegal.

Here are some examples of inappropriate questions:

- Will your spouse teach Sunday School?
- How much do you plan to give to the church?
- How much is your present stipend?
- How old are you?
- Will your children be attending church?
- Will you be starting a family soon?

- Do you plan on taking a day off?
- Were you born in this country?
- Do you have any disabilities?
- When are you going to retire?

If a priest chooses to talk about family, disability, or lifestyle, then it is clearly something that they want you to know about themselves and it is important to them that you are aware of it. You can then have a conversation about how that relates to parish ministry, but you must take care not to make judgements or draw conclusions that are unwarranted.

Your parish may have specific ministry needs that need to be addressed during the interview. You may want to ask the cleric about their theology or how they would deal with a specific topic regarding these needs. If a need in the parish as it moves forward is in regard to stewardship, you may ask the individual about their theology of stewardship and how they would support those efforts as a leader in the parish. You would not ask, "How much do you plan to give to the church?"

Finally, if you do meet an applicant's spouse or family member on a social basis during this time, it is inappropriate to use occasion to interview that person or to discuss the selection process.

## **Interview**

The purpose of the interview is to provide an opportunity for the PSAC members and the applicant to learn about each other, and to discover as best as possible in this relatively artificial setting whether there is likely to be a good fit. The interview is therefore a process of information exchange in which both priest and PSAC members ask questions and listen to each other talk about their respective gifts, needs and aspirations and is a time of prayerful reflection, prepare for each interview by reviewing the applicant's information and reviewing the list of interview questions which your PSAC has developed as well as your parish profile.

## **Types of Interviews**

The Diocese recommends a semi-structured interview in which the PSAC members ask several questions in a consistent format making sure there is an opportunity for follow up questions which explore and clarify important matters. Always make sure there is ample time allotted for the applicant to ask questions. Be sure to ask the same questions of all the applicants.

As an Interview Team, you may decide that one person will ask all the pre-determined questions and others only clarifying questions; or you may share the role of asking and answering questions. It is important that the method of questioning and answering is appropriate for your interview team.

## **Visiting the Applicants' Churches**

Where possible, a small number of PSAC members may wish to attend at least one service of worship conducted by each applicant in the Church where he/she serves. Only a few members should visit at one time and they should space themselves throughout the church. It is important to respect the privacy of the applicant and the sensitivity of the church they current serve in (who may not be aware that their priest is being considered elsewhere). PSAC members must maintain confidentiality and discretion when visiting.

The PSAC chairperson will check the schedules of the applicants to ensure that they will be presiding and preaching on the Sunday you intend co visit. This is easily done by a quick phone call to the Bishop's office or checking the parish website. Keep in mind that the traditions and customs you observe in the service may reveal more about the priest's ability to adapt to that parish than it does about his/her personal worship preferences.

Many churches now have services or sermons on-line. It is recommended to use these as part of the familiarization process.

The PSAC is not expected or requested to ask for references or follow-ups of this nature. The Bishop will do so as part of his/her follow-up and discernment.

## **The Discernment and Selection**

Following the interviews, the PSAC will develop a consensus decision and provide a recommendation to the Bishop. If it is not possible to achieve consensus and the Archdeacon agrees that consensus is unlikely, then that, too, should be provided as information to the Bishop along with the divergent recommendations. It is the role of the Bishop to decide and to appoint and for the PSAC to provide advice.

No member of the PSAC should ever approach an applicant directly regarding the possibility of an appointment or continue any dialogue with the applicant outside of the interview process. In some

Cases, with the mutual consent of the applicant and the Bishop, the PSAC can make arrangements for a second interview.

As part of its recommendations, the PSAC will explain to the Bishop why certain applicants are not being recommended. This will assist the Bishop's discernment and can assist the applicant in the future.

## **Offer of appointment**

It is the sole responsibility of the Bishop to make an offer of appointment to the appropriate applicant. At the Bishop's direction, the Diocesan Executive Officer begins the discussion regarding stipend, housing and benefits.

## **Other applicants**

The Bishop will contact those applicants who were not chosen for the position. Feedback will be offered to assist them in future processes.

