Resources for Ministry and Personnel Committees

January 2019

The United Church of Canada
L’Église Unie du Canada

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Contents

About This Resource

This is a companion to Ministry and Personnel Committees: Policies, Procedures, Practices. It provides further detail and guidance for the Ministry and Personnel (M&P) Committee, and replaces the July 2017 version.

United Church resources that are referred to are available at www.united-church.ca.

Resources for the Structure of the Ministry and Personnel Committee

Reporting to the Governing Body: Checklist for M&P Committee

The Ministry and Personnel Committee does not have decision-making authority on significant issues relating to the status, conditions of employment, or compensation of employees. The M&P Committee can, however, make recommendations to the governing body.

Regular reports to the governing body may include the following:

- meetings of the M&P Committee and any pressing issues that need to be brought to its attention
- response to specific work requested
- things that the M&P Committee appreciates about staff, including ministry personnel and lay employees
- goals and objectives of ministry personnel and lay employees
- continuing education plans and vacation schedules for ministry personnel and lay employees
- wider church commitments of ministry personnel
- annual review processes, and matters arising from the annual review
- areas of concern regarding the job performance of ministry personnel and lay employees
- recommended changes to ministry personnel and lay employee position descriptions
- recommendations on remuneration including salary and benefits; and terms of employment

Checklist for Building the M&P Committee

When the nominations process in the community of faith is selecting and appointing members to the M&P Committee, some characteristics they might look for include:

- ☐ knowledge of United Church policies and practices
- ☐ good interpersonal and communication skills
- ☐ experience within the organization of the community of faith
- ☐ human resources or personnel training or experience
- ☐ conflict resolution skills
- ☐ variety of backgrounds and life experience, reflecting the diversity of the community of faith
- ☐ adherents can serve on the M&P Committee, but a member must serve as chair

To avoid conflicts of interest, maintain clear boundaries, and enhance role clarity, the following people are ineligible to serve on the M&P Committee:

- ☒ ministry personnel of the community of faith or members of their immediate family
- ☒ lay employees of the community of faith or members of their immediate family
- ☒ anyone in a conflict of interest or perceived conflict of interest with any paid staff
- ☒ those serving on the Executive, Search Committee, or Transition Team
- ☒ chair of the governing body
- ☒ chairs of other standing committees of the governing body
- ☒ members who are in conflict in the community of faith, especially with staff

Checklist for M&P Committee Meetings

In planning a meeting, the M&P Committee should consider the following:

- ☐ identify matters of concern that need to be considered
- ☐ ensure that ministry personnel and lay employees are aware of upcoming meeting dates and agendas, and inquire whether there is anything they would like to add
- ☐ meet in comfortable, informal surroundings that ensure privacy and enhance open, honest communication
- ☐ include time for prayer
- ☐ communicate appropriate information or feedback to ministry personnel and lay employees during, or as soon as possible after, the meeting
- ☐ determine what information or recommendations need to be shared with the governing body or other groups or individuals
- ☐ maintain confidentiality

Sample M&P Committee Meeting Schedule

Below is a sample meeting schedule. Depending on the requirements of annual assessments by your regional council, this schedule may be modified.

September

- Appreciative feedback on what the M&P Committee sees ministry personnel and lay employees doing well
- Review the community of faith profile, mission statement, established goals and objectives, and so on
- Clarify roles, expectations, and special assignments or commitments of ministry personnel and lay employees
- Assess working conditions; time expectations; and space, equipment, and administrative support available to support ministry personnel and lay employees
- Work with ministry personnel and lay employees to develop annual personal goals
- Do some team building with committee members, ministry personnel, and lay employees
- Set M&P Committee meeting dates for the year

November

- Appreciative feedback on what the M&P Committee sees ministry personnel and lay employees doing well
- Prior to the community of faith's budget setting, consult the schedule of Minimum Salary and Allowances for Ministry Personnel and make next year's salary recommendations
- Review manse arrangements, if applicable
- Review responsibilities carried out by ministry personnel
- Review lines of communication and support systems available to the ministry personnel, lay employees, committees, boards, and volunteers

January

- Appreciative feedback on what the M&P Committee sees ministry personnel and lay employees doing well
- Plan and prepare annual reviews (to be held in February)
- Make plans for continuing education and professional development of ministry personnel and staff
- Confirm vacation plans (summer or other)
- Report on progress on the goals and objectives outlined in September

March

- Appreciative feedback on what the M&P Committee sees ministry personnel and lay employees doing well
- Process the results of the annual reviews:
  - personal assessment by ministry personnel and lay employees
  - feedback from the committees and others with whom each ministry personnel and lay employee relates
  - feedback from the community of faith
  - expectations ministry personnel and lay employees have of one another
  - recommendations to be made to the governing body
  - identify goals for the coming year

June

- Appreciative feedback on what the M&P Committee sees ministry personnel and lay employees doing well
- Reflect on the personal goals and objectives for the past year with each ministry personnel and lay employee
- Identify issues to be referred to the September meeting of the M&P Committee
- Consult with the governing body regarding its plans for a goal-setting process in the fall

Checklists for M&P Committee Records

A general file for the M&P Committee should be kept containing public documents such as these:

- ☐ handbooks and resources (including this one)
- ☐ the mission statement of the community of faith
- ☐ community of faith profile
- ☐ position descriptions
- ☐ updated copy of *The Manual* (or online access)

Records of the M&P Committee meetings should be kept that include the following:

- ☐ details of the date and time of the meetings
- ☐ who attended
- ☐ a summary of the committee's discussions, with enough detail to support actions or recommendations
- ☐ any actions taken or to be taken, and by whom
- ☐ recommendations to go to the governing body, including recommended changes to position descriptions
- ☐ recommendations about performance requiring response from ministry personnel and lay employees
- ☐ only record decisions, not conversation about the decisions

A separate, confidential file for each ministry personnel and lay employee should be kept in a secure place accessible only by the M&P Committee, and include:

- ☐ position descriptions
- ☐ contracts for lay employees
- ☐ call or appointment forms for ministry personnel
- ☐ remuneration records
- ☐ absence and vacation records
- ☐ records of continuing education
- ☐ copies of annual reviews and improvement plans
- ☐ reports and recommendations brought to the governing body
- ☐ properly presented concerns or conflicts, including the concern as presented, the goals set to deal with the concern, and whether those goals were met
- ☐ reference checks or correspondence that may breach someone else's confidentiality should be placed in a sealed envelope in a separate file

Personnel files should *not* contain the following:

- ☒ any record or document related to rumours, innuendoes, anonymous letters or complaints, or undocumented accusations
- ☒ in a situation involving two staff members, documentation is not placed in the file of the complainant

When the employment relationship or pastoral relationship ends, the M&P Committee must ensure that personnel files are kept. Please refer to provincial websites for specific time periods.

