
Diocese of Kootenay



Warden's Workbook

February 2010

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GENERAL INFORMATION

INTRODUCTION

Workbook File: 1.1 Feb.00

The wardens, either elected by the congregation, or one elected by the people the other appointed by the Incumbent, have been called by God along with the Incumbent, or if there be no Incumbent, or Priest-in-Charge with the Bishop, to be responsible for the mission, worship and life of the local congregation. The tools required for doing this job will include, besides this handbook, faith in God, a good sense of humour, the canons of the diocese and the diocesan policy book.

This handbook is based on the canons and policy of the diocese and is intended as a source of information and a guide for wardens and church committees as they perform the ministry of administration to which they have been called.

DESCRIPTION OF THE DIOCESE

Workbook File: 1.2 Feb.00

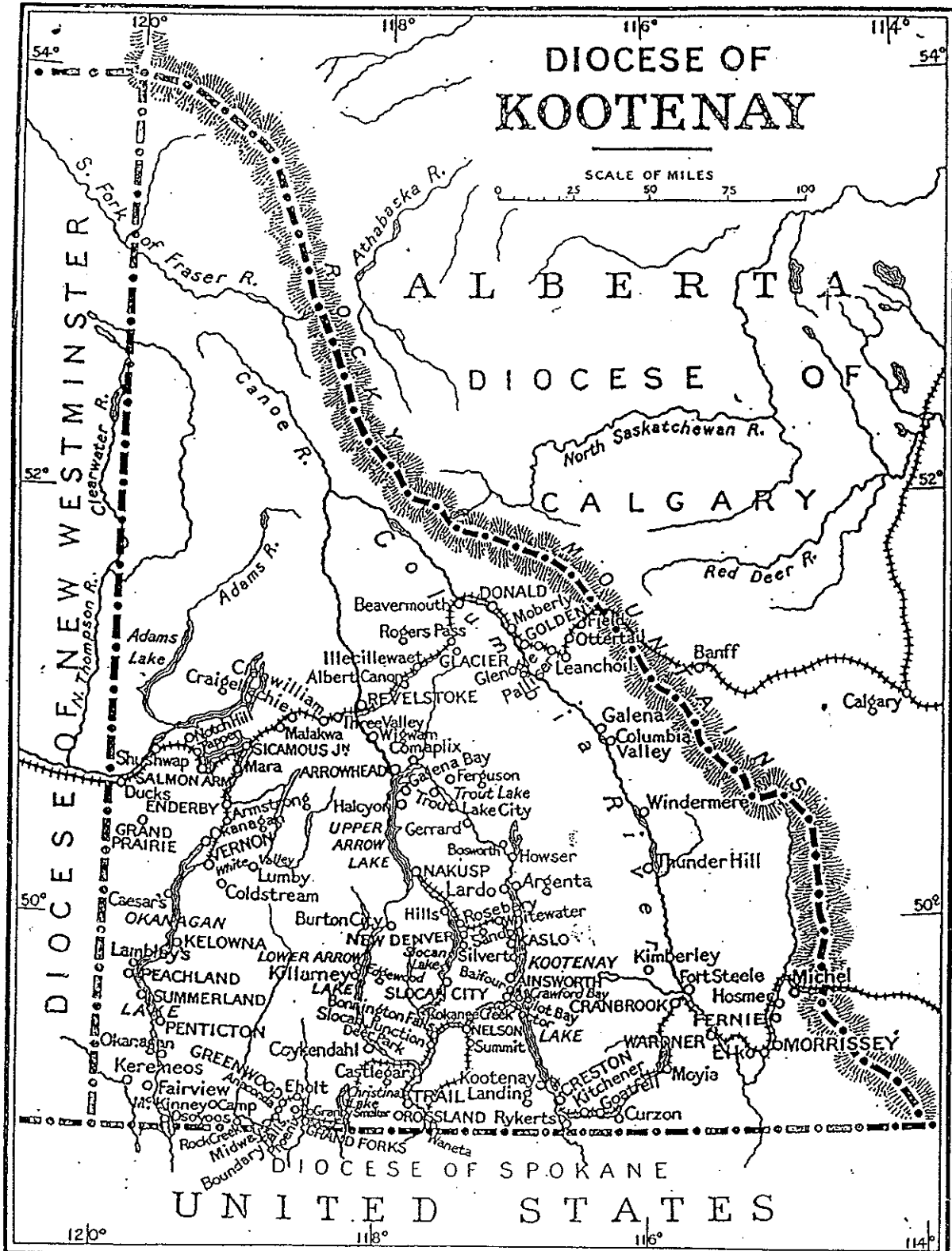
The Diocese of Kootenay covers the area of the Southeast corner of British Columbia. It has an area of approximately 215,000 square kilometers and there are 36 parishes and 51 congregations in 5 regions. Please refer to the enclosed map.

