PHASE 3 - THE PNC: GETTING ORGANIZED AND THE MINISTRY INFORMATION FORM



Phases 3 and 4 cover the process that is described in On Calling a Pastor. Phase 3 covers getting started and creating the MIF. Phase 4 describes the search process.

The PNC gets started

- COM liaison calls the first meeting and moderates at the PNC as PNC leadership is elected and meeting dates and times are selected. The COM liaison shares resources with the PNC. Appendices 2-1, 3-1, 3-2
- PNC and session meet to discuss in depth the vision for the future, using the results of the mission study.

PNC creates a Ministry Information Form

- PNC creates draft of MIF in consultation with COM liaisons. In this process COM will seek to discern whether or not the PNC and the session share the same vision for the work of the minister and, if not, seek to reconcile the differences.
 - Appendices 3-3, 3-5
- COM liaison discusses with the PNC how to ensure that they comply with the Equal Opportunity mandate. **Appendix 3-2**
- PNC and session agree on possible Terms of Call, with input from COM liaison on the factor system and range for effective salary. Appendices 3-5, 3-6, 3-7, 3-8, and 3-9.
- PNC meets with session to review MIF, get their input, and gain session's approval.
- COM Transition team approves MIF
- PNC posts MIF on the PCUSA website. Appendix 3-3
- PNC decides where else to advertise the position. Appendix 3-10

Appendix 3-1 Topics to Cover in First Meeting of the PNC

At the first meeting or meetings of the PNC, the COM liaison should help the PNC to get organized and discuss pertinent topics.

- Discuss the theological background of a "CALL" p. 4-6, ON CALLING A PASTOR
- Discuss the need for worship, prayer, fellowship, and spiritual discernment in the life of the PNC.
- Answer questions of the committee and develops Presbytery partnership
- Assist in organizing the committee
- Elect officers chair or co-chairs, corresponding and recording secretary (or secretaries), internet communicator (may be the chair or co-chair)
- Decide on a meeting day, time, and place
- Receive the PNC budget adopted by session
- Discuss confidentiality of the committee's work
- Discuss books which PNC should have as references Appendix 2-1, resources for Sessions and PNCs
- Discusses Equal Employment, Appendix 3-2
- Arrange an opportunity for session and PNC to meet to discuss the Mission Study and Statement
- Give a copy of the Ministry Information Form to each member, **Appendix 3-3**
- Explain pastoral compensation and factor system, and share Factoring FAQs and Factoring Guide for Pastors and Professional Positions.

Appendix 3-2 Equal Opportunity

The Ministry Information Form has the following section on Equal Employment Opportunity:

The unity of believers in Christ is reflected in the rich diversity of the Church's membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore, no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than stated in this Constitution. (F-1.0403)

Each Pastor Nominating committee and Search committee is expected to undertake its search for a Teaching Elder in a manner consistent with the good news that in the church "....as many of you as were baptized into Christ have put on Christ. There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus."

Has the Pastor Nominating committee and Search committee affirmed its intention to follow the Form of Government in this regard?

_	 	Yes		
		No		

The Pastor Nominating Committee should develop criteria for the selection of the pastor that are not discriminatory, that is, not based on racial ethnicity, age, sex, marital condition or disability. It may be helpful to explore feelings and perceptions about this, allowing folks to ask questions and to express concerns. Search committees often say things like, "we have nothing against a woman pastor, but our congregation just isn't ready for that yet." Assure the committee that many search committees begin their search with those kinds of opinions but soon discover that interviewing persons excluded by such opinions is exciting and creates new possibilities for their congregations. You should be able to sign the MIF with the knowledge that you have complied with this non-discriminatory directive.