## **Confidentiality**

From the moment you agree to be a member of the PSAC, it is imperative that you hold all deliberations and all personal information in the strictest confidence. No information about the applicants may be discussed with other individuals or at vestry meetings, advisory boards or other parish meetings. Much damage can result from an inappropriate comment. The Bishop has and will exercise the authority to stop the selection process if indiscreet behaviour of this kind occurs.

## **What can I say?**

The chairperson is the key spokesperson for the PSAC and individual members should not be talking about the work of the PSAC unless asked to do so by the chairperson. In a multi-point parish, the chairperson may ask the Churchwarden from congregations other than his or her own, to act as the communications liaison with those congregations.

It is always appropriate to keep the parish, groups, and committees informed of the process and your projected timeline. The more information you share in this regard the better. The PSAC facilitator will assist you with appropriate communications to the parish.

## **PSAC support**

It is the responsibility of the PSAC members to offer support and guidance to the newly appointed priest for at least a year. PSAC members will meet with the incumbent one year following the appointment for review and support.

# Prayer Resources for Parish Selection Advisory Committees

As a member of the parish selection advisory committee you have been called to exercise a practice that is central to Christian life - the process of discernment. Both at the individual and community level, we are called to discern what God's will is for us in our particular time and setting. Discernment is based on our belief that God is at work in our lives, and that our task is to align our wills and our lives with the purposes of God for us.

In choosing an incumbent, discernment means that the committee is opening itself up to the voice of God, to discern who it is that God is calling to this position of leadership within this community. We bring to bear all the gifts that God has given us including our reason, our emotions, and our intuition. We approach our work in a spirit of prayerful openness, listening intently for the voice of God within us and in each other. We approach our task with humility, being willing even to set aside our preconceived notions of what is best for our parish. Prayer is at the heart of this process of discernment.

Parish Selection Advisory Committee meetings should allow ample time for prayer and reflection. Reflection on the nature of leadership demonstrated in the Scriptures and in the tradition of the Church is particularly important. Some resources are provided in this guide to help you in this process and your Archdeacon may assist you in this. Our prayer is that at the completion of your work as a selection committee you can join with the early disciples meeting at the Council of Jerusalem who at the end of their deliberations were able to say, 'It has seemed good to the Holy Spirit and to us.. ..' (Acts 15:28).

## Parish Selection Advisory Committee Prayers

Almighty God who knowest the needs of thy church in every place: Look graciously at this time upon the people of this parish and give to them a faithful pastor who shall feed thy flock according to thy will and make ready a people acceptable unto thee; through Jesus Christ our Lord. Amen.

Book of Common Prayer, page 45

Almighty God, giver of all good gifts.

Look on your church with grace and guide the minds of those who shall choose a Priest for this parish, that we may receive a faithful servant who will care for your people and support us in our ministries, through Jesus Christ our Lord. Amen.

Book of Alternative Services, page 676

### A Prayer for Transition:

Ever present God, You call us on a journey to a place we do not know. We are not where we started, we have not reached our destination. We are not sure where we are or who we are. This is not a comfortable place. Be among us, we pray. Calm our fears, save us from discouragement, and help us stay on course. Open our hearts to your guidance so that our journey to this unknown place continues as a journey of trust. Amen

Written by Rev. Kristi Philip

### Passages from Scripture for Reflection on Leadership

As part of the discernment and reflection, the PSAC may find the following scripture passages helpful for Bible Studies as part of their reflection on leadership. Below you will also find a model to assist with the conversation.

Call of Moses:	Exodus 3:1 — 4:20
Servant Leadership:	John 13:1-16
Sharing Leadership.	Numbers 11:16-17, 24-25a
Call of Matthias.	Acts 1:12-26
Variety of Gifts:	Romans 12:1-18
God's call to holiness.	1 Peter 1:13-21
Qualifications:	2 Corinthians 3:1-9
The One Body	Ephesians 4:1-16

### One model for a group conversation about Scripture:

- 1) Have one participant read the passage aloud
- 2) Allow a moment of silent reflection “Which phrases or actions in this reading speak to you?”
- 3) Spend a few minutes sharing individual responses coming out of that reflection
- 4) As a group, consider a broader question such as “How might the Scripture help us better understand our mandate as a PSAC?”
- 5) Have another participant read the scripture passage again as a closure to the reflection

## Other resources for prayer

Prayers for the Servants of God, Edward Hays, Ave Maria Press, Notre Dame, Indiana, 1980.