- ☐ When the employment of a lay employee is terminated, the M&P Committee must keep the personnel file for seven years.
- ☐ When ministry personnel end the pastoral relationship and leave the community of faith, the personnel file is also kept for seven years.
- ☐ If there are documents that you feel need to be included in the ongoing personnel file, contact your regional council minister.

Resources for the Healthy Relationships Role of the M&P Committee

Sample Bulletin Notice about the M&P Committee

The Ministry and Personnel (M&P) Committee acts under the guidelines of *The Manual* of The United Church of Canada. The committee functions around three roles, which are the consultative and supportive role, the healthy relationships role, and the supervisory role. We provide resources and support for the staff and the community of faith with respect to any issue affecting staff of our church, including ministry personnel and lay employees. The committee works to build positive and trusting relationships between staff and members and adherents of the community of faith.

If members of the community of faith have praise or concerns about staff, both ministry personnel and lay employees, these can be shared in signed correspondence with the committee. The issues will be considered confidentially by the M&P Committee, who will recommend action.

xxx United Church is blessed with staff who are committed to their work and we are thankful for this work in our community of faith.

Presently serving on the committee are…

Resources for Giving and Receiving Feedback

As mentioned above, the M&P Committee helps to ensure a climate in the community of faith where constructive feedback can be offered and received in a positive way. The M&P Committee ensures that when feedback is offered about work performance, it is done to allow for direct discussion, explanation, improvement, or change.

Thanks to the Centre for Christian Studies for permission to share these feedback best practices from its Student Kit 2016–2017.

Effects of Feedback

Feedback can have the following helpful effects:

- *Reinforces*—Feedback may confirm behaviour by encouraging its repetition. “You really helped then when you clarified that.”
- *Corrects*—Feedback may help bring behaviour in line with intention. “It would have helped me more if you spoke up louder from the pulpit.”
- *Identifies*—Feedback may help identify persons and their relationship. “Joe, I thought we were enemies, but we’re not, are we?”

Feedback is best when

- it is *descriptive*, rather than judgmental. By describing one’s own reaction, it leaves the individual free to use it or not to use it as they sees fit. By avoiding judgmental evaluative language, it reduces the need for the individual to react defensively.
- it is *specific*, rather than general. To be told “you did a great job” is too general to be useful. Say, for example, “The way you organized the agenda really helped us to make decisions.”
- it is *appropriate*, by taking into account the needs of both the receiver and giver of feedback. Feedback can be destructive when it serves only the needs of the one who gives the feedback and fails to consider the needs of the person on the receiving end. It needs to be tailored to the situation, to be considerate of the circumstances of the receiver, and to be given in a supportive way.
- it is *usable*, rather than out-of-reach. Feedback needs to be directed toward behaviour which the receiver can do something about. Frustration is only increased when a person is reminded of some short-coming over which they have no control.
- it is *well-timed*. In general, feedback is most effective when it is given at the earliest, appropriate opportunity after the action or behaviour has been observed. Timing also includes a sensitivity to the person’s readiness to hear it and to surrounding circumstances. For difficult feedback, ensuring that there is support available may be important.

- it is *clear and honest*. Feedback is not helpful when it is given so carefully and cautiously that the point is lost. Giving it straight out is the best policy. That way, the receiver does not need to second-guess what is being said and why it is being said. One way of checking to ensure that the communication has been clear is to ask the receiver to rephrase it to see if the feedback received corresponds to what the sender had in mind.
- it is *requested*, rather than imposed. Feedback is most useful when the receiver formulates a specific question or solicits a response. Of course, through the very act of placing oneself in a learning situation the receiver indicates that feedback is both essential and welcome.
- it *represents a commitment to growth*. Feedback is best when it is offered out of a commitment to the person. The intention of feedback is to help the other learn and grow. This means that the giver of feedback needs to be prepared to relate on an ongoing basis and offer further comments to indicate improvement over time.

How to Give Feedback

A frequent error in giving feedback is to be too general. Helpful positive feedback needs to be clear and concise. The following example could be shared in an M&P Committee meeting.

1. *Introduce the conversation:* For example, “I would like to give you some positive feedback about the children’s time you led in last week’s service.”
2. *Describe the behaviour and context*: For example, “I noticed that you had the children’s attention throughout. Your voice was inviting and animated without being patronizing or overly dramatic. Your sincerity and affection for the children were evident in the way you offered them eye contact and took their questions seriously. And you were able to be firm, but kind when you asked the young boy not to bang his feet because it made it hard to hear and it was distracting.”
3. *Share impact of the behaviour*: For example, “I can relax when you offer leadership for the children’s time. I know that you are confident and can handle the spontaneity of the children without being flustered or overwhelmed. I am deeply grateful that you treat them respectfully and listen to them. I think that is a great model for all of us who take our turn doing the children’s time.”

Supportive Climates

All of us need positive feedback. In the best case scenarios, the community of faith setting will establish supportive climates. A supportive climate is characterized by the following:

1. Feedback is descriptive, not evaluative or judgmental. Events are described in objective terms.
2. Feedback is not an issue of control or imposing of one's own view but focuses on the problematic behaviour not on the person.
3. Feedback tends to be spontaneously expressed in a straight forward, honest fashion. People are open about their viewpoints and opinions and don't have hidden agendas or secretive motives.
4. Feedback is respectfully offered with empathetic attention to the other person's feelings, problems and value system. The other person's worth is affirmed.
5. Feedback is not a matter of "pulling rank" and is not offered in a competitive atmosphere which sets up comparisons in ability and status.
6. Feedback is tentative in nature. It is not overly certain of its correctness or its point of view.

Preparation for Giving Feedback

Before giving feedback, especially when it is critical or difficult, it is crucial to do some reflection in preparation.

1. Determine the best time and place, such as an M&P Committee meeting
2. Identify the readiness of the person to receive feedback
   - ☐ Was the feedback requested explicitly or implicitly?
   - ☐ Was the feedback not requested?
3. Reflect on your motivation
   - ☐ Am I interested in the other person's well-bring? Growth? Future?
   - ☐ Am I angry? Seeking revenge? Wanting my own way?
4. Reflect on the power dynamic of the situation
   - ☐ In what ways is the other person vulnerable?
   - ☐ In what ways do they have power over me?
5. Prepare yourself to match the tone, style and language of the other person
   - ☐ Develop strategies so that the other person can hear and understand your feedback
6. Identify how you will introduce the conversation
   - ☐ "We want to give you feedback about…"
   - ☐ "What we have noticed is…"
   - ☐ "We would like to share our observations about last week's worship…"
7. Describe the behaviour without judgment
8. Practise
   - ☐ if necessary, write out what you will say face to face
   - ☐ rehearse by yourself or with a trusted colleague

How to Receive Feedback

There are helpful and less than helpful ways to respond to feedback. The steps described below provide some appropriate guidelines for receiving feedback with maturity and grace.