Appendix 3-3 Ministry Information Form (MIF)

- Download a copy of the instructions and a current version of a MIF (Part I and Part II) from the Church Leadership Connection website:
 http://oga.pcusa.org/section/mid-council-ministries/clc/ministry-information-form2/
- Note that you may download these documents in PDF format or as MS Word documents.
- If you write the narrative parts of the MIF in MS Word, you will be able to use the word count feature of Word (under Tools) to be sure that you have not exceeded the allowable character count. You will also be able to copy and paste the narrative portions into the on-line form.
- When the PNC has filled in a working copy of the MIF to its satisfaction, the MIF will need to be taken to the session for their approval.
- The COM Transitions Team will also need to approve the MIF before you may post it on the Church Leadership Connection website.
- Call or email the chair of the Committee on Ministry to obtain the necessary user ids and passwords so that you can enter the MIF on the Church Leadership Connection website.
- The clerk of session and the chair of COM will both need to approve the MIF once it is on-line. CLC will notify both of them that this needs to be done and will tell them how to do it.
- Then, once CLC has approved the MIF, your MIF will be available for pastors who are seeking a call and for matches done by CLC.
- CLC consultants can be reached by phone at (888) 728-7228, x8550 or by email.
 Don't hesitate to call if you have questions about the MIF or about entering it online. These folks are extremely patient and helpful.
- Remember, Church Leadership Connection (CLC) is your per capita dollars at work.

Appendix 3-4 Detailed Check List for the PNC's work

- 1. Develop a plan for worship, prayer, spiritual discernment, and fellowship
- 2. Develop a means of communicating and educating the congregation
- 3. Complete the Ministry Information Form using the results of the Mission Study and in consultation with COM liaisons. In this process COM will seek to discern whether or not the PNC and the session share the same vision for the work of the minister and, if not, seek to reconcile the differences.
- 4. Review with COM Liaison how to set factor for position and, in consultation with the session, develop a compensation range. **Appendices 3-6, 3-7, Factoring**
- 5. Meet with session to review MIF, get their input, and gain session's approval.
 - a. COM liaisons approve MIF for posting with the Church Leadership Connection, via the PCUSA website.
- 6. Posting Position
 - a. Presbytery (COM Chair) issues user ids and passwords to clerk and PNC chair or internet communicator
 - b. Internet communicator puts Ministry Information Form on the PCUSA Web site
 - c. PNC decides where else to advertise in church publications, Presbytery web site **Appendix 3-4**
- 7. PNC meets with COM liaisons to discuss search process as well as the role of session, any Associate Pastors or other program staff, and members of the congregation.
- 8. Preparatory work includes
 - a. Developing a process for reviewing PIFs, (Appendix 3-8)
 - b. Developing packets on the church and community to send to candidates of interest,
 - c. Creating another list to ask references (Appendix 3-9) and
 - d. Creating a standard list of questions to ask each candidate (**Appendix 3-10**)
- 9. PNC reviews potential candidates and determines those they wish to interview face to face. This review includes the following steps, with a narrowing of the field of candidates and a report to the congregation at each step.
 - a. Request a CLC matching and review of PIFs (Personal Information Forms)
 - b. Review Sermon Tapes from candidates of interest
 - c. Send packets of information about the church and community
 - d. Conduct reference checks. May include COM chair and GP.
 - e. Conduct Phone Interviews with candidates of interest consider inviting the COM liaison to first phone interview to give feedback on process
 - f. Determine candidates to interview face to face.
 - g. Share these names with General Presbyter who will conduct a reference

- check prior to any face-to-face interviews on-site.
- h. Consider secondary reference checks after candidate grants permission.
- Invite candidates to visit with the Committee and to preach in a neutral pulpit. (Consider, with COM Liaison, if distance means that COM should interview candidate while here)
- j. Face-to-face meetings should include an opportunity for any Associate Pastors or other program staff to meet with the candidate and to offer feedback to the PNC, who should take seriously any concerns raised.

Appendix 3-5 The Presbyterian Board Of Pensions

A Supportive Resource to the Committees on Ministry

The Presbyterian Board of Pensions provides medical, disability, pension, and death benefits for Presbyterian ministers and lay church employees. They also offer additional optional benefits – dental insurance, additional death benefits, 403b investment opportunities, long term care, and more.

For Information about the Purpose, Eligibility, and Benefits of the Plan, dues calculation, etc., see Board Publications:

Benefits Administrative Handbook Understanding Effective Salary Assistance and Retirement Housing Programs Shared Grant Information for Members Planning to Retire Social Security Basics for Ministers and Churches

The Board of Pensions regularly sends publications and other communications to three persons within each presbytery – The General Presbyter, the COM Moderator, and an appointed "presbytery pensions representative". These persons are invited each year to attend informational gatherings at Board expense.