Selecting Church Leaders: A Practice in Spiritual Discernment, Charles M. Olsen & Ellen Morseth, The Alban Institute, Bethesda, Maryland, 2002.

Discerning God's Will Together, Danny E. Mortis & Charles M. Olsen, Upper Room Books, Nashville, Tennessee, 1997.

So, You're on the Search Committee, Bunty Ketcham & Celia Allison Hahn, Alban Institute, Herndon, Virginia, 2005.

Prayer in the Calling Process by Verna Dozier (available on the Internet)

# Appendix A

Diocese of Ontario  
Canon 8 and Canon 19

## CANON 8 INCUMBENT

**NOTE: All Incumbents and Priests-in-Charge serve by appointment of and at the pleasure of the Bishop. (See Statutes of Upper Canada, Chapter 86, 1862)**

### 1. Services of Worship

The Incumbent or, where applicable, the priest-in-charge of a parish, shall have full charge of and be responsible for all aspects of the services of worship and for fulfilling the duties of the Incumbent under this Canon.

### 2. Vestry

The Incumbent, when present, shall be chair ex-officio of the Annual or Special Meetings of Vestry.

### 3. Annual Vestry Meeting

The Incumbent shall summon the annual vestry meeting of each congregation in the parish and may call special vestry meetings whenever the Incumbent thinks it necessary. It shall be the duty of the Incumbent to call a special vestry meeting when requested in writing to do so by the Churchwardens or by at least six (6) members of such vestry.

### 4. Annual Report

The Incumbent shall present a report to the annual meeting of the vestry or vestries on the state of the church in the parish, and such other matters as the Incumbent considers advisable.

### 5. Where Joint Responsibility with Churchwardens

The Incumbent and the Churchwardens shall act jointly in matters concerning the use of the church buildings and grounds and neither shall act without the approval of the other.

### 6. Differences Between Incumbent and Churchwardens

In the case of difference of opinion between the Incumbent and the Churchwardens regarding their respective powers and duties, the matter under dispute shall be referred initially, to the Diocesan Executive Officer who shall consult with the Territorial Archdeacon for the purpose of effecting a resolution, and failing which, the factual circumstances shall be reported by them and the issue



referred to the Bishop's Advisory Committee who shall review the report aforesaid and make recommendations to the Bishop, whose decision in such a matter shall be final.

#### **7. Statistical Returns**

The Incumbent and Churchwardens shall co-operate jointly to complete and forward to the office of the Synod:

1. The certificate of election of lay members of Synod and the names and addresses of the Churchwardens for the current year. These shall be completed and forwarded to the office of the Synod within ten days after the annual meeting of the vestry.
2. Statistical returns as required by Synod regarding the congregation or congregations, the services of the Church, the Sunday School and other organizations. These shall be completed and forwarded to the office of the Synod for receipt no later than the fifteenth day of March in each year.

#### **8. Organizations**

The Incumbent shall be primarily responsible for the work of religious education in the parish or missionary area, for its initiation, character, organization, and control, and the superintendent of the Sunday School and all other staff shall act under the Incumbent's direction. The Incumbent shall also have supervision of all organizations having as their purpose the care or adornment of the sanctuary, the chancel, or other portions of the church building; also of organizations for devotional, social or athletic purposes, carried on in the name of the Church or upon its property. (For other organizations see Canon 13, Vestries).

#### **9. Special Appeals**

The Incumbent shall place before the congregation or congregations the special appeals for contributions ordered by Synod or Diocesan Synod Council.

#### **10. Cooperation With Synod**

The Incumbent shall co-operate with the Synod, the Diocesan Synod Council, and churchwardens in communicating all activities.

#### **11. Failure to Comply with Section 7**

By failure to comply with one or more of the provisions of sections 7 above, the Incumbent and Lay Delegates to Synod for that Vestry shall forfeit any right to a vote in a session or sessions of Synod and to election or appointment as a member of any committee of the Synod for that year.

#### **12. Parish Records**

The Incumbent shall keep proper current records in books prescribed by law or by the Diocesan Synod Council and provided by the Churchwardens, of all services of Holy Communion, and of Morning and Evening Prayer, and shall keep an accurate record of baptisms, confirmations, marriages, and burials. Such records shall be kept in accordance with Canon 37.