1. Check Out the Comments
   - repeat back the feedback and your understanding of the problematic behaviour
2. Ask Clarifying Questions
   - make sure that you have understood to the satisfaction of the one who offered the feedback
3. Do Self Talk
   - tell yourself that you can handle criticism
   - wonder about the situation and practice being curious
   - prompt yourself to listen and not interrupt
4. Thank the Person
   - demonstrate appreciation for the commitment to relationship and learning
   - remind yourself that this is likely a stressful situation for the other person too; it may have taken considerable courage to offer feedback
5. Identify Next Steps (if any)
   - promise to think about the feedback
   - be clear about what is being requested of you
   - brainstorm alternative approaches or behaviours
   - consider making appropriate changes

When receiving feedback, do *not*

1. over-explain
   - clarify in a sentence or two but learn to stop
2. use this as an opportunity to give your own feedback
   - it may become escalating retaliation
3. become silent or shut down
   - which may be perceived as petulance or resistance
4. blame others
   - accept your responsibility
5. make excuses
   - it only appears defensive and as if you are not taking the feedback seriously

Sample Confidentiality Agreement

I, ________________________, agree to maintain and respect the confidentiality of all information including that which is personal and privileged, which comes to me as a result of carrying out my responsibilities as a member of the Ministry and Personnel Committee of ________________________.

I will not discuss the information that comes to me with anyone beyond the bounds of the committee.

I understand and agree that failure to maintain confidentiality will result in termination of my position on the committee.

I, ________________________, have read and understood the above information and agree to the terms.

____

Name

____

Signature

____

Date

Types of Employment Relationships

As the M&P Committee manages the employment relationships of lay employees, it can be helpful to know the differences between various types of employment relationships.

Full-time or Part-time Permanent Employment

Permanent employees, whether full-time or part-time, earn employment income, work as an integral part of the community of faith, and take ongoing direction from a supervisor. Employers must ensure all workers designated as employees are placed on the church payroll with all appropriate statutory deductions made.

Term Employment

Term employees (often referred to as “casual” or “contract”) are employed for a specified period of time, or on an intermittent (as-needed) basis, and may be paid an hourly rate for actual hours worked or be salaried, depending upon the length of the term of employment. It is recommended that terms under one year be paid on an hourly basis, while terms of one year or more be paid a salary. It is also recommended that there be no term employment beyond three years, because Canadian courts treat lengthy term employment as permanent employment.

- Hourly paid term employees are entitled to at least the minimum statutory pay (“minimum wage”) in accordance with employment standards legislation. Federal and provincial legislation apply to these employees, which means income tax, Employment Insurance premiums, and Canada/Quebec Pension Plan contributions must be deducted. Vacation pay on the gross amount earned must also be paid, either at the end of the term, or on each pay date. Please refer to the appropriate provincial employment standards.
- Salaried term employees receive a regular salary and have all appropriate deductions made, as with permanent employees. Employees who work more than 14 hours per week will receive pension and benefits. Normal vacation entitlement applies.

Fee for Service Contracts

Fee for service contracts are entered into for a specific task or project. Contractors are not considered to be employees. These individuals submit an invoice for the service they provide. They are not on the payroll and do not receive a T4 form at year-end. They do, however, receive a T4A. For further information, search “Employee or Self-employed?” on the Canada Revenue Agency website (www.cra-arc.gc.ca).

Custodians and administrative staff should only be considered fee for service if they are the proprietors of their own business that provides the specific service that they have been contracted to do. They should otherwise be considered permanent or term employees.

Care must be taken not to confuse “employees” and “fee for service” individuals, as these are very different situations as defined by the Federal Income Tax Act and provincial employment standards. Fee for service contracts must not be used to avoid the employer contributions (Canada/Quebec Pension, Employment Insurance) required with permanent or term employment.

Honoraria

An honorarium is a monetary payment or reward usually in recognition of gratuitous or professional services on which custom or propriety does not set a price. In situations of guest speakers, musicians, or administrative services (e.g., editing or translation), where assistance/services are provided on one or two occasions only in a voluntary manner without expectation of a fee, it would be acceptable to treat payments to these individuals as honoraria.

Honoraria totalling over $500 for the year must be reported to the Canada Revenue Agency at year-end on a T4A supplementary form. The name, address, and social insurance number of the recipient must be obtained for this purpose.

Developing and Maintaining Healthy Teams

As described in the Ministry and Personnel Committee: Policies, Procedures, Practices, multiple staff ministries are those in which two or more individuals are called or appointed to a community of faith. But even in situations where there is only one ministry personnel employed by the community of faith, there could be other lay employees who work with ministry personnel to form a staff team. As the M&P Committee oversees the relationships in the team and offers support to the staff team, it can be important for the committee to be aware of stages of team development, and to be intentional about building and tending the staff team.

Gratitude to the members of the Women in Ministry Committee and their development of How Will We Team? Making the Most of Multiple Staff Ministry *(2003), which is the source of much of the material in this section.*

While there are advantages and disadvantages to different models of ministry teams, whether the ministry team is based on either a hierarchical or an egalitarian model of teaming, the team members must

1. agree to the team model
2. follow the team model that has been agreed on
3. be engaged as equal contributors in ways appropriate to the team model

It is essential that all team members are treated fairly, justly, and equitably and have the opportunity to share their gifts in tangible, visible ways that are recognized and appreciated. The committee should be alert to power imbalances among ministry personnel, between ministry personnel and lay employees, or between staff and volunteer leadership due to

- ordained/diaconal/lay status
- full-time/part-time employment
- gender identity and members’ responses to gender issues
- sexual orientation
- tenure, or age and experience
- salary and benefits; office space
- theological diversity
- cultural diversity

Teaming is not for the faint of heart. It takes a lot of energy to build trust, to get to know one another, and to let go of any individualistic tendencies—especially egocentric needs for attention and recognition. A team begins with knowing and trusting oneself and one’s gifts, and above all knowing oneself as beloved of God. There is then an openness to recognize that the same is true for all team members.

It takes time to grow a team. Getting to know one another, talking about what is important (theological foundations, styles of working, personalities, hopes, and visions of ministry), doing things together, planning, working, playing, and emotional sharing all play a part in team growth. There is the added dimension of sharing faith, the practice of living a theology of church and of leadership—a commitment to a ministry of inclusivity, compassion, and justice making. There also needs to be time for laughter and lightness, and the recognition that each person is a "work in progress."

The hope of these team ministry resources is not to set up a rigid set of rules, but to provide best practices for the team to establish guidelines that the team agrees on, feels comfortable with, can trust, and enables each person to give of their gifts of ministry.