Other Board of Pensions services that may be of interest:

Educational Seminars –

The Board of Pensions offers a variety of seminars on financial and retirement planning and on health and wellness. Check the Board of Pensions website, www.pensions.org, for the current list.

Tax Information for Clergy and a toll-free number for tax assistance. – 1-800-455-5129 **Personal and Crisis Counseling** – *Response* Program – toll-free hotline – 1-800-455-5129

Shared Grant Program – funds for church workers with special needs or in emergency situations.

Emergency Assistance Grants – primarily for extraordinary medical expenses Disability Assistance – monthly income equal to 60% of salary Income Supplements – for eligible retired church workers and their spouses

CONTACT THE BOARD AT:

2000 Market Street

Philadelphia, PA 19103-3298

1-800-773-7752 (Monday through Friday from 8:30 a.m. to 5:00 p.m. ET) or at www.pensions.org

Regional Pension Representatives work for the Board of Pensions and serve church

professionals in a specific geographical area. These people are available and willing to meet with Committees on Ministry to provide information and discuss areas of shared concern. It is recommended that the Board representatives be included in regional COM training events. Contact your representative at: 1-800-773-7752. Contact the Presbytery office for the name and number of the current representative.

Some Alerts -

An individual seeking ordination later in life (second career) may not be able to accrue sufficient years of service to acquire the pension credits necessary for an adequate pension. COM may require special inquiries and counseling for these persons.

Ministers coming from other denominations to installed positions in the PC(USA) will be required to join the Benefits Plan of the PC(U.S.A.). The minister and presbytery should be aware of the implications for this minister's retirement.

Since candidates for installed positions as ministers of the Word and Sacrament must be enrolled in the Benefits Plan, it is wise for the COM or CPM to be sure they have made application for membership.

Appendix 3-6 Baltimore Presbytery's Factoring System

The Book of Order requires that presbyteries establish a minimum salary for parish clergy. The Presbytery of Baltimore does not have a minimum salary; rather it has a minimum established for each pastoral position based on the factoring for that position. The Presbytery Manual establishes the formula for minimum compensation for each position.

The purpose of Baltimore Presbytery's factoring system is to ensure that pastor compensation is in line with the expectations of the call. It is not intended to be a means of rewarding a pastor either for exceptional skills or for an exceptional performance. It is important to separate the factor for a called position from the individual filling that called position.

The COM Transitions Team should lead you through a discussion of the factoring system to help you to arrive at a just factor for the pastoral position you are seeking to fill. The factor is based on the education and experience you require for the position and on the complexity or difficulty of the position. Most congregations are "normal' in complexity.

More information about factoring may be found in Appendices 3-7 and 3-8. These documents are also available on the Presbytery website.

Appendix 3-7 Factoring - FAQ



Factoring - FAQ Presbytery of Baltimore 2014

Why do we have a factoring system for clergy salaries?

The Book of Order requires that Presbyteries establish minimum compensation standards for parish clergy [G-3.0303c]. The Presbytery of Baltimore has chosen to implement that requirement with a minimum established for each pastoral position based on the factoring for that position, rather than a single minimum salary. The Presbytery Manual establishes the formula for minimum compensation for each position in the section entitled "Terms of Call" and the document *Factoring Guide for Professional Positions*.

The purpose of Baltimore Presbytery's factoring system is to ensure that pastor compensation is in line with the expectations of the call. It is not intended to be a means of rewarding a pastor either for exceptional skills or for an exceptional performance. It is important to separate the factor for a called position from the individual filling that called position.

How do we use the Factoring Guide?

The *Factoring Guide for Pastoral Positions* provided by the Presbytery of Baltimore has three parts.

- The first part identifies the level of professional expertise required, ranging from recent seminary graduate to more than ten years experience and a post-graduate degree.
- The second part deals with the complexity of the called position, ranging from normal to extremely complex. All churches are complex, although most churches have "normal" complexity. Judging complexity is subjective. Consider asking your COM liaison or your COM regional representatives for help.
- The third part of the guide is a chart that does the arithmetic needed to combine the professional skill level and the complexity of the called position into a single factor.

