Interim Ministries
Book II
Second Edition

Practical Helps in Interim Ministry Management

FOREWORD

This publication supplements "Interim Ministries, Book I: An Overview for Church Leaders" which deals with the value of interim ministry and describes what it is. Here are guidelines for the development and support of interim ministries in dioceses. There are suggestions for interim agreements; roles and responsibilities; recruiting, training, deploying and supporting interim pastors/consultants; and evaluation. Some ideas and suggestions in the two books may not fit specific situations, but they are based on experience and give a picture or vision of how interim ministry might work for you.

Definitions for the "Interim Period", "Interim Ministry" and "Interim Pastor" may be found in the Appendix A (page 13 ). It is assumed that Book I has been studied as preparation for information offered in Book II.
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INTRODUCTION

The suggestions given here assume some degree of intentionality on the part of a diocese with respect to interim ministry. Thus, the bishop and transitions officer/diocesan deployment officer (DDO) believe the interim period is a "prime time for renewal" and will engage with parish leaders directly or through interim ministry specialists (pastors and consultants) throughout the period of transition in order to do a self-study, set goals, and facilitate any revitalization which may be needed at this time.

Diocesan involvement begins when the bishop is notified of a pending clergy opening. In addition to helping the outgoing rector and the parish end their relationship in a healthy manner, the bishop or transitions officer/DDO acquaints the vestry with diocesan policy regarding interim ministry and offers available resources. Where appropriate and possible, interim ministry specialists who can help the parish accomplish a healthy transition are recommended. It is important to note that the way diocesan policies and procedures are implemented has substantial impact on the success of the interim time.

THE INTERIM TIME

The interim time allows a healthy transition and effective ministry while a congregation seeks new ordained leadership. When energy is properly focused it offers congregations:

• time for reflection during the self-study,
• time to separate from the leadership of the departing rector,
• time to strengthen and empower lay leadership,
• time to clarify mission and direction,
• time to find a priest to lead the congregation in that mission and direction.

Developmental and renewal work during the transition helps the parish prepare for the next chapter in its life. This is described further in the statement of developmental tasks offered by Loren Mead in Changing Pastors… and How it Affects Change in the Congregation (Alban Institute, 2005).

The importance of bringing about an "end" to the previous ministry cannot be over emphasized. The more effective the closure with the departing rector--saying goodbye--the more effective the interim time will likely be.
The Interim Pastor

The interim pastor, working with the vestry, provides the leadership necessary to maintain stability during the interim period. S/he brings a "non-anxious presence" to an uncertain, grieving, or conflicted congregation. A key task is to help the congregation complete its disengagement from previous leadership as it begins the self-study related to the search process.

The interim pastor must be secure as a person, able to take charge without dominating or being unduly authoritarian. S/he understands that it is extremely important to exercise caution when making decisions during the interim period. Decisions need to be made in consultation with the vestry.

The interim pastor should have conflict management skills, notably patience and flexibility, together with negotiating and reconciliation abilities. S/he must communicate well, one-on-one, in small groups and with the entire congregation.

Able to live amid turbulence and constant pressure, the interim pastor should understand legitimate power needs as s/he copes with shifting power structures. Above all, a robust sense of humor and the ability to say "it’s your church, not mine" are needed.

Given the intensity and intentionality of the mutual ministry required during transitions, the interim pastor initiates periodic reviews to allow for renegotiation with respect to progress on overall goals and fulfillment of responsibilities. Please note that these are suggested opportunities for review of the mutual ministry together – and not times for evaluation. Two specific reviews are suggested:

The first will inform the vestry of the interim pastor's observations after one to three months of working together. This is an opportunity for:

a) A sharing of perceptions and renegotiation of priorities of ministry for the interim period. (By this time there may be pertinent information available from the parish's self-study.) The feedback from the interim pastor may be communicated in writing or orally. At a minimum the report should give the interim pastor's impressions of where the parish's strengths seem to lie and what areas seem most in need of short-term attention, how the parish is functioning organizationally and how the vestry functions as a team – a kind of early "state of the parish" report.

b) Clarifying the covenant relationship between the interim pastor and the vestry.
The second review provides a basis for:

a) Further renegotiation and adjustment of ministry needs at midterm or after several months have passed. Again, helpful information from the parish’s self-study should be used. The interim pastor encourages discussion of progress on the developmental tasks and renewal work central to the joint ministerial endeavors.

b) Reviewing the goals and expectations of the interim pastor agreement and of the fulfillment of responsibilities to which the vestry and interim pastor have mutually agreed.

The interim pastor should make special use of the opportunity to say goodbye at the end of his/her time with the parish, not only to individuals but to the congregation. Effective closure of the interim time enhances the start up of the new ministry. Liturgical services for this purpose may be helpful. The interim pastor can help in the writing and leading of these services. It is recommended that a few weeks be allowed to elapse between the departure of the interim pastor and the arrival of the new rector.

The Interim Consultant

The process of searching for and calling a new rector to lead a congregation is unique. It is really very different from hiring a staff person or business associate in the secular world. While a number of academic and business positions involve a search process, the theological concept of "call" exists in the Christian community alone.