Stages of Team Development

Every team, like every group, experiences predictable stages in its development. Knowing what these are can help each team member

- be more conscious about probable team issues
- realize that the stages are normal and therefore manageable
- be more intentional about how to move through the stages

Stage One: Testing (Forming, Inclusion)

At this beginning stage of a team relationship, the big question is one of belonging and acceptance. Will there be a place for each individual here?

Words to describe this stage include: politeness, impersonal (keeping the other at arm's length), being watchful and guarded.

During this stage. it is critical to begin building trust by getting to know one another in social gatherings, by informal conversation and storytelling, by beginning conversation about understandings of ministry and leadership, and by getting to know one another personally and professionally. Some of this can be done in a structured way, perhaps at a team-building workshop, or with a third party, or by following a set of "guide questions" designed for this purpose. This is a time to get a sense of common understandings about ministry and issues of diversity and difference in theology, leadership, and ways of working.

Stage Two: Infighting (Storming, Control)

Words used to describe this phase include: controlling conflicts and/or people, opting out, difficulties, feeling stuck.

Diversities and differences are apparent in this phase, and this is natural and normal. If building trust at stage one has been thorough and continues to be part of both formal and informal team meetings, there will be a core of trust to help move the team members through this stage where a team is deciding how to share the work, how to be mutually accountable, and how it will make decisions. It is critical for each member to be up front and open with the others to reduce any feelings that there is a contest or competition for territory or of one member deferring to the other. When such issues as difference, power, exclusion, and inclusion arise, success in dealing with them depends in large measure on whether the team is continuing to pay attention to the forming stage issues.

Stage Three: Getting Organized (Establishing Norms)

Some words and phrases that describe this phase include: developing skills, establishing procedures, giving and receiving feedback, and confronting issues.

At this stage, team members get into the work as they establish ways of doing things according to agreed norms. Trust allows for giving and receiving honest, direct feedback, and for dealing with whatever issues present themselves from within or outside the team. There is a growing appreciation of unique talents. A cohesiveness develops with a sense of pulling together as a team.

Stage Four: Mature Closeness (Performing, Having a Common Mission)

Key descriptions for this stage might include: resourceful, flexible, open, effective, close, supportive, fun, affording satisfaction, affording enjoyment, creative.

The greater the ease of working together, the more creative energy there is to go around, with a growing affection and appreciation for the strength of the team and each individual. There is an increasing sense of accomplishment, interdependence, and beyond that, a sense that the team is living out its ministry in this place and is capable of far more than any solo ministry could be.

Building a Ministry Team

While the M&P Committee is not involved in calling or appointing ministry personnel, there are important questions to discuss as a community of faith builds a team ministry. It is important to discuss the expectations of the team and its roles and responsibilities.

- What model of teaming will be used (hierarchical or egalitarian)? How will roles be determined?
- How do the strengths and gifts each person brings get worked out according to the job description?
- If there are parts of ministry about which each feels passionate, or ill equipped to take on, or not interested in doing, how will that get sorted out in a manner that is fair and just?
- If ministry positions are seen as equal, what will the M&P Committee and the governing body do to assist the community of faith (and other staff) to understand the intention of shared ministry? Is the same formula used to determine salary paid to each team member?
- In the area of continuing education allowance, is there fair treatment for all ministry personnel staff?
- Is there fair access to support staff for each team member?

Office space can be an obvious symbol of equity or hierarchy, so there are important questions to ask. Where are the offices located (in relation to each other and in terms of accessibility)? How accessible are they to the public? Is the space adequate and appropriate for the job description? In terms of size, furnishings and windows for an equal team, is one office obviously “second-class”?

No matter what model of ministry applies, each ministerial staff member needs clear, comfortable, adequate, safe, accessible, and well-lit space. Creative solutions may be needed to handle this issue.

When the team begins working together, the key factor in enabling a good start is to take time for uninterrupted conversation in a neutral space, like going on a retreat, possibly with an outside facilitator.

Enabling a Good Start

The following process will help team members to begin working together to build a shared vision of ministry.

1. Individually take time to think about and record your hopes and visions for the team, as it relates to ministry in this community of faith and the wider church. (This could be done by list making, mind-mapping, or creating a collage with pictures, words, or symbols that symbolize teaming). It is important to identify what is important to you and what you might bring to a team.
2. Share your notes or pictures with each other. Talk about similarities and differences. Which differences need to be resolved, and how are those differences a reflection of the diversity of gifts and therefore strengths for the team? Take time to reflect on the combined lists/images and what the combination says about the possibilities for and priorities of your team. How might you appreciate and work with the similarities and differences that make up the whole picture?
3. Discuss what action to take on these hopes and visions. How might the team continue to build on this?
4. From whom will the team get support in fulfilling these hopes and visions? With whom do they need to be shared? The M&P Committee? The governing body of the pastoral charge? How will the team members do that?

When you have determined your visions and action steps required, the following questions will suggest possible criteria for sharing the work:

- How can you live and work creatively with the job descriptions?
- Who wants to develop skills in particular areas?
- What experience does each team member have in the various leadership roles and tasks? You may decide to share a number of roles and responsibilities within the parameters of the job descriptions to which you have agreed, and to occasionally trade jobs to become acquainted with one another’s areas. If there are areas of significant overlap (e.g., leading worship, providing pastoral care, Christian education, or social justice ministry), the team, plus the M&P Committee, will need to work out how this can happen in a far and satisfying way that allows both the development of skills and the sharing of gifts and strengths.

- What are the implications of each of the above criteria for
    - the team as a whole?
    - individual team members?
    - how the community of faith will perceive the team?

Then, as a team, discuss the following possible situations:

- If one team member is more skilled or has much more experience in one area, they may get more requests for leadership in that area.
    - How will that sit with the other team members?
    - How will you allow for the practice and development of skills of each team member?
    - What will your team do if, for example, one of you receives most of the requests for pastoral care even though you have agreed to share that responsibility? If one team member is being deferred to, they need to clarify the agreed-upon team practice.
- Given that each team member may have a different status as ministerial staff (congregational designated minister, ordained minister, designated lay minister, diaconal minister) what bearing will this have on roles each takes on? What are the implications of one team member using a title if the others do not?
- How will team members support each other privately and within the community of faith and wider church? Similarly, the community of faith, through its M&P Committee, needs to offer support to its team.
- Are some roles, such as preaching and worship leadership, ascribed more recognition and power than others, such as pastoral care visiting? Often it is the ministerial staff who does more up front leadership that receives the most recognition. How will each staff member address this, and what provisions will the community of faith make to recognize the importance and value of all ministry personnel?
- How will concerns about roles and workload be raised? For example, one team member might feel as if they are doing more work. Or team members might have very different working and learning styles, and keep different hours for planning and preparation of the work.