Would you give us more definition on the meaning of the different complexity levels? What, exactly, is a "normal" church?

The factoring guide suggests taking into account such factors as multi-racial, multi-lingual, locality, dispersed membership, high membership turnover, yoked churches, new church development, size of congregation, specialized degree required, etc., and it lists four levels of complexity:

A. NORMAL (involves 70-75% of all congregations)

- B. ABOVE AVERAGE
- C. VERY COMPLEX
- D. EXTREMELY COMPLEX (involves about 4% of all congregations)

A church of normal complexity has average worship attendance of 200 or fewer and an active membership of 350 or fewer, is largely of one ethnic group (more than 80%), and is in a small city or a small town. Add in one or more of the following – inner city, multiracial, yoked churches, larger worship attendance, large professional staff or additional ministries such as a day care center or preschool, a recent history that includes a pastorate that ended unhappily or a serious conflict – to bring it to above average. A very complex church has several of those factors. An extremely complex congregation could be a very large one, i.e., with 2000 members or more, a staff of several ordained clergy, and with several on-going complex programs to administer.

When you consider the factors that add to complexity, consider 60% of the decision based on size, 20% dependent upon cultural or demographic issues, and 20% on the subjective sense of complexity.

If a congregation has more than one pastor, do all called positions have to use the same complexity level?

No. Depending on the job description of an associate pastor, the complexity level may be the same as that for the pastor/head of staff or it may be one level lower.

When do we need to determine the factor for an ordained called position?

The factor is expected to be reviewed when a congregation is seeking to fill a vacant called position. This is the traditional time for a session to request that a factor be changed, either raised to reflect greater requirements or lowered to reflect a smaller congregation or lower complexity. This ordinarily means that an interim pastor is paid the same compensation required for the factor used for the previous pastor.

May we refactor a called position that is currently occupied?

Yes. You should plan to review the factor for each called position every five years or so, as part of a mission study or a ReVisioning process. Refactoring is not an excuse to cut or raise compensation, but should reflect significant changes in the life of your congregation. Some points to consider:

- If you are paying your current pastor at the minimum rate for the factor, consider refactoring the called position to a lower factor. Reward long service or exemplary service with higher compensation, not a higher factor.
- If you expect your pastor to retire within the next year or two, review the factor before the retirement takes place, especially if your factor is high or your pastor has been at your church for more than five years or your congregation has changed significantly since the factor was last reviewed.
- If you have experienced a significant change in membership (> 200) or attendance (> 100), either as an increase or as a decrease, you should consider refactoring the called position.

- If your church has moved from one size category (family / pastor / program / corporate) to another, you should refactor the called position.
- If your congregation has changed in other significant ways, such as intentionally becoming more diverse or due to a changing neighborhood, or adding an associate pastor, you should refactor the called position.

COM policy is that salaries may not be cut when the refactoring is applied to a called position that is currently occupied.

Our pastor has earned a post-graduate degree since being called to our congregation. Should we change the factor to reflect that?

No. Unless the requirements of the called position have changed, the factor should stay the same. Consider rewarding your pastor with a merit salary increase or a bonus, not with a change of the factor for the called position. Changing the factor to fit an individual rather than to fit the called position's requirements can come back to haunt you when that person leaves the called position.

May we refactor a vacant called position before we hire an interim pastor? Ordinarily the answer is no. However, if your congregation has experienced significant changes since the position was last factored (see the list above), then you may discuss changing the factor with the COM liaison and the Transitions Team.

Must we pay the interim the same compensation as we paid our last pastor? Ordinarily, the answer is yes. If your congregation is emerging from a crisis, such as a serious conflict, or if your congregation is suffering from demographic changes that have resulted in a smaller congregation with less ability to pay, then you may apply to the Committee on Ministry, through the Transitions Team, for an exception that will allow you to pay an interim at least 80% of the prior pastor's compensation, as long as that is still within the allowable range for the factor. In the case of changing demographics, we recommend that you refactor the called position before it becomes vacant, to avoid having to ask for an exception.