There are many potential pitfalls for a search committee along this journey where the skills and knowledge of an experienced interim consultant can be a significant resource. First, and foremost, the interim consultant can provide a "vision" for a congregational self-study and search. Second, s/he can help the search committee understand the deeper implications of the steps that accomplish their twofold task: 1) to help the congregation know who they are as people of God, and where they feel God is calling them; and 2) to nominate as the new rector/vicar a candidate with the appropriate qualities, gifts and skills needed to lead a particular congregation.

Interim consultation may be a function of bishops or transitions officers/DDOs. However, an increasing number of dioceses have been able to train and locate lay and ordained persons with skills to provide interim consulting for search committees and vestries during the search process. Many transitions officers/DDOs who have formerly been "the consultant" to search committees (and vestries) now train consultants – lay and ordained – to assist in the interim ministry process according to the norms and policies of a given diocese.

NOTE: In some areas, due to the realities of distance and shortage of time or staff, dioceses have looked to interim pastors to provide consulting help to search committees but the prevailing wisdom is that these ministries should be provided separately. This is because congregational dependency upon the leadership of only one individual for these very different functions is often complicated and confusing.
Evaluation of the Process

Evaluation is an important part of interim ministry. It benefits parish leadership and interim specialists and it provides an opportunity to determine how diocesan interim programs might be improved. The formality or informality of the evaluation will depend on the styles of those responsible for the process.

The evaluation may be conducted some three to six months after the new rector arrives. It is most effective when it includes the vestry, the search committee and the new rector. It maybe conducted by the bishop or transitions officer/DDO or the interim consultant.

The following questions are suggested for use in evaluations:

(a) A review of the process: what happened?
(b) What was helpful?
(c) What were the frustrations? The surprises?
(d) How could the diocese have been more helpful? What would you change? What would you suggest to the next congregation using the process?
(e) How did the parish grow during the process? What were the benefits?
(f) How does the new rector feel about the process which preceded his/her arrival?

Each interim pastor generally requests some type of evaluation at the end of his/her ministry to offer helpful feedback for personal growth and development. This evaluation or Exit Interview is equally important but separate from the one recommended above.

INTERIM MINISTRY SPECIALISTS

Where to Obtain Names of Possible Interim Pastors

The supply of trained interim pastors is small relative to the demand. As of mid-2007 the Interim Ministry Network had approximately 225 Episcopal clergy in its database. It is unknown how many priests have received training elsewhere. Some of those priests are unwilling or unable to relocate geographically. While the supply is growing, the need has led to a variety of arrangements.

Some dioceses are presently recruiting and training their own interim pastors who are available to serve the particular needs of that diocese. Clergy who have gifts to offer, full or part-time, make themselves available. It is strongly recommended that all be trained in interim skills and insights.
Some dioceses, not in a position to sustain interim ministry specialists, share interim ministers with other dioceses and thus offer additional avenues of employment to those who wish to make this a full-time ministry. Interim pastors who are willing to move from one diocese to another become accountable to the bishops in whose dioceses they serve.

When local individuals are either unavailable or do not fit the immediate need, there are other sources, including:

1. **CDO: the Office for Ministry Transitions** at the Episcopal Church Center can run a search for available interim pastors, trained, experienced or who simply state a preference for interim work. They are not evaluated for effectiveness, however.

2. **The Interim Ministry Network, Inc.** in Baltimore, Maryland maintains a membership list coded by denomination. IMN is ecumenical and has several hundred members. It has adopted a standards document (see Appendix B) which provides a statement of ethics and standards for interim pastors. IMN also offers a certificate of completion diploma after basic and advanced training, a Designation Program for Professional Transition Specialists, and hosts an annual national conference.

3. Many diocesan bishops and transitions officers/ DDOs know of and use qualified and effective interim pastors and consultants routinely.

4. Interim pastors often know of other colleagues who are or will become available.

5. The **National Network of Episcopal Interim Ministry Specialists (NAEIMS)** also maintains a denominational membership list.

**How to Identify Effective Interim Pastors**

While the Interim Ministry Network has adopted an accreditation system for interim pastors, references should be checked. Bishops and wardens with whom they have worked should be consulted.

Some questions to ask when assessing potential effectiveness of prospective interim pastors might be:

1. What was the individual's "track record" prior to becoming an interim pastor?

2. Is the person an effective interim minister? Be specific.

3. What kind of interim training has this person had?

4. What study and continuing education has the individual undertaken on this subject?
5. Is s/he a member of the Interim Ministry Network? Has s/he been certified?

6. How well does this person work with a consultant, diocesan staff, wardens?

7. Would this person be supportive of diocesan policies?

8. Would the individual agree not to be a candidate for rector?

There are a few cautions to note. Although individuals might, at first glance, be eliminated from consideration because of the following circumstances, the actual facts should be carefully explored.

1. Some interim pastors have had experiences that were not "successful," but who are, nevertheless, quite skilled as interim pastors. Lack of outward success or popularity is not necessarily a red flag in this specialized ministry.