### **13. Priest-in-Charge**

A Priest-in-Charge of a Parish shall exercise the functions of an Incumbent during such appointment.

# CANON 9

## CLERICAL APPOINTMENTS, EXCHANGES, RETIREMENTS AND TERMINATIONS

### 1. Clerical Appointments

All clerical appointments within the Diocese are made by the Bishop. as provided in accordance with the Act and the Constitution.

### 2. Clerical Vacancies

#### a) **Filling a Vacancy in a Parish Incumbency**

When a vacancy occurs in a parish incumbency, the Bishop will decide whether or not to fill the vacancy. In the event that the Bishop decides to fill the vacancy, he/she may do so as follows:

- i. The Bishop may begin to fill the vacant incumbency immediately by asking the Churchwardens to form a Parish Advisory Committee (PSAC), as set out below; or
- ii. The Bishop may appoint an interim priest in charge for such period as the Bishop considers appropriate, following which the Bishop will ask the Churchwardens to form a PSAC, as set out below to begin to fill the incumbency; or
- iii. The Bishop may, with the concurrence of the Churchwardens, appoint a priest in charge for a definite term on the understanding that, at the conclusion of the definite term and with the concurrence of the Churchwardens and the Bishop, the cleric's appointment as parish incumbent will become indefinite.

#### **Interim Appointment**

The Bishop, in consultation with the Bishop's Advisory Committee, may appoint an interim priest in charge or a priest in charge for such period and on such conditions as the Bishop considers appropriate.

#### **Parish Financial Resources**

Before the Bishop makes an appointment to a parish, the parish shall provide evidence satisfactory to the Bishop that the parish has sufficient financial resources to be able to provide the necessary remuneration for the cleric, in addition to meeting its other financial obligations.

### 3. Parish Advisory Committee ("PSAC")

#### a) **Formation of PSAC**

If the Bishop has decided to fill the vacancy, he/she will ask the Churchwardens to form a PSAC in accordance with section 2(a) (i) or (ii).

#### b) **Composition of PSAC**

The PSAC shall consist of the Churchwardens (and in the case of multi-point parishes, one churchwarden from each vestry) and such other members, not fewer than four (4) (or, in the

case of multi-point parishes more than six (6) to a maximum of eight (8)), to be determined by the Churchwardens and to be elected by Vestry (or in the case of multi-point parishes, by the Parish Advisory Council). The composition of the PSAC should attempt to reflect the diverse communities within the parish.

**c) Election of Chair of PSAC**

The members of the PSAC shall elect a chair from among their number.

**d) Function of PSAC**

The function of the PSAC is to provide advice to the Bishop on the appointment of a cleric to fill the vacancy. All deliberations of the PSAC shall be held in camera and are strictly confidential and not to be communicated to any person(s) not a member of the PSAC.

**e) Vacancy on PSAC**

If a vacancy occurs on the PSAC, the Bishop shall, after conferring with the churchwardens, appoint a new member of the PSAC.

**f) Conferring with PSAC**

The Bishop will confer with the PSAC before making the appointment of a new incumbent under section 2 (a) (i) or (ii).

**g) Time for Appointment**

If a cleric has not been appointed to fill a vacancy in a parish incumbency within nine (9) months after the formation of the PSAC and after the Bishop has conferred with the PSAC, the Bishop may proceed to make the appointment.

**4. Appointment of Assisting Clergy**

1. "Assisting Clergy" includes, but is not restricted to, Assistant Curates, Assistant Priests, Associate Priests, and Deacons;
2. The appointment of assisting clergy shall be made by the Bishop after consultation with the Incumbent, any new Incumbent, the Territorial Archdeacon and the Churchwardens;
3. Subject to subsection (f), the appointment of assisting clergy shall be for a definite term. However, the term may be renewed upon the agreement of the Bishop and the Incumbent, after consultation with the Churchwardens;
4. The terms and conditions of the appointment of assisting clergy shall include guidelines regarding expectations and responsibilities of the assisting clergy, the Incumbent and the parish, which shall have been previously agreed to by the Bishop, the assisting clergy, the incumbent and the churchwardens;
5. Before any appointment is made, the Bishop shall be satisfied that the vestry has made provisions for whatever part of the remuneration and benefits is to be paid by the parish;
6. After the death, resignation or removal of the incumbent, any assisting clergy shall be deemed to have tendered their resignation to the Bishop and may, with the consent of the Bishop, be re-appointed by the new Incumbent after confidential consultation with the Bishop and the churchwardens.