With all of these issues, it is very important to assess which issues are personal (belonging to the team) and which are organizational or structural (belonging to the community of faith or wider church) and to address them appropriately.

Agreements regarding roles and responsibilities should be recorded. It is important to communicate the titles each will use to the community of faith.

If there is a change in the team’s working relationships, the decision regarding that change needs to be made jointly (ministry staff, M&P Committee, the governing body of the community of faith, and possibly the appropriate regional council committee).

Sharing Power in Teams

Power defined as the ability to be involved in ways that influence and make a difference, and the awareness of power is central to effective ministry. How team members claim and exercise their power in appropriate ways is a key question. Sharing power is a practice and, as a practice, there will be times of slipping into old patterns that need to be transformed. Members of the team can model shared power, by advocating for one another, as well as truly listening to and taking seriously what is shared with team members.

Information is also a form of power. How will this power be shared with other team members? How will your team decide what information needs to be shared immediately and what can wait until the weekly team meeting?

More Team Ministry Best Practices

There are further ways to be pro-active regarding team ministry

- Ensure all team members are visible and sharing leadership roles in worship, Christian education, committees, and other situations, such as group study leadership, reports to the governing body, social media
- At the public covenanting service, "team" may be used as the theme
- Encourage the community of faith to develop a process to encourage team ministry.

In the area of mutual support and accountability, some best practices include the following:

- If someone in the community of faith complains about another team member, it is imperative not to be the "go-between." It is important to ask the person to give feedback directly to the team member concerned.
- The chair of a committee consistently calls one staff member rather than the team member whose responsibility it is to relate to that committee. The team member being called needs to refer the caller to the appropriate team member.
- The team agrees to alternate responsibility for conducting funerals, yet one team member is often the one asked for. The member called needs to raise this in team meetings, discuss it with the M&P Committee, and perhaps also the governing body to review and confirm the agreed on policy. This is a very sensitive issue. Perhaps one way of managing it would be for both ministerial staff to share in funeral liturgies so that the community of faith becomes comfortable with both leaders.
- It is not always the responsibility of the team member who is "left out" to push their way in. The team member who is included needs to take action by stepping aside and making appropriate referrals to include the other team member. They need to be firm and clear about the team's visions and decisions and not cave in to pressure or differing expectations.

Criteria for Healthy, Effective Teams

The following criteria are ways to further evaluate team health:

1. Team members understand and agree on goals and objectives, e.g., there is agreement on the goal of developing strong, inclusive lay leadership and on the ways to accomplish that goal.
2. Team members' resources (strengths, abilities, specialties) are recognized, appreciated, and shared in the community of faith and beyond.
3. There is a high level of trust among team members. Conflict is dealt with openly and worked through (no shoving stuff under the mat and then complaining to others); it is okay to disagree openly with each other, but not to embarrass teammates.
4. There is full participation in leadership. How leadership roles are shared by team members are worked out together, or possibly in consultation with the M&P Committee or a consultant.
5. Effective procedures guide team functioning. Team members support these procedures and act accordingly, e.g., if a team member is asked about a matter that is the other team member's responsibility, they will direct the inquiry to the team member in charge instead of dealing with it themselves. This example reflects the appropriate use of power.
6. Communication among team members is open and participatory. Ideas are expressed fully and openly to minimize hidden agendas.
7. Approaches to problem solving and decision-making are well established and mutually agreed upon.
8. The team tries different ways of doing things and is creative in its approach to work, its problems, and its challenges, e.g.:
   - During a worship service, a team could illustrate how it works together by using pantomime or a slide presentation, rather than by talking about teaming.
   - Team members decide to take turns responding to phone calls two mornings each per week rather than each being available during all office hours.
   - Occasionally, team members exchange places/roles, such as when preaching and leading worship, visiting the Sunday school or youth group, or attending finance committee meetings.
9. The team regularly evaluates how it functions, e.g., the team devotes a short portion of regular team meetings to this topic and includes a twice-yearly reflection and planning time or retreat.
10. The team pays attention to the content of its tasks and to the well-being of the team and its members. It might be useful to think in terms of the "tricycle model" of group maintenance: one wheel represents care and support of the individual, one wheel represents care and support of the team, and the front wheel represents doing the tasks and leadership of ministry. All wheels have to be in good shape for the tricycle (or team) to move smoothly and effectively.

11. The team reviews past experiences, learns from them, and uses those learnings to plan appropriate actions for the future, e.g., a team learns that doing a dialogue sermon without a specific structure takes longer than the intended 15 minutes. Therefore, if another dialogue sermon is scheduled, there will be more structured planning and practice.

Building Team Support Systems

Ways to create support for your ministry team might include the following:

1. Negotiate with another team or teams to hold occasional joint meetings to learn how other teams manage issues of common concern, both within the team itself and in relation to the community of faith, and how they support one another. Different individuals might facilitate different parts of an agreed-upon agenda, and/or a consultant might be invited to facilitate.
2. Ask a consultant to work with the team to evaluate team progress and to raise particular issues that may be difficult to do within the team itself, particularly if there are some issues of difference that have not been reconciled. The consultant might also help the team set goals and objectives.
3. The M&P Committee should meet regularly with the team and its individual members. The meeting could be structured so that half the committee meets with each team member for part of the time, and the rest of the time is spent with the entire team and committee together. This gives each individual time with committee members to focus on particular issues, which can then be summarized with the entire group or be dealt with in other appropriate ways.

Resources for the Supervisory Role of the M&P Committee

Compliance with Employment Regulations

The church is obliged to comply with a wide range of government regulations, including

- income tax as regulated by the Canada Revenue Agency
- Canada Pension Plan and Employment Insurance withholding, remittances, and record keeping
- health and safety and workers' compensation regulation and agencies
- human rights and employment equity regulation
- provincial health levies, and employment taxes
- employment standards including hours of work, statutory holidays, minimum wages, vacation pay, and notice of termination or layoff

M&P Committee members must acquaint themselves with these regulations and stay up to date in order to regularly report to the governing body. Helpful websites related to many of these regulations are found later in this resource.

Travel Expense Reimbursement Details

Payments to ministry personnel to reimburse travel expenses are non-taxable if the following conditions are met:

- Payments do not include travel between home and the regular place of employment (considered personal travel).
- The driving is done in the course of carrying out the work of the community of faith arge. This includes travel between home or church and the place the ministry personnel goes to perform ministry duties other than the minister's regular place of employment (if reasonable), and travel between church locations (i.e., a multi-point pastoral charge).
- Payments are "reasonable."
- Payments are based on actual distance driven.