2. Occasionally clergy coming out of painful situations have gone into interim pastorates before fully dealing with that difficult situation. Past pain may make a better interim pastor, but it is important that the individual has had a chance to come to terms with that woundedness before starting a new position.

**INTERIM AGREEMENTS**

Interim pastoring and interim consulting are special ministries. The Interim Ministry Network recommends the negotiation of written agreements which honor the mutual interests of both the congregation and the interim specialist. Some dioceses expect to be parties to such agreements and have special requirements and guidelines.

**Interim Pastor Agreements**

Agreements between interim pastor and parish are best approached as covenants for mutual ministry, i.e. articulating expectations and commitments between clergy and vestries to provide leadership during the period of transition.

A clear statement to the effect that all parties understand that their interim pastor is not a candidate for the permanent position is strongly recommended although other procedures employing specific guidelines and policies have been used. Some dioceses allow a parish to call a “Priest-in-Charge Under Special Circumstances” who, upon mutual consent, may succeed the Rector after a contracted time. Additional recommended elements, with appropriate consideration for full-time or part-time interim pastorates, are:

1. **Goals and Purposes.** A complete interim agreement will contain a statement of understanding that interim ministry is provided to maintain stability and to do some developmental or renewal work during the transition period. If, in special circumstances, it is desirable or necessary for the interim pastor to serve as a consultant for the search process, the parameters should be clearly spelled out in the letter of agreement.
2. **Responsibilities of Interim Pastor and Vestry.** The interim agreement should include statements of the responsibilities each party expects of the other during this period of transition. The content and degree of specificity of such statements may vary from parish to parish. It is helpful for the interim pastor to function more or less as a settled rector functions notwithstanding the canons which do not specify the range of authorities of interim pastors.

3. **Provisions for Ministry Review.** (See page 4.)

4. **Time of Work and Leave.** Provisions reflect the normal diocesan standards for settled clergy, when possible, including reasonable time off weekly for the interim pastor and family, annual vacations, and continuing education. There should be provisions for duration of the agreement and its extension if needed.

5. **Compensation.** The normal elements for a full-time position are salary, housing (with utilities allowance if housing is provided), pension premiums, life and medical insurance premiums, self-employment tax contributions and travel expenses. Part-time positions might be negotiated on a prorated basis. When salaries are negotiated consideration might be given to the fact that trained, experienced interim pastors are specialists.

6. **Expenses.** Reimbursement and/or provision for automobile, continuing education expenses and discretionary funds should be considered.

7. **Special Provisions.** How and under what conditions the interim ends or the interim pastor leaves need to be agreed upon. This may include provision for diocesan or third party involvement if the midterm review identifies substantial differences which cannot be negotiated.

There needs to be agreement about who is responsible for what if the interim pastor does not have a new position waiting at the end of the one specified (salary, housing, insurance, pension, etc.) and there needs to be clarity about moving expenses.

There must be clarity about coordinating relationships among the bishop, the transitions officer/DDO, the interim pastor, the interim consultant and the vestry. The experience of writing this agreement can be a teaching tool for negotiations with the new rector.

(See Appendix C for a sample Interim Pastor agreement.)

**Interim Consultant Agreements**

Whether the transitions officer/DDO, a trained interim consultant or, under special circumstances, the interim pastor provides consultation, the understanding of a consultant's role in "Expectations of the Consultant" (below) should be followed. Here again, the experience gained while writing this agreement can be a teaching tool for negotiations with the new rector.
Consultant agreements should include:

1. **Purpose.** Reasons for having an interim consultant and the dimensions of that role.

2. **Expectations.** It needs to be understood that consultants are to help with the process and not do the searching. The consultant usually offers knowledge, experience, resources, help, etc., but generally does not do the work. Provision should be made for close consultation and collaboration of the interim pastor with the interim consultant while maintaining their separate tasks. Expectations of the search committee and vestry responsible for the search process also need to be included.

3. **When and for Whom the Services are to be Provided.** The duration of the agreement and who the consultant works for and with need to be specified, e.g. in some dioceses the vestry employs the consultant and assigns that person to work primarily with the search committee while also maintaining contact and liaison with the vestry. Other dioceses permit the search committee to employ the consultant who may never meet with the vestry. Some bishops provide the consultant to the parish.

4. **Compensation and Allowances.** Mutually agreed upon fees and expenses should be specified. Two very different philosophies are operative in determining consultant fees. Some dioceses/consultants set a fee-per-session arrangement, while others have a flat fee for the whole process, regardless of the number of sessions required. The rationale behind this second approach is that this insures consultant availability at crucial turning points in the process. Some dioceses contribute to these costs.

(See Appendix D for a sample Consultant Agreement.)

**THE ONGOING CARE OF INTERIM SPECIALISTS**

**Recruitment and Support**

A major concern for the Church is how to attract and keep effective clergy in interim ministries. At the 1986 Annual Conference of the Interim Ministry Network, a panel of practitioners generated a response to this concern "for judicatories and others who love the church". It reflects the need for those who serve as interim pastors. Their recommendations, as they apply to the Episcopal Church, are reported here:

1. Decide to attract and keep experienced and effective people in interim ministry.

2. Suggested procedures:

   (a) Promote and encourage intentional interim ministry as a needed specialty in the diocese.