7. Where the Bishop, after consultations with the Churchwardens, deems it advantageous to the life of the parish, the Bishop may defer the submission of one or more resignations under subsection (f) to a date to be specified by the Bishop, to allow for the discussion of the possibility of a re-appointment under subsections (c) or (d) of this Canon.

#### 5. Appointment of Honorary Assisting Clergy

- a) Clergy appointed to a parish, other than an assisting clergy, shall be honorary assisting clergy and their appointment shall be made by the Bishop after consultation with the Incumbent, the Churchwardens, and the Territorial Archdeacon. The appointment of honorary assisting clergy shall be at the pleasure of the Bishop.
- b) After the death, resignation or removal of the Incumbent, the honorary assisting clergy shall be deemed to have tendered their resignation to the Bishop.

#### 6. Clerical Resignations

- a) Any cleric may resign, personally or by their attorney, by giving written notice to the Bishop. The Bishop may accept the written resignation of such cleric under the Bishop's jurisdiction. If the Bishop declines to accept such resignation, the applicant may demand a Commission of three, consisting of a cleric of the Diocese appointed by the Bishop, a cleric of the Diocese named by the applicant, and a lay member of the Synod, not a representative of such parish, named by the other two members of the Commission. If this Commission, within one (1) month of its appointment, unanimously recommends the acceptance of such resignation, the Bishop shall comply therewith.
- b) Any cleric declared to be mentally incapable to manage their property or personal care by an Ontario Superior Court shall be deemed to have resigned.

#### 7. Termination of Clerical Appointments

Clerical appointments may be terminated as follows:

- a) Retirement or resignation of the cleric under this Canon;
- b) Withdrawal of the Cleric's License or appointment by the Bishop as a matter of discipline under Canons 19 or 20;
- c) Termination in accordance with the terms of the appointment;
- d) Non-disciplinary termination of appointment in accordance with Section 8 of this Canon.

#### 8. Non-Disciplinary Termination of Appointment

##### **a) Termination by the Bishop in writing**

The Bishop may terminate the appointment of a cleric, whether incumbent or assisting clergy, at any time, in accordance with the Act and the provisions of this section, upon notice to the cleric in writing;

##### **b) Preliminary steps required of Bishop**

When the Bishop considers that there are circumstances within a parish which may require the termination of an appointment, the Bishop may first consult with the Bishop's Advisory

Committee to consider the circumstances and concerns. The Bishop will then meet with the cleric and, where appropriate, with the churchwardens and other members of the parish:

- i. To review the particular circumstances with the parish;
- ii. To advise the cleric and lay members of the parish of his/her concerns;
- iii. To consider the views of the cleric and lay members of the parish;
- iv. To consider possible alternatives to the termination of the appointment including other appointments within the Diocese, a leave of absence, further education or professional development;
- v. To provide, financial, pastoral, vocational, or other assistance to the cleric or parish as may be appropriate; and
- vi. To review the procedure for the termination of clerical appointments, including the responsibilities of the Bishop and the Bishop's Advisory Committee.

**c) Provision of Reasonable Notice of Termination or Remuneration in Lieu**

In the event that the Bishop decides to terminate a clerical appointment and is not in a position to provide a further appointment to the cleric, the Bishop will, as soon as possible, provide the cleric with reasonable notice, in writing, of the termination of the appointment, or, alternatively, remuneration and benefits in lieu of notice.

**d) Provision for Payments upon Termination of Appointment**

Upon the non-disciplinary termination of a cleric's appointment at a parish/vestry, the Bishop may require that the parish/vestry pay, in full, all arrears of the stipend, expense reimbursements and allowances (including moving expenses) described in this Canon before another member of the clergy is appointed to the parish.

**e) A Cleric in Good Standing**

The termination of an appointment under this Canon does not affect the good standing of the cleric within the Diocese.