The rate per kilometre includes all costs of vehicle operation, including gas, oil, repairs, and insurance, and is set in accordance with the Canada Revenue Agency determination of "reasonable." Paying any depreciation allowance in addition to the kilometric rate is considered "unreasonable" by CRA and is subject to penalty. Ministry personnel are required to keep a travel log of all distances driven on church business and to submit this log at agreed-upon intervals, such as monthly or quarterly. An example of the travel log is shown below.

Travel Log Example

Odometer Reading from Car Used

Date	**Start km**	**End km**	**Total km**	**Description**
Oct. 29, *year*	68,172	68,174	2	Pastoral visit, travel to funeral home, etc.

For further information regarding travel reimbursement, refer to the CRA's T4130, *Employers' Guide: Taxable Benefits and Allowances,* chapter 2, "Automobile and Motor Vehicle Benefits and Allowances." You may also wish to speak with your regional council minister, since practices may vary based on region.

Steps in the Recruitment and Selection of Lay Employees

Recruitment

Once a vacancy has been declared, the staffing process normally consists of the following steps:

- *Job description review/update:* The most effective hiring begins with a thorough job description. The job advertisement, screening, interview questions, and selection decision should all be based on this job description.
- *Search committee:* Appoint individuals or a Search and Selection Committee to conduct the search. Responsibilities, timelines, and who has the hiring authority should be established.
- *Interview questions:* It is good practice to have interview questions that are open-ended and behaviour-based, and that are written with the position criteria and required competencies in mind.
- *Advertising:* If advertising is required, consider the most cost-effective methods (e.g., the community of faith website, bulletin boards, congregations, community newspapers, and other local non-profit organizations). Internet advertising and/or the use of social media may be an option. The Service Canada website will allow you to post positions for free.

Screening Applicants

Select the applicants to be interviewed based on the criteria outlined in the job description.

Interview

It is good practice to have more than one interview, in order to allow both the employer and the applicant enough opportunities to truly discern whether this relationship will be mutually beneficial. Open-ended and behaviour-based questions generally elicit the most information from applicants. Behaviour-based questions ask applicants how they would react to a specific situation. Human rights legislation varies from province to province. In all provinces, questions may not be asked related to race, origin, colour, religion, sex, and age. The provincial human rights commission will have information regarding acceptable/unacceptable questions.

Reference Checks

The hiring committee should discuss what additional information needs to be gathered by means of the reference check: what is critical to the success of the applicant in this position, including issues that are essential to successful job performance. These may include attitude toward work, flexibility, ability to work independently or as part of a team, initiative, level of problem solving, and so on.

Selection

The decision on the final applicant should take into consideration all information gathered from the interview and reference checks. If none of the applicants meets the hiring criteria, there is no obligation to hire the closest match. It is advisable to keep interview notes for a period of time in case an unsuccessful applicant requests feedback.

Job Offer

A job offer is made following appropriate checks (reference checks, police records check, if applicable). An offer can also be made conditional upon receipt of acceptable reference checks (and a police records check if required), although it is recommended that an offer be made after these checks have occurred. Once the successful applicant has accepted the job, unsuccessful applicants should be notified as soon as possible. It is recommended that all applicants be acknowledged and notified of the status of their application.

Every work arrangement should be in writing. The onus is on the employer to state expectations clearly. Below are checklists of what needs to be contained in an offer letter and a contract for a lay employee.

Checklists for an Offer Letter and Contract for Lay Employees

An **offer letter** should include the following:

- ☐ a brief description of the position (or a description provided in a separate document)
- ☐ employment relationship (permanent full-time, permanent part-time, temporary, etc.)
- ☐ reporting relationships—be specific about accountability and supervision
- ☐ hours of work
- ☐ financial remuneration
- ☐ benefits entitlements:
  - ☐ United Church Pension and Group Insurance plan details
  - ☐ vacation
- ☐ probation period
- ☐ offer effective until

A **contract** for a lay employee should include the following:

- ☐ a brief description of the position (or a description provided in a separate document)
- ☐ employment relationship (permanent full-time, permanent part-time, temporary, etc.)
- ☐ reporting relationships—be specific about accountability and supervision
- ☐ financial remuneration
- ☐ benefits entitlements:
  - ☐ United Church Pension and Group Insurance plan details
  - ☐ vacation
  - ☐ sick leave
- ☐ probation period
- ☐ beginning and end dates, if it is a term employee

Sample Interview Questions for Lay Employees

Many websites provide sample questions for those performing interviews. Two helpful ones are the HR Council and Charity Village.

HR Council

The HR Council for the Voluntary and Non-profit Sector (http://hrcouncil.ca) and its HR Toolkit provides tips and a few samples for interviewing for roles in the non-profit sector. This website provides helpful guidance around behavioural and situational interview questions, as well as which type of discriminatory questions to avoid, including "Sample Interview Questions, HR Council for the Voluntary and Non-profit Sector."

Charity Village

Charity Village (http://charityvillage.com) provides many sample questions for both managerial and non-supervisory positions under Nonprofit Hiring Tools: Sample Interview Questions. These exhaustive lists provide many questions. Interviewers are encouraged to select questions from the samples into a subset of questions that will be asked in all the interviews for the same position.

Checklist for a Good Performance Review Discussion

A good performance review discussion should

- ☐ focus on performance against set goals
- ☐ be a mutual evaluation of staff and the community of faith
- ☐ be regularly scheduled and simple
- ☐ build on what the employee is doing well
- ☐ motivate the employee
- ☐ find ways to help the employee grow
- ☐ not be conducted when major conflicts are present
- ☐ be timed separately from a review of compensation
- ☐ provide written feedback following the review

Sample Annual Performance Review

Each M&P Committee should establish, with the agreement of ministry personnel and lay employees, an evaluation procedure for conducting the annual performance review. The model below can be a starting point—feel free to modify it, or develop your own to suit your situation.

The starting point of any review is the goals and objectives ministry personnel and lay employees have adopted for the year, which must be congruent with the mission and goals of the community of faith. Not all aspects of ministry are easily measured, but with careful planning, an annual review can be beneficial to all participants.

Issues to be reviewed by the M&P Committee

a) With each ministry personnel and staff member:

- What progress has been made on your goals and objectives for the year? What has helped or hindered progress?
- Which goals and objectives are still valid? What needs to be done to accomplish them? Do some need to be revised or deleted? Should new ones be added?
- What strategies will enable you to attain your goals and objectives? How can the M&P Committee or the community of faith assist you?
- What areas of your work do you find most satisfying? most frustrating? How can we work together to alleviate the frustration?
- How do ministry personnel and staff keep each other informed? What helps or hinders ministry personnel and staff working together?
- Do you have any health and safety concerns about the workplace? Do you feel safe and secure?
- Do you have the equipment you require to do your job effectively?

b) With ministry personnel:

- What is your level of satisfaction with your salary, continuing education, administrative support, and other benefits and working conditions?
- How consistent is your position description with the community of faith’s expectations?
- What are your priorities for ministry in the coming year? What effect will this have on your ministry with us?
- What is your vision for the community of faith for the coming year? How does it relate to the community of faith’s goals and plans? What skills and resources would be required of members?
- How can this committee support you in your ministry with the community of faith?

c) With lay employees:

- What is your level of satisfaction with your salary, benefits, working conditions, vacation time, and professional development opportunities?
- Does your position description provide a clear understanding of the pastoral charge’s expectations of your work?