   (i) Give recognition and status.
(ii) Develop rituals and ceremonies, perhaps welcome and farewell services.

(iii) Offer education for congregations about the value of interim pastors and interim consultants.

(iv) Encourage information and education about interim ministry in seminary.

(b) Support intentional interim ministry financially.

(i) Subsidize interim ministry in churches where the need may be greatest at the very time when income has fallen.

(ii) Provide funds for interim pastors who are between positions.

(iii) Support sabbaticals for interim pastors as well as other clergy.

(iv) Encourage salaries commensurate with experience and training.

(c) Back up the interim pastor when resistance arises in a church. Often the interim pastor's job is to allow conflicts to surface so the congregation will confront and deal with them.

(d) Recognize advancement in interim ministry, e.g. serving more conflicted and difficult churches as expertise increases.

(e) Make use of resources offered by the Interim Ministry Network, CDO, the Transitional Ministry Network and encourage accreditation and increased specialization.

Supervision and Inservice Training

A structured and intentional diocesan/provincial/regional program of supervision and inservice training for both pastors and consultants serves a number of purposes. It can:

- provide ongoing assessment of interim ministry efforts in the diocese

- communicate and fine-tune diocesan directions with respect to interim ministry

- help interim ministry specialists refine their understanding of the work and increase their competencies thereby upgrading the quality of ministry rendered

- provide the affirmation which interim ministry specialists find important in fulfilling their vocation, and

- provide support and collegiality for those practicing this ministry in diocesan/provincial/regional groups (including ecumenical involvement.)
Such a program assumes the existence of a cadre of trained and intentional interim ministry specialists whether in one diocese or regionally. It might include but not be restricted to:

1. Designation of an interim ministry coordinator/supervisor. This could be either staff or someone under part-time contract. Several dioceses or a province might choose to collaborate on the creation of such a position or program. This person would be "on call" or available for consultation to interim ministry specialists to help them as problems arise.

2. The scheduling of regular meetings by the designated interim ministry coordinator/supervisor every two or three months including the following:
   
   (a) A disciplined case study process to help specialists increase their capacity to serve effectively.
   
   (b) Workshops or seminars to review key concepts or explore new writings pertinent to the practice of interim ministry.
   
   (c) Training sessions devoted to leadership style, team-building, decision-making, dealing with conflict and other issues related to interim ministry.
   
   (d) Response to the specific needs and problems experienced in individual interim situations.
   
   (e) Opportunities for bishops and other diocesan staff to interact with this group of congregational leaders.

**SUMMARY**

Interim ministry, in the formal sense, is still relatively young in the Episcopal Church. This accounts for the great disparity in its practice and use from diocese to diocese. In some dioceses, the information presented in *Interim Ministries Books I and II* will be too elementary or basic. In others it may be too advanced. Each diocese is urged to adopt those parts which are helpful for a type of ministry which has evolved in answer to a specific need in the church today. It is hoped that interim ministries will be regarded seriously in each diocese and further developed and refined in response to the unique circumstances in each location.

There is much still to be learned about interim ministry. You are invited to share in the quest to enrich basic parish ministry by making the most of the interim period and taking maximum advantage of this learning opportunity. The Board for Church Deployment welcomes feedback on learnings and insights on interim ministry.
DEFINITIONS

Adopted General Convention, 1988

The Interim Period

The interim period is the time between rectors when educational and developmental opportunities abound. Transition activities may include:

- Reviewing history
- Evaluation and planning for the future
- Encouraging lay ministry
- Dealing with grief, loss and anger
- Leadership development

It is a time of challenge. The energy present can be directed in very positive ways during this period.

Interim Ministry

The collective ministry of the diocese with the parish through the bishop, staff, interim pastor, interim consultant; and parish lay leaders which intentionally seeks to respond to the opportunities, issues and energies present when a parish is between rectors.

Interim Pastor

(Interim Ministry Specialist . . . a professional)
An interim pastor is a priest with parish experience and interim ministry skills and training, who can give guidance to parishes which are between rectors, and who understands and is trained to respond to dynamics and issues which come into operation during the interim period. In addition, the interim pastor maintains sacramental and pastoral norms. To be effective, an interim pastor should be available for a minimum of two or more days per week, including Sundays. Anything less is more typically described as supply. The interim pastor is not a candidate for the permanent position.
STANDARDS FOR THE PRACTICE OF INTERIM MINISTRY
Developed by the Interim Ministry Network
Revised January 6, 2005

Introduction

These standards are guidelines to be used by professionals in transitional ministry, judicatories and congregations in setting job descriptions and evaluating the ministry of intentional interim pastors and interim judicatory leaders. They are also offered as a reference for those who seek to be competent in the practice of transitional ministry. The standards are based on over 20 years of experience in serving the church through preparing members of the clergy to practice transitional ministry and through evaluations of the contributions made to congregations and church agencies by interim pastors. They represent what the Interim Ministry Network believes are the basics of what should be expected of a professional in transitional ministry.