**9. Education, Training and Professional Development**

Where an appointment is terminated under section 8, the Bishop may consider it appropriate for the cleric to engage in further formal education, retraining or professional development for a period of time prior to, or as a condition of a further clerical appointment. In such an event, the Bishop and the cleric will attempt to reach a mutually satisfactory agreement governing the terms and conditions of such an arrangement.

**10. Leave of Absence**

- a) No cleric shall be continuously absent from the charge or duties to which such cleric is appointed for longer than one month in any one year unless leave of absence in writing from the Bishop has been obtained.
- b) No leave of absence shall be granted for longer than two years, but leaves may be renewed by the Bishop on written application of the cleric seeking such leave.

## **11. Armed Forces, Institutional or Government Service**

Notwithstanding the provisions of the two preceding sections, a cleric serving in The Canadian Armed Forces or acting in the capacity as a Chaplain therein or in the service of an Institution such as a correctional service, a hospital or in the Provincial Government or the Government of Canada, may be granted leave of absence by the Bishop from such cleric's charge or duties or from the Diocese for a period not exceeding two years, but such leave may be extended by the Bishop from time to time.

## **12. Removal from the Diocese and Letters Dimissory**

- a) Any priest or deacon under the jurisdiction of the Bishop of the Diocese, who desires to move from the Diocese, shall apply to the Bishop for Letters Dimissory.
- b) If the applicant is of good standing in the Diocese, the Bishop shall grant the said application, but in case of refusal, the Bishop shall state the reasons for such refusal in writing and such reasons shall be delivered to the applicant.
- c) The applicant may demand that the Bishop refer the said reasons to the Diocesan Court of Arbitration (DCA) for determination of sufficiency, and the applicant will be bound by the findings of the Court after a trial in accordance with the Canon of the said Court.

## **13. Exchange**

In the event of the Bishop deeming it expedient that an exchange of Incumbents of any two parishes should be made, or in the event of any two Incumbents notifying the Bishop of their desire to affect an exchange, the Bishop shall confer with the said Incumbents. If the exchange is agreed upon, the Bishop shall confer separately with the Churchwardens and with the Lay Members of Synod who represent and are members of the vestry or vestries of the respective parishes, and if the consent of each of these groups is given to the exchange, the Bishop may proceed to carry it into effect.

## **14. Vocational Deacons**

This Canon has no application to Vocational Deacons.

# Appendix B

## Checklist for the Clerical Appointment Process of a New Incumbent

### Phase One

Churchwardens review the current parish finances and forecast for the next 3-5 years with the Executive Officer

Bishop is satisfied that there are financial resources to support a new Incumbent.

Bishop decides to fill a clerical vacancy with a new incumbent.

Determination if a housing allowance or rectory will be offered.

The Bishop meets with the parish Churchwardens to create a parish selection advisory committee (PSAC).

PSAC is constituted by the Churchwardens under Canon 9,

PSAC elects a Chairperson who then arranges a meeting with the Archdeacon and sends him/her the names and contact information of the PSAC members.

PSAC complete reading Canon 8, Canon 9 and the Parish Advisory Committee Guide.

### Phase Two

PSAC meets with the Territorial Archdeacon.

Interim clergy needs are identified (if not already in place).

PSAC begins work on parish profile

PSAC completes the parish profile in consultation with the assistance of the Archdeacon and returns one copy to the Bishop's office.

The opportunity is advertised inside and outside the diocese.

### Phase Three

Bishop sends potential applicants the parish profile.

Bishop in consultation with the Bishop's Advisory Committee reviews applicants and develops the list of candidates to be presented to the PSAC

PSAC works with the Archdeacon to determine the questions for the interview(s).

PSAC interview the applicants as agreed with the Bishop.



PSAC members discretely visit the churches of applicants during Sunday services.

PSAC provides advice and recommendations to the Bishop.

The Bishop receives the recommendation and advice of the PSAC and makes a decision on who should be the next Incumbent. .

Bishop follows up with applicants who will not be selected and provides feedback and pastoral support.

The Bishop offers the appointment and the DEO discusses stipend, housing and benefits with both the Cleric and the Churchwardens.

Bishop's office prepares the appointment letter.