- What other expectations does the community of faith have of you besides those defined in your position description? What additional responsibilities would you welcome? What aspects of your job do you feel should not be your responsibility?
- How does the community of faith express support for your work?
- How can this committee support you?

Issues to be reviewed with the M&P Committee

a) By each ministry personnel and lay employee:

- How have I been effective in fulfilling my responsibilities and in achieving my goals and objectives? How have I helped facilitate the community of faith's goals and objectives?
- To be more effective, what skills do I need to acquire or improve upon?
- How would you say I balance the time required to perform my various duties? The time for work and for my personal life?
- What would you encourage me to continue doing? Start doing? Stop doing?

b) By ministry personnel:

- Spiritual growth that has been significant for me during the past year includes...
- How do you see my relationships with other staff members? With individuals, families, and groups in the community of faith and the community?
- Discuss my involvement with the governing body, committees, choir, volunteers, etc.
- How has my involvement in worship, education, preaching, and administering sacraments, outreach, and pastoral care been received? Where would people welcome or resist change? Where is special attention required?
- What feedback is there from the community of faith? How important is it? What response, if any, should be made?

c) By lay employees:

- How do you see my relationships with other staff members? With members of the community of faith?
- What feedback have the committees to which I relate in my work given?
- During the year I have tried to do the following "special things." How have these things been received? recognized? evaluated?
- Does the community of faith have any other feedback about my work?

While performance reviews need to be done annually, they do not have to be in depth every year. A shorter performance review for ministry personnel and lay employees could include a conversation around these questions:

- What is going well?
- What is going off the rails?
- What is the action plan?

or

- What do we need to do more of?
- What do we need to do less of?
- What is the action plan?

Sample Lay Employee Job Description

This template is provided by HR Council for the Nonprofit Sector (www.hrcouncil.ca). The template outlines the major categories that you should include in your job descriptions along with an explanation of what to include in each category.

Job title	*The formal title of the position*
Reports to	*The title of the position that the job incumbent reports to*

Job purpose

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- ☐ The job purpose is usually no more than four sentences long

Duties and responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to “work outside the box” and within reason, discourages “that’s not my job.”

- ☐ Identify between three and eight primary duties and responsibilities for the position
- ☐ List the primary duties and responsibilities in order of importance
- ☐ Begin each statement with an action verb
- ☐ Use the present tense of verbs
- ☐ Use gender neutral language such as they
- ☐ Use generic language such a photocopy instead of Xerox
- ☐ Where appropriate use qualifiers to clarify the task—where, when, why, or how often—for example, instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner”
- ☐ Avoid words that are open to interpretation—for example instead of “handle incoming mail” use “sort and distribute incoming mail”

Qualifications

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

All qualifications must comply with provincial human rights legislation.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics
- Professional certification
- Experience

Working conditions

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

Physical requirements

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

Direct reports

List by job title any positions to be supervised by the incumbent.

Approved by:	*Signature of the person with the authority to approve the job description*
Date approved:	*Date upon which the job description was approved*
Reviewed:	*Date when the job description was last reviewed*

Ideally, a job description should be reviewed annually and updated as often as necessary.

Exit Interviews

An exit interview may be conducted with departing ministry personnel or lay employees. In either case, the information that comes from an exit interview will be useful in assessing the current health and defining the future ministry needs of a community of faith. The exit interview with ministry personnel may be conducted as part of the process to prepare a community of faith profile. For an interview conducted with ministry personnel, it may be helpful for a regional council liaison to be present to receive feedback for the regional council.

There are three goals of an exit interview:

1. To help the community of faith learn more about itself: its dynamics, strengths, challenges, present state, and so on.
2. To help the outgoing staff person reflect on their time in the community of faith and to articulate the learnings that have come from being in relationship with that particular community of faith.
3. To allow both parties to enter into a deeper stage of closure, and make room for fresh beginnings.

Although it is called an interview, the tone of the meeting should be conversational. It is an opportunity for the staff person to offer their thoughts and observations, and a time for others to offer observations and affirmations to the individual as well. An exit interview is not a performance review of either the staff person or the community of faith. If you plan to use this guide, we suggest that you share the outline of your interview with the ministry personnel or lay employee prior to the meeting. This allows them to understand the purpose and focus of your conversation.

With departing ministry personnel, notes should be taken during the interview for the development of the community of faith profile. These notes will not be put into the personnel file of the ministry personnel, but will be used by the team developing the community of faith profile as part of the pastoral relations process. This should be stated clearly when the interview begins.

Ministry personnel and lay employees can offer a valuable and unique perspective on the characteristics and life of a community of faith. Even if the ending of the pastoral relationship or the employment relationship is difficult, the staff person’s perspective ought to be heard and considered. It needs to be recognized, however, that the future hopes and needs of the community of faith may be very different from the observations and opinions of the outgoing staff. Their comments are not binding on the community of faith.

The interview is primarily a time to listen. It is not a time to debate or defend. Defensiveness will serve no purpose at this point. All comments should be heard and considered for what can be learned from them.

If the ministry personnel will be living in the same community beyond the end of the pastoral relationship, it is necessary to have a conversation about appropriate boundaries and their participation in the community of faith with regard to taking part in weddings, funerals, Sunday Services, hospital visiting, and how to refer friends to a new ministry personnel for pastoral care and counselling. More information about these types of conversation is found in the Pastoral Relations: Community of Faith resource.

Sample Exit Interview Questions

These questions are offered as a guide. The team performing the exit interview does not need to ask all the questions below; choose what you think are the most relevant. However, there should be a balance of questions that allow staff to share their celebrations and concerns about the community of faith, as well as reflect on their own vocational life.

1. Describe your time/experience at ______________ community of faith.
2. What do you believe were the highlights of your time with this community of faith?
3. What do you believe were the greatest difficulties during your time with this community of faith?
4. What important goals were you unable to achieve and why?
5. How did you mark the end of your time in ministry with this community? Were there rituals around ending that were helpful for you? If not, is there anything you need to do now in order to leave well, to leave in peace?
6. What, if any, regrets do you have, as you depart this community of faith?
7. What excites you about the future of this community of faith? What worries you?
8. What excites you about your future in ministry? What worries you?
9. What do you think are the community of faith’s expectations of their new ministry personnel?
10. How did your family and friends experience this community of faith?
11. What lessons/experiences from this community of faith will you take into your next ministry?
12. What would you want to tell the incoming ministry personnel about this community of faith to assist them in making their time a positive experience?
13. How can the regional council best support this community of faith?
14. How can the regional council best support you?