The transition period between installed clerical leaderships provides an excellent opportunity for congregations and judicatories to deal with any grief or unresolved issues, encourage corporate renewal, reaffirm faith, and plan as well as prepare for new leadership. Trained interim ministers are invaluable resources for this period of time. Among others, the developmental tasks to be addressed during transitions include:

1. Coming to terms with the history of the congregation or judicatory and its relationships with previous clerical leaders
2. Discovering the unique identity apart from previous clerical leadership
3. Facilitating the shifts in leadership which naturally occur in times of transition and celebrating those ministries while encouraging new leaders to come forward
4. Renewing a working relationship with the judicatory so that each may be a more effective resource to the other
5. Building a strong commitment to the incoming leadership

Transition Skills

Professional transitional clergy are trained to:

- Help the congregation work through changes and grief
- Guide the congregation through its work of the five developmental tasks
Identify clarity about the Pastor’s role as an agent of transition, including helping the congregation to find and express a vision that will guide its ministry and aid in discerning the choice of its next pastor.

Provide a worshiping, pastoral and theological context for the interim time.

With advanced training, professionals in the field are offered the status of Professional Transitional Specialist by the Interim Ministry Network. When congregations choose an intentional interim process the search for new clerical leadership becomes proactive based upon empirical data rather than reactive to events of the past.

Agreement

A call to an interim ministry position should include a formal agreement or covenant between all parties, including:

- Definition of the position, expectations (goals) for the interim period with clear statements of who is responsible for given tasks
- Relationship of the Intentional Interim Pastor to lay leadership and the search process as well as to self-study and planning, recognizing that congregational self-study is more valuable when conducted prior to commencing the search for new leadership
- Skills, abilities, and preparation expected of the Interim Pastor
- Stated times of work and leave
- Housing arrangements
- Compensation and benefits
- Specific agreement that the Interim Pastor will not be a candidate and will not be considered for the permanent position in the church he/she is serving as the Interim
- Provision for mutual ministry review and exit interview

Preparation and Abilities

A person who serves the Church as a transitional pastor shall have the following:

- Education at the level required to meet their denomination’s standards for ministerial standing
- Recognition or standing in a duly recognized denomination or church body
• Experience in at least two congregations in a leadership role with written performance evaluations available from a judicatory official, another minister, and a layperson
• Special training that deals with congregational dynamics, the process of organizational transition, developmental tasks of the interim period, planning, human relations, group dynamics, consulting interventions, and church management
• Demonstrated ability to work effectively with volunteers in a church system
• Pastoral training that includes: helping people deal with grief, anger and conflict as well as the administration of healing skills
• Administrative preparation in: church management, communication, planning, corporate decision-making, negotiation, and mediation
• Experience in planning and leading worship and preaching the Gospel

Performance and Process Skills

To be an effective transitional pastor, a person needs to have proven expertise in the following areas:

• Making a quick, positive and informed entry into the congregation’s system
• Applying family systems learnings as a self-differentiated non-anxious presence
• Helping the congregation to analyze its structure, history and management
• Helping the congregation to identify its strengths for ministry and assist the congregation to recognize and address its dysfunctions
• Understanding the dynamics of change/maintenance in a systems context and enabling the congregation’s setting strategic goals and vision
• Recognizing and responding appropriately to conflict issues in the congregation

Additional Skills

Transitional pastors should be able to:

• Negotiate and contract for an appropriate interim period
• Set and monitor personal goals and vision
• Know how to plan strategically for oneself
• Integrate the knowledge of family systems into the practice of ministry
• Be aware of one's own conflict responses and how to use them effectively
• Be aware of one's own strengths and how to develop them
• Recognize ones personal level of self-differentiation and functioning responses
• Know, communicate and remain accountable to the limitations of the role of Interim Pastor

Personal Characteristics

The following personal characteristics have been identified as important for transitional pastors to possess:

• Clear sense of calling to the practice of transitional ministry
• A life of prayer
• Good ego strength: secure, mature and emotionally stable
• Clear personal boundaries
• Action/goal oriented
• Flexible and adaptable
• Patient, empathetic, and understanding
• Effective level of physical and emotional vitality
• Sound, positive, and growing faith
• Ability to maintain an optimistic attitude
• Good sense of humor
• Commitment to continuing education in the field of professional transitional ministry
INTERIM PASTOR LETTER OF AGREEMENT

between

The Wardens and Vestry of

______________________________________________ Church

and

The Reverend ________________________________

who has been appointed Interim Pastor with the understanding that this tenure shall continue at least ____ months until shortly before the arrival of the new Rector, unless earlier dissolved by mutual consent or upon ____ days' notice of either party.