The basic structural unit of the Anglican Church is the diocese. The diocese is apportioned into parishes, a parish may consist of one or more congregations. Parishes are grouped together as a region under the leadership of a regional dean, both for facility in administration and in order that they may work together in solving problems of mutual interest.

The diocesan synod was formed by an act of the legislative assembly of British Columbia in May 1900 and incorporated June 4th, 1903, as "The Synod of the Diocese of Kootenay". Under the chairmanship of the Bishop, it is the governing body of the diocese. The synod consists of the Bishop and clergy of the diocese, lay members elected by the parishes at their annual vestry meetings and ex-officio members.

Synod meets at the call of the Bishop, usually every second year, for the purpose of considering the reports of committees charged with particular responsibilities, electing new committees, enacting or amending legislation, and taking what steps may be deemed advisable for strengthening the sense of community among the parishes and the work of the church in the diocese. Parishes support the Bishop and the ongoing work of synod through the diocesan family budget.

In addition to the diocesan synod there are the provincial and general synods.



PROVINCIAL AND GENERAL SYNOD

Workbook File: 1.4 Feb.00

The provincial synod of the Ecclesiastical Province of British Columbia and Yukon consists of all the dioceses in this province plus the Diocese of Yukon. The chairperson is the Archbishop who is known as the metropolitan. The membership consists of representatives from each diocese in the ecclesiastical province elected by the various synods, together with the respective bishops and chancellors. This synod meets every three years at the call of the metropolitan and considers matters of interest in the provincial sphere. The diocese supports the provincial house of bishops and the provincial synod through an annual assessment.

The general synod is the governing body of the Canadian Church in the matters of faith, order, and relations with the wider Anglican communion. It consists of all the bishops together with clergy and laity elected by each diocese. The chairperson is the Primate and meetings are held every three years. In the years that general synod does not meet, meetings are held of a smaller body elected by general synod known as the Council of General Synod.

The office of the Primate, the mechanics of general synod, and the programs of general synod are supported by an apportionment requested from each diocese.

DIOCESAN SYNOD OFFICE STAFF AND OFFICE HOURS

Workbook File: 1.5 May 01

Archbishop:	The Most Rev. John E. Privett
Executive Officer:	Canon Dr. Randall Fairey
Administrative Assistant:	Kathryn Lockhart
Accounts Manager:	Bonnie Bailey
Archivist:	Kathryn Lockhart

Office Hours: 8:30 a.m. to 4:30 p.m. Monday through Friday

The Diocese of Kootenay	Telephone: (250) 762-3306
1876 Richter Street	Fax: (250) 762-4150
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WARDENS