What is the role of the Committee on Ministry?

The Committee on Ministry must approve the terms of call and the factor when approving a call for a pastor.

The Transitions Team provides guidance to churches in factoring pastoral called positions. Factoring is the responsibility of the session in consultation with COM. The factor for each new called position, and any changed factoring of a called position must be reported to and approved by COM. No action to call a pastor can go forward unless the factor for the position is on record with the COM. If a job description is changed the position must be refactored.

How should a church use the Factoring Guide in setting salaries?

The factor provides a means of computing a median salary for a called position. The

minimum salary is 80% of the median salary and the maximum salary is 120% of the median salary. Each year the Presbytery will recomputed the median salary for each factored position, based on changes in the cost of living, and will communicate that information to each Session and Pastor.

Ministers with little experience should normally begin at the minimum level. Ministers with significant levels of experience may be started at a higher level within the salary range. Churches are encouraged to increase salaries as the minister becomes more productive and achieves a greater grasp of the position. Therefore, churches are encouraged to reach the median salary after five years, assuming that the minister has done well. Churches are encouraged to continue to increase the minister's salary during the second five years. A Church should not increase the salary beyond the maximum, no matter how long a minister has served the congregation.

Appendix 3-8 Baltimore Presbytery Factoring Guide

Approved by the Presbytery of Baltimore June 17, 2010 (841st Meeting) REV. 1/10/2013

<u>Directions</u>: To determine a position factor, first determine the Professional Skill level in Section I. Then determine the Complexity of the position in Section II. Section III provides a chart by which the factor for the position is then determined.

I. PROFESSIONAL SKILLS REQUIRED BY THE POSITION

- A. The position requires a professional degree, i.e.
 - M.Div., M.R.E. or other appropriate degree AND
 - For pastors, ordination; or
 - For other professionals the equivalent.

370 Points

- B. In addition to the requirements of A, the position requires skills such as
 - Would be expected to come from 3-5 years experience OR
 - From a second graduate degree

435 Points

- C. The position requires skills such as would be expected to come from
 - 6-10 years experience OR
 - From 3-5 years experience AND a second graduate degree.

500 Points

- D. The position requires skills such as would be expected to come from
 - More than 10 years experience OR
 - 6-10 years experience AND a second graduate degree.

565 Points

- E. The position requires skills such as would be expected to come from
 - More than 10 years experience AND a second graduate degree.

630 Points

II. COMPLEXITY OF THE POSITION

Take into account such factors as multi-racial, multi-lingual, locality, dispersed membership, high membership turnover, yoked churches, new church development, size of congregation, number of staff supervised, complexity and variety of program for which the professional is responsible, etc.

NORMAL (involves 70-75% of all congregations)
 ABOVE AVERAGE
 VERY COMPLEX
 EXTREMELY COMPLEX (involves about 3% of all congregations) 70% of points above

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III. FACTOR CHART (rounded off to nearest 5

Professional Skills	Α	В	С	D	Е
Factor Base	370	435	500	565	630
Complexity					
1. 40%	520	610	700	790	880
2. 50%	555	655	750	850	945
3. 60%	590	700	800	905	1010
4. 70%	630	740	850	960	1070

IV. Educators

- A. For Positions that require a Certified Christian Educator, the position factor is 520.
- B. For Positions that require an Associate Certified Christian Educator, the recommended minimum is 80% of the required minimum for a Certified Christian Educator.

Notes:

1. Part time positions will be based on a forty (40) hour full-time workweek.

Appendix 3-9 Theological Basis for Just Compensation

This document is reprinted from the Church Leadership Connection (CLC) website for the convenience of PNCs and COM Liaisons

A theological and polity reference framework

So our faith is robustly material, profoundly spiritual. It urges that enough of this world's goods be granted for the dignity of every human creature. It urges that we be weaned from the goods of this world to fix our life solely on the will of God. And however the Church settles the issue of "compensation," it must attend to those matters which must always be resolved in tension with each other. To glorify God is not a heavenly, spiritual or religious activity, as though the glory of God could be compartmentalized.