DEVELOPMENTAL TASKS OF THE INTERIM PERIOD

The present interim in settled pastoral leadership is seen as prime time for renewal, re-energizing the parish in its life and mission. Beyond maintaining effective ministry during this period, the Vestry and Interim Pastor shall work together to prepare for healthy transition to the next pastorate. Specific tasks to be addressed include:

- **History:** coming to terms with the history of this congregation and its relationships with previous clergy.
- **Current Identity:** discovering the congregation's special identity, what it dreams of being and doing apart from previous clergy leadership.
- **Lay Leadership Shift:** dealing with shifts in leadership roles that naturally evolve in times of transition, allowing new leaders to come to the fore constructively.
- **Diocesan Linkages:** renewing and reworking relationships with the diocese, so that each may be a more effective resource and support to the other.
- **Commit to a New Future:** building commitment to the leadership of the new rector in order to be prepared to move into the future with openness to new possibilities.
VESTRY RESPONSIBILITIES

All ministries other than those reserved to ordained leadership (such as administering the sacraments) are understood as mutual ministries of the laity of the parish and the Interim Pastor. The Vestry shall lead the laity to support and cooperate with the Interim Pastor in pursuit of parish goals and in the performance of the developmental tasks of the interim period.

The Vestry is legal agent for the parish in all matters concerning its corporate property and in its relationship with the Interim Pastor. The Vestry will see that the Interim Pastor is properly supported, personally and organizationally as well as in the Vestry's financial obligations to the Interim Pastor.

INTERIM PASTOR RESPONSIBILITIES

The Interim Pastor represents and extends the ministry that is the Bishop's pastoral and canonical responsibility for congregations in leadership transition. The Interim Pastor shall lead ____________Church as pastor, priest and teacher, sharing in the councils of this congregation and of the whole church, in communion with our Bishop. The Interim Pastor shall:

- Work with the Vestry and other lay leaders to maintain the regular schedule of worship services and preaching, education, pastoral care and pastoral offices (weddings, funerals, baptisms), calling upon the sick and shut-in, visiting newcomers, and ongoing administration of the parish.
- Work collegially with the Canon to the Ordinary and/or Transitions Officer/Deployment Officer and with the consultant to the calling process.
- Supervise all parish staff in the exercise of their responsibilities and ministries, for which they shall be accountable to the Interim Pastor.
- Function as Chair of the Vestry, and support the Vestry in its responsibilities.

The major goal of the Interim Pastor's ministry is to prepare the congregation for the coming of the next rector. To this end, the Interim Pastor shall:

- Help the congregation deal with its grief and any other unresolved issues arising from the Rector's departure.
- Deal with internal conflicts and help heal any divisions within the congregation.
- Help the Vestry, lay leaders and staff make such changes as may be needed to align parish life and administration with generally accepted standards in the diocese.
The Interim Pastor shall communicate regularly with any consultant in the calling process, but not work with the Search Committee as it develops the parish profile and the position description, and solicits and screens candidates. The Interim Pastor shall not be eligible to be a candidate for Rector.

SECTION A. TIMES OF WORK AND LEAVE

1. The Interim Pastor's scheduled workweek is _____ days, which shall include Sunday activities. The Interim Pastor is expected to preserve at least one continuous 24-hour period each week solely for personal and family use.

2. The Interim Pastor will have the following periods of leave at full compensation (if serving as full-time Interim Pastor):
   a. National holidays to be taken so as not to interfere with worship for major occasions.
   b. Annual vacation at the rate of one month per year, consisting of 23 workdays which shall include five Sundays.
   c. Professional development leave (continuing education) at the rate of two weeks per year.

SECTION B. COMPENSATION

1. The Interim Pastor's cash salary will be $_______, paid on or before the _____ day of the month. It is understood that, upon the Interim Pastor's request, the Vestry will designate a portion of the total amount as "Housing Allowance" under the Federal Internal Revenue Code.

2. The Vestry shall pay the following benefits:

   Church Pension Fund Assessment on the Interim Pastor's annual cash salary (including Housing Allowance/rental value + utilities + Social Security allowance).

ALTERNATE WORDING FOR CHURCH-PROVIDED HOUSING

SECTION B. COMPENSATION

1. The Interim Pastor's monthly cash stipend will be $_______monthly, paid on or before the _____ day of the month. It is understood that, upon the Interim Pastor's request, the Vestry will designate a portion of the annual cash stipend as "Housing Allowance" under the Federal Internal Revenue Code.
2. The Interim Pastor shall have full use of the Rectory at _________________ as personal residence. No parish activities will be planned at the Rectory without the invitation of the Interim Pastor’s household. Expenses connected with the Rectory shall be handled as follows:

- Utilities shall be contracted for and paid directly by the parish.
- Use and maintenance of Rectory grounds are at the Interim Pastor’s discretion and personal expense, with the exception of major alterations to the basic landscaping plan.

3. The Vestry shall pay the following benefits:

- Church Pension Fund Assessment on the sum of: the Interim Pastor’s annual cash stipend + the actual cost of Rectory utilities + the rental value of Rectory according to the Church Pension Fund formula.
- Health and Hospital Insurance, equivalent to or better than the group plan provided through the Diocese.
- Group Life and Accidental Death and Dismemberment Insurance, equivalent to or better than the group plan provided through the Diocese.
- Workers’ Compensation Insurance, as provided by State Law.