DUTIES OF WARDENS **From Canon 16:**

Workbook File: 2.1 Feb.00

- 11 The signing officers of the congregation shall be any two of the wardens, the treasurer, the Incumbent, or any other person appointed to such duty by the church committee.
- 12 The duties of the wardens shall be:
 - (a) To give leadership to the congregation in all aspects of Christian living.
 - (b) To co-operate with the Incumbent, the members of the congregation, the region and the diocese, in the strengthening of the life of the church and in the growth and development of its people.
 - (c) To give to the Incumbent at all times their support, help and counsel.
 - (d) To seek and point out to the congregation ways in which it and its members may serve the world, and to encourage such service by their own example.
 - (e) To be responsible at all times for the care and maintenance of the property of the congregation, both real and personal, and in particular to have custody of the funds of the congregation and to account for them regularly to the church committee and in consultation with the treasurer, to produce to the annual general meeting financial statements for the previous fiscal year (including a statement of receipts and expenditures and a balance sheet) and an operating budget for the current year.
 - (f) If there be no Incumbent, to be responsible, in consultation with the Bishop, for the continuing life of the congregation.
 - (g) With the Incumbent, to execute contracts and other documents on behalf of the congregation.
 - (h) With the Incumbent, to be responsible for communication between the congregation and the diocese.
 - (i) To consult with the Bishop with respect to appointments of clergy to serve the congregation.
 - (j) To report regularly to the church committee.

- 1: To give leadership in Christian lifestyle.
Both wardens are to be frequent participants in the public worship of the congregation. They need to be visible as they exercise their ministry in the congregation and it is hoped have at least one ministry they are exercising in the community beyond the church, e.g. Big Brothers, Red Cross, food bank, drop in centre, etc. Wardens can be an example to others in their baptismal ministry by keeping a healthy balance between occupation, family, church activity and community service.
- 2: To strengthen the life of the church through the growth and development of its people in numbers, spiritual depth and in service to the community. This can best be done by being certain that the Incumbent and church committee are involved in a planning process so spiritual growth, Christian education and community needs can be kept before the people. They need not do the planning but with the Incumbent be certain the parish develops a plan, a sense of direction, goals and objectives.
- 3: To seek and identify ways church members can serve the world.
It would seem this means that wardens have the job of discovering and keeping the needs of the local village, town, neighbourhood, before the congregation as well as assisting parish members to know what gifts they have to offer in service to the community and encouraging them to match their gifts with community needs. Again, the wardens, with the Incumbent, can assign these tasks to others.
- 4: To support and advise the Incumbent. Support does not mean being a “yes” person. Support means honest dialogue in response to ideas, approaches, methods - both positive and negative. If the Incumbent and one warden wish to go in a particular direction and the second warden in conscience does not there are two choices:
 - a) state your thoughts and feelings clearly so the other two understand your position and you know you have been heard and then accept the decision of the majority and work hard to support these plans.
 - b) state your thoughts and feelings clearly so the other two understand and offer your resignation.
- 5: To have custody of the church funds, to appoint a treasurer, to give an accounting to the church committee.

The wardens, not the Incumbent, have oversight of the finances of the parish. No doubt you will do this in consultation with the Incumbent, if there be one, and the church committee. You choose a treasurer, the church committee and Incumbent should ratify the choice. In larger parishes an envelope secretary is a good idea perhaps elected at the annual meeting or by the church committee. The wardens are to be certain that financial information is provided to the Incumbent and Church Committee at least quarterly. Monthly is even better and a must in large congregations.

Workbook File 2.2 (Cont'd) May 01

The wardens are responsible for the preparation of a budget at least annually and for the financial statements in preparation for the annual meeting. They are responsible for an annual Financial Review done by a person with financial know how who is outside the power core of the congregation. If you are stuck for someone, give the diocesan treasurer a call.

Even in a small congregation the Sunday collection should always be counted by two people and deposited immediately in the bank or night deposit. The collection should not be taken home. If the counting takes place at a time other than after church the collection should be placed in a night deposit and retrieved by the counters next day.

These practices prevent the possibility of scandal thus protecting your reputation and the possibility of being hurt as a result of a break-in or robbery with violence.