Report of the General Assembly Advisory Committee on Churchwide Compensation to the 213th General Assembly (2000),

One of the questions asked of a congregation at the installation of a pastor is, "Do we promise to pay him (her) fairly and provide for his (her) welfare as he (she) works among us?" The expectation is that the congregation will answer with a whole-hearted, "Yes!" but there is often uncertainty, on both sides, about what is considered fair compensation. The link below has resources and tools for synods, presbyteries, congregations and church professions to analyze clergy terms of call and compensation offers for pay equity purposes:

http://www.presbyterianmission.org/ministries/ministers/just-compensation/

Compensation review

Each session is required to review the adequacy of a pastor's personal compensation and to establish full reimbursement of their professional business related expenses each year.

Factors to consider in compensation:

- Presbyterian churches promise to pay their pastors fairly and to provide for their welfare
 as they work among the people of the congregation during the pastor's installation
 service. The amount of pay varies according to geographic location.
- A merit percentage increase should be added to the cost of living to reflect the increased level of competence demonstrated in the pastor's job performance, years of experience in the ministry, years in the current pastorate, advanced degrees, special skills, and exceptional service.
- A pastor's compensation should compare favorably to other professionals in the community and throughout the larger church.
- In parts of the country where housing costs are exceptionally high, it may be necessary for the congregation to enter into a shared equity agreement with the pastor to allow her or him to purchase a suitable home.

Previous compensation plans generally accepted by the Presbyterian Church suggest that pastors have similar qualifications and work expectations to that of a high school principal, most members of the legal profession and many middle management positions.

In its concern and advocacy for adequate compensation for ministers, the Committee on Ministry should also consider the adequacy of compensation for other staff as well. The ministry

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of Christ's Church is not well served when serious inequities exist. The Presbytery, through its Committee on Ministry, has the responsibility [G-3.0303c] to establish guidelines for compensation and benefits for Certified Christian Educators employed by the churches of the presbytery. The session of a congregation has the responsibility to prepare and adopt a budget, including fair compensation for its teaching elders, as promised in the service of installation [W-4.4006b (3)].

Housing arrangements

Ministers of the Word and Sacrament are one of the few groups for whom the Internal Revenue Service (IRS) allows a housing exclusion. This means that the portion of the minister's income that is used for housing expenses and/or a manse is not taxable income, but it is not exempt from social security tax. The amount of money allocated as Housing Allowance may not exceed the fair rental value of the housing including furnishings and utilities.

Resources:

Tax Guide for Ministers and Churches, Richard R. Hammar Federal Reporting Requirements for Churches, Richard R. Hammar Benefits Administrative Handbook Understanding Effective Salary

Available from: <u>Board of Pensions Web site</u> or 1-800-773-7752. See http://www.presbyterianmission.org/ministries/ministers/

Compensation components

Compensation for pastors should ordinarily include:

- Cash salary
- · Manse value, if provided
- · Housing and/or utility allowance
- Full medical, pension, disability and death benefits through the Board of Pensions
- Professional reimbursable expenses
 - Travel expenses
 - Continuing Education expenses
 - Other expenses
 - o Paid continuing education leave of 2 weeks annually, cumulative to 6 weeks
 - o Moving expenses, if the pastor is newly called to a position

Compensation for pastors may also include:

- Deferred Compensation (403b, section 125 plan)
- Social Security Offset, if any
- Other benefits, if any

Appendix 3-10 Publications in Which to Advertise Vacancies

Denominational

The Presbyterian Outlook - http://pres-outlook.org

Phone: 1-800-446-6008

1-804-353-6369

Presbyterians Today - http://www.presbyterianmission.org/ministries/today/advertising/ Editorial and advertising offices:

100 Witherspoon St.

Louisville, KY 40202-1396

Tel. (888) 728-7228 x5637, or (502) 569-5637Fax: (502) 569-8632

Other

The Christian Century - http://www.christiancentury.org/advertising
For information on rates or to reserve advertising space, contact advert@christiancentury.org.

Check with your COM liaison or interim pastor for other possibilities for advertising your position.