SECTION C. EXPENSES

The Vestry shall pay the following expenses incurred by the Interim Pastor in the fulfilling the duties of the office:

1. Travel expenses at the rate of $_______ per mile (the current IRS rate), parking fees, tolls, bus fares, etc.
2. The normal expenses of the Church's office operation, such as telephone, postage, office equipment, supplies, secretarial services, etc.
3. An expense allowance (up to $__________ annually) for reimbursement of expenses incurred in the course of professional activities on behalf of _________________Church.
4. The cost of a telephone in the Interim Pastor's residence. This telephone number shall be published to insure the Interim Pastor's ready accessibility in case of emergencies. The Interim Pastor shall pay the cost of all personal long distance calls.
5. A Professional development allowance of $__________.
SECTION D. DISCRETIONARY FUND

[Two options]:

- The Interim Pastor shall *solely control* a Discretionary Fund established and maintained in accordance with the canons of General Convention [and in accordance with diocesan guidelines]. A Discretionary Fund shall be generated from the designated loose offering of particular Sundays and gifts given for the purposes of the Discretionary Fund, or

- In accordance with the Canons of the General Convention, the Discretionary Fund, in the absence of a Rector, is *under the control of the Parish Almoner*. The Senior Warden shall be appointed Parish Almoner, and, together with the Interim Pastor and Junior Warden, shall have access to this fund for the aid of the poor and those in need, and for any other reasonable expense normally attributed to such a canonical Alms/Discretionary Fund.

SECTION E. SUPPLEMENTARY COMPENSATION

The Interim Pastor shall not charge fees for performing any rites of the Church (for example: baptisms, marriage, funerals) for members of ____________Church. The Interim Pastor may, however, receive income from other sources, such as:

- Sacramental services on behalf of persons not in any way related to ____________Church.
- Fees and honoraria for professional services performed on personal time for groups unrelated to ____________Church, or for sermons, books or articles published outside the parish.

SECTION F. USE OF BUILDING

It is understood that the general pattern of building use followed during the last Rectorship shall be maintained, unless there is specific action of the Vestry to the contrary. The Interim Pastor shall have the right to grant use of the buildings to individuals or groups from outside the parish, only under guidelines approved by the Vestry.
SECTION G. MUTUAL MINISTRY REVIEW

There shall be a [quarterly] discussion and mutual review of the total ministry of the parish, in order to:

- Provide the Interim Pastor, Wardens and Vestry opportunity to assess how well they are fulfilling their responsibilities to each other and to the ministry they share.
- Evaluate progress on the developmental tasks, and establish and adjust goals for the work of the parish during the interim.
- Plan healthy closure for the interim ministry and prepare for the coming of the next Rector.
- Isolate areas of conflict or disappointment which have not received adequate attention and may be adversely affecting mutual ministry.
- Clarify expectations of all parties to help put any future conflicts in manageable form.

A mutually agreed upon third party shall be engaged to facilitate the mutual ministry review process.

SECTION H. OTHER AGREEMENTS

- All moving and travel expenses incurred in making the move from ________________ to ________________ shall be paid by __________________________Church.
  
  __________________________Church shall also reimburse the Interim Pastor for all additional Federal and State Income Taxes which may result from such expense reimbursement.

- The moving date shall be in the week of __________________________. The Interim Pastor shall begin duties in the parish not later than __________________________ unless delayed by adverse circumstances.

- All pay and benefits shall become effective on __________________________.

This Letter of Agreement shall be made part of the minutes of the next Vestry meeting following its signing, and copies shall be given to each new Vestry member thereafter.
If the Interim Pastor and Vestry are in disagreement concerning interpretation of this Letter of Agreement, either party may appeal for mediation to or another mutually agreed upon third party, the Bishop remaining the final arbiter.

________________________________________  Date: __________________________

Interim Pastor

________________________________________  Date: __________________________

Senior Warden

Reviewed: ____________________________  Date: __________________________
Canon to the Ordinary/Transitions Officer/DDO

Approved: ____________________________  Date: __________________________
Bishop
INTERIM CONSULTANT LETTER OF AGREEMENT

This is to formalize an agreement among the vestry of ___________________________ Church, ___________________ as Consultant, and the Episcopal Diocese of______________ [if required] to provide interim consulting services. The consultant has been chosen by and is accountable to the vestry to work with it and the search committee in the selection of a new rector. The consultant will assist the committee in its organization, development of a self-study and parish profile, reception of names of candidates, screening and interviewing of candidates, and in final call and negotiations.

The purpose of this agreement is to clarify the roles and expectations of all parties related to the search process in the interim period. It is understood that the consultant is employed and paid by the vestry, but assigned to work primarily with the search committee.

1. **Period of the Agreement.** This agreement shall be in effect from _____________ and will remain in effect until a Letter of Agreement is signed and accepted for the calling of a new Rector.