15. How can the regional council best support the new ministry personnel?
16. For retiring ministry personnel: How do you propose to separate yourself from the community of faith in order to maintain a professional relationship with incoming new ministry personnel?
17. For multiple staff ministries: Was the workload appropriately distributed between members of the staff? Are differences in compensation appropriate to differences in experience, responsibility, and assignment? Have you found relations between staff members to be open and supportive? If not, please describe your experience.
18. Is there any additional information you would like to have recorded as part of this exit interview?

Helpful Contacts and Websites

Contacts within the United Church

Regional Council

Each regional council has a Pastoral Relations Committee or equivalent, with whom the M&P Committee can consult from time to time. Contact your regional council office for more information.

Each Conference has a regional council minister, whose role is to serve as a consultant to the M&P Committee as necessary, e.g., for orientation, to develop or revise position descriptions or annual review procedures, or when difficulties arise in staff relationships.

These staff also have a role to explain pastoral relations and employment policy to ministry personnel and lay members within their region. Finally, they may have a role to support ministry personnel and their families. Contact your regional council office.

General Council Office

The Ministry and Employment Unit in the General Council Office provides support in pastoral relations, employee relations, and pension and benefits. Tel: 1-800-268-3781 ext. 3146; e-mail: MinistryandEmployment@united-church.ca.

Other Contacts

The United Church Pension and Benefits Centre

For information about group benefits or pension, please call The United Church Benefits Centre call toll-free 1-855-647-8222.

Employee and Family Assistance Program (EFAP)

The EFAP is a confidential short-term counselling and information service provided by Morneau Shepell; the EFAP can be reached at 1-800-387-4765 (English) or 1-800-361-5676 (French).

Websites within the United Church

The United Church Website

The United Church website (www.united-church.ca) has up-to-date information on many topics of interest to M&P Committees. Type relevant keywords into the red search box to find what you are looking for. You can also visit your regional council for regionally developed resources.

Most of the resources recommended in this resource, as well as other guidelines on related topics, can be found on the United Church website.

The Handbooks and Guidelines page (www.united-church.ca/handbooks) is an index of many useful resources, available as PDF downloads, including

- The Manual
- Ethical Standards and Standards of Practice for Ministry Personnel
- Financial Handbook for Congregations
- Pastoral Relations resources

- annual schedule of Minimum Salary and Allowances for Ministry Personnel
- Benefits for Active Members: Summary of Coverage
- Designated Lay Ministers resource
- Congregational Designated Ministers resource
- Interim Ministry resource
- Supervised Ministry Education resource
- Restorative Care Plan Roadmap
- Dispute Resolution policy
- Sexual Misconduct Prevention and Response Policies and Procedures
- Workplace Violence and Harassment Policy
- Faithful Footsteps: Screening Procedures for Positions of Trust and Authority in The United Church of Canada
- Human Resources Policy Manual (applies to staff in the General Council and regional council offices; you may use it as a model in setting up your own policies)

United in Learning

United in Learning (www.united-in-learning.com) provides online distance learning opportunities for church leaders. Committee members will find M&P Committee training webinars of interest. For upcoming opportunities, check out the schedule. Or search for recordings of previous M&P Committee training webinars.

Connex

Connex is the newsletter of Ministry and Employment Policies and Services. It keeps readers on top of issues affecting their health and benefits, pension, employment policies, and other initiatives. Recent editions can be found in the United Church Commons (https://commons.united-church.ca) in the Publications folder.

Other Websites

Service Canada

Service Canada (www.servicecanada.gc.ca) offers access to a range of Government of Canada programs and services for both employers and citizens. To access information on payroll, wages, and other HR obligations and advice on recruiting, training and managing employees, click on the Hiring and Managing Employees link under the heading Jobs. This section will assist you with hiring, managing employees, payroll and benefits, end of employment, and so on.

Employment Standards

Provincial employment standards legislation has been developed to protect both the employer and the employee. It provides fair and equitable minimum standards for any employment relationship. Employers may exceed these requirements but cannot provide less coverage than the Employment Standards Act (www.cic.gc.ca/english/work/labour-standards.asp) requires.

This legislation includes such topics as minimum salaries, hours of work, vacation entitlements, notice periods, and termination requirements.

Canada Revenue Agency

The Canada Revenue Agency (www.cra-arc.gc.ca) administers tax laws for the Government of Canada and for most provinces and territories. This website will be a resource for payroll purposes, e.g., deducting Canada Pension Plan (CPP) contributions, Employment Insurance (EI) premiums and income tax), Records of Employment, T4 slips, garnishment of employee's wages, and so on.

Canadian Human Rights Commission

For the maintenance of a fair and just workplace, recruitment, employment, development, and promotion practices and policies must be as free as possible from both systemic and deliberate barriers. Provincial human rights legislation addresses discrimination on some or all of the following grounds: race or colour, religion or creed, physical/mental disability, sex (including pregnancy or childbirth), marital status, age, sexual orientation, ethnic origin, family status, dependence on alcohol or drugs, place of origin, political beliefs or association membership, pardoned convictions, record of criminal conviction, and source of income. Learn more on the Canadian Human Rights Commission website (www.chrc-ccdp.gc.ca).

Privacy Legislation

In Canada, we are protected by two federal privacy laws. The Privacy Act covers the personal information-handling practices of the federal government, and the Personal Information Protection and Electronic Documents Act (PIPEDA) Act is Canada's private sector privacy law. The Office of the Privacy Commissioner of Canada (www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/02_05_d_15/) offers information and clarification of these two laws.

Occupational Health and Safety

Occupational health and safety legislation has been put in place by all provinces to provide a safe environment in which to work. It is your responsibility to provide a safe environment for all your staff and to both initiate and respond to safety concerns. Workers' compensation is a government agency that provides pay continuance for employees that are injured in the workplace. Certain types of employment automatically require coverage while others do not. In the church's case, coverage is not automatic; therefore, each individual church makes the decision to participate or not. Learn more at CanOSH (www.canoshweb.org), Canada's national workplace health and safety website.

Work Health Life

Offered as part of the United Church's Employee and Family Assistance Program, the WorkHealthLife website (www.workhealthlife.com) and the associated mobile application (myEAP) can be accessed for support for staff work, health, and life, or to link to resources and interactive tools to help staff manage your health and well-being, or to find information about how the EFAP has helped others and ways it can support staff too. Whether staff need help managing everyday stress, handling life as a parent, or making better food choices, WorkHealthLife offers secure and confidential support around the clock.

www.united-church.ca/handbooks