At the time and date determined by the Bishop, the appointment is announced by the Bishop

The PSAC Chairperson writes thank you notes to all members of the committee.

PSAC members offer support and guidance to the newly appointed Incumbent for at least the first year.

PSAC members meet with the new Incumbent one year following the appointment for review and support

## Appendix C

### Sample Interview Questions

1. Use open-ended questions such as ‘Tell me about a time when you...’ and fill in the blank to allow the person being interviewed to explore her/his idea. Areas to explore might include:
  - a. Introduced a new liturgy
  - b. Helped develop and strengthen a parish
  - c. Talked about money and put a stewardship program in place
  - d. Facilitated leadership training
2. ‘What about our parish profile caused you to apply?’ and a follow-up might be ‘When you consider this parish, what causes you to get excited about the ministry we do here/the possibilities that exist?’
3. ‘Why are you considering a change at this time?’
4. ‘What excites you about being a parish priest?’
5. Design a question that explores an important area of the parish’s ministry and allow the applicant to reflect on their experience or engagement with the topic, for example, environmental stewardship, marginalized people in the neighbourhood, working with children or older adults, etc.

#### **Some things to consider:**

1. Following a response be curious and ask probing questions to get to the core. Don’t leave the interview wondering what was meant by something said or unsaid.
2. Use the application as a resource to enquire further about responses to all areas including conflict, change management, and theology.
3. Don’t be defensive about the responses you hear. Allow the applicant to state his/her own viewpoint. It’s your job to listen and be curious about the response. It’s not your job to defend a position or the parish, per se.
4. Be comfortable with silence.
5. Toward the conclusion of the interview be prepared to ask the applicant what questions he/she has. Also, be ready to respond to the question ‘what are your next steps/timeline for the process?’ The applicant may be applying for other positions.

## Appendix D

### Human Rights and Discrimination

## The Ontario Human Rights Code

Ontario's *Human Rights Code*, the first in Canada, was enacted in 1962.

The *Code* prohibits actions that discriminate against people based on a protected *ground* in a protected *social area*.

### Protected grounds are:

- Age
- Ancestry, colour, race
- Citizenship
- Ethnic origin
- Place of origin
- Creed
- Disability
- Family status
- Marital status (including single status)
- Gender identity, gender expression
- Receipt of public assistance (in housing only)
- Record of offences (in employment only)
- Sex (including pregnancy and breastfeeding)
- Sexual orientation.

### Protected social areas are:

- Accommodation (housing)
- Contracts
- Employment
- Goods, services and facilities
- Membership in unions, trade or professional associations.

### For more information:

- [Guide to your rights and responsibilities under the Human Rights Code](#)
- Guidelines on developing human rights policies and procedures
- Human Rights Code cards

For Full Detail:

<http://www.ohrc.on.ca/en/ontario-human-rights-code>

While clergy are Office Holders, appointed by the Bishop, the Diocese has approved standards for Employees and extends those to Office holders with regard to Human Rights.

*The Anglican Diocese of Ontario is committed to providing a barrier-free work environment in concert with the Accessibility for Ontarians with Disabilities Act and the Ontario Human Rights Code. As such, The Anglican Diocese of Ontario will make accommodations available to applicants with disabilities upon request during the recruitment and selection process.*

*The Anglican Diocese of Ontario is committed to equal opportunity and strives to ensure that its hiring and selection processes meets the needs of all persons with disabilities. As such, The Anglican Diocese of Ontario will provide reasonable accommodation for any applicant, as requested during the hiring or selection process.*

*The Anglican Diocese of Ontario seeks to fully integrate the principles of Employment Equity and will ensure the full participation and advancement of members of historically disadvantaged groups (i.e., members of visible minorities, persons with disabilities, women, and aboriginal peoples). The Anglican Diocese of Ontario will achieve this by ensuring that its hiring and selection process is fair and equitable for all persons.*

*The Anglican Diocese of Ontario strives to ensure that its employment and selection practices are free from direct and indirect discrimination and is committed to upholding the human rights of those participating in the hiring and selection process. In pursuit of this commitment, The Anglican Diocese of Ontario will not condone or tolerate any acts of discrimination or harassment under any of the grounds protected under human rights legislation. This commitment extends to the hiring and selection process and throughout the course of employment or appointment.*