2. **The Consultant shall:**
   - Consult and meet with the vestry and search committee regarding the search process.
   - Assist in the development of a self-study and parish profile.
   - Guide the filing of a search request with the Transitions Officer/Diocesan Deployment Officer (DDO) and/or the bishop.
   - Guide the vestry and search committee in their communications with the congregation, the diocese and the candidates.
   - Support the search committee in screening candidates.
   - Coach the search committee in the interpretation of a CDO Profile.
   - Assist the search committee and vestry in preparing for interviews.
   - Facilitate the decision-making process of the search committee and vestry [if required].
   - Assist the vestry in preparing a draft Letter of Agreement and job description for the new rector.
   - Be available to assist the vestry in the process of negotiating with the new rector.

3. **The Vestry shall:**
   - Meet with the consultant to appoint the search committee [and the self-study committee if separate from search committee] in a careful and prayerful manner and prepare a Charge to the search committee outlining its responsibilities and budgeted funds.
   - Compensate the consultant at the rate of $_____ per hour with a minimum of $_____ per visit, **or** at a flat rate of $_____ in accordance with diocesan guidelines. Reimbursable expenses will include mileage at the current IRS
rate of _____ per mile. Any additional expenses would be negotiated in advance with the vestry. The vestry will pay the consultant on a scheduled basis as agreed.

- Maintain regular communications with the consultant, the diocese, and final candidates.
- Participate with the consultant in practice interviews of final candidates.
- Work with the consultant on a draft Letter of Agreement and job description for the new rector.
- Work with the consultant in negotiations with the rector-elect, if needed.

4. The Self-Study Committee shall:
   - Carry out its assignment in a timely fashion.
   - Give regular progress reports to the vestry and search committee.

5. The Search Committee shall:
   - Carry out its assignment in a timely fashion.
   - Give progress reports to the vestry keeping candidates’ names confidential.

6. The Diocese shall:
   - Review and submit the search request form to the Transitions Officer/DDO who will enter data online or submit the data to CDO: the Office for Ministry Transitions.
   - Conduct initial screening of candidates when Profiles are generated from a CDO search.
   - Interview and pre-approve final candidates in accordance with diocesan policy.

The Vestry shall be free to call upon the consultant for other kinds of parish consultations if the consultant and vestry mutually agree upon such work. The consultant may be called up to assist the vestry in a Mutual Ministry Review with the new rector _____ months after the Rector’s institution.

........................................................................................................ Date: _____________________________
Consultant

........................................................................................................ Date: _____________________________
Senior Warden

........................................................................................................ Date: _____________________________
Bishop or Transitions Officer/DDO
RECOMMENDED TRAINING ORGANIZATIONS

Basic and Advanced Training

Interim Ministry Network
P.O. Box 21251
Baltimore, MD 21228
800-235-8414
www.imnedu.org

The Alban Institute
2121 Cooperative Way Suite 100
Herndon, VA 20171
800-486-1318
www.Alban.org

Transitional Ministry Network
The Rev. Robert J. Voyle, Coordinator
(503) 647-2382
www.transitionalministry.org

Episcopal Organization

National Association of Episcopal Interim Ministry Specialists

NAEIMS

c/o The Rev. Dr. Robert E. Friedrich Jr., Secretary/Webmaster
bob@churchdrs.com
www.nacims.com
BIBLIOGRAPHY

Available from CDO: the Office for Ministry Transitions, Episcopal Church Center, 815 Second Ave. NY, NY 10017. (800) 334-7626, ext. 5250 www.episcopalchurch.org/cdo

- **Interim Ministries Book I: an Overview for Church Leaders.** Downloadable pdf on CDO website.
- **Positions Open Bulletin** online, updated in real time. PDF version available on the CDO website, updated weekly. Occasionally posts Interim Pastor opportunities.

Available from the Office of Congregational Development, Episcopal Church Center, 815 Second Ave., New York, NY 10017. www.episcopalchurch.org/growth

**Congregational Vitality Series** (all downloadable as pdfs):

- **Sizing Up a Congregation,** Arlin Rothauge.
- **The Life Cycle in a Congregation** (also available as a PowerPoint presentation)
- **Parallel Development**
- **Making Small Groups Effective**
- **All Doors Open**

Available from the Alban Institute, 4125 Nebraska Ave. NW, Washington, DC 20016. (800) 486-1318 www.alban.org :

- **A Change of Pastors…and How It Affects Change in the Congregation,** Loren Mead.
- **Saying Goodbye: a Time of Growth for Congregations and Pastors,** Edward W. White
- **Beginning Ministry Together: the Alban Handbook for Clergy Transitions,** Roy M. Oswald, James M. Heath, Ann W. Heath
- **So You’re on the Search Committee** (Revised), Bunty Ketcham with Celia Allison Hahn.
CDO: the Office for Transitions Ministry
of the Episcopal Church

815 Second Avenue, New York, NY 10017-4594
(212) 922-5250
(800) 334-7626, Extension 5250
Email: cdo@episcopalchurch.org
Web: www.episcopalchurch.org/cdo

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Revised: 12 August 2007