- 6: To oversee insurance for the church and other property of the congregation. In order for replacement values on church buildings and contents it is important that insurance values be kept within 10% of replacement value. To allow insurance values to slip will penalize other parishes in the diocese as well as yourselves as premiums will increase for all and you will receive only the value of your insurance not replacement value if there is a loss. Keeping up insurance values annually is a matter of good stewardship. Large parishes should probably have a professional evaluation done for insurance purposes every three to five years. Smaller parishes need to send the synod office the dimensions of their buildings so a formula can be applied.

It is helpful to have a list of all the contents in church and hall as well as photographs of special items kept in a safety deposit box at the bank.

- 7: To produce, or oversee, the production of annual financial statements. To arrange for the appointment of a person to do the annual financial review. To oversee the production of a budget. To oversee the completion of year-end reports to the diocese.

Much of this was covered in 5: above. The person reviewing the finances should be appointed by the church committee (canon 16.8). The treasurer should not be responsible for creating a budget. The wardens should oversee a process that allows the congregation to have input into budget items. The treasurer can assist by giving information about fixed costs. A budget should reflect in dollars how the parish is moving toward the achievement of its goals and objectives in a given year or period of years. It should reflect the price tag for the parish doing its mission for the year(s) ahead.

As many as possible should be involved in the process. The budget belongs to the congregation and must ultimately, at the annual meeting, be approved by them. All parish members should be encouraged through their time, talent and money to support the vision of the parish expressed in the budget.

- 8: To negotiate with the Incumbent and other clergy, stipend and benefits within the diocesan stipend system for the church committee's approval (perhaps via the finance committee in a large parish). This means learning something about the stipend system and how it works. Help is available from the synod office if you have questions.
- 9: To execute contracts and other documents with the Incumbent.
Significant contracts and documents should always be discussed with and approved by the church committee. Remember that all property and buildings are registered in the name of and belong to the Diocese of Kootenay. New permanent structures on church property or additions to any existing structure must be approved by the Bishop and the Administration Committee. It is a requirement to submit building and payment plans before the work is begun.
- 10: Communication between the congregation and the diocese.
This can be accomplished in various ways; by sending copies of the parish newsletter to the Bishop, by reporting activities to regional councils and in turn reporting back to the parish by asking regional council representatives, synod delegates, the regional representative to the executive committee, to report to your church committee.
- 11: To be knowledgeable of diocesan policy re: clergy stipends, benefits, maternity and sick leave, diocesan family budget and formula, honorarium and travel for relief ministers. These policies are all found in the diocesan policy book. Every congregation should have one. Be sure it is kept up to date. If you suffer from insomnia it makes great reading and much cheaper than sherry or scotch.
- 12: To be familiar with the relationships between diocese, region, parish, synod, general synod, and provincial synod. If you don't know, how can you teach others. Ask your Incumbent, ask the synod office, if you have any questions.
- 13: To be, in consultation with the Bishop, responsible for the parish when there is no Incumbent. The Incumbent is the Bishop's appointee in the parish. When you have one you work in consultation with him or her as a team and together with the church committee as a team.

When there is no Incumbent, unless someone else is appointed, as warden you are directly responsible for the life of the parish. Bishop and wardens become the team. This fact alone says something about the importance of God's call to be a warden.

WARDENS RESPONSIBILITIES (in brief)

Workbook File 2.3 Feb.00

- A) On-going Tasks
- Worship regularly
 - Meet regularly with the Incumbent, Treasurer and Church Committee Chair to plan church committee agenda
 - Carry out tasks assigned by the Incumbent or Church Committee
 - With the Incumbent to maintain contact with the Bishop and Regional Dean
 - Be certain Regional and Synod delegation report to church committee and congregation
 - Be certain the Sunday Count For Worship is accurately kept
 - Keep up with changes in Canons and/or Diocesan Policy
 - Keep the Diocesan Policy Book up to date
 - Report regularly to Church Committee, activities and finances at least quarterly
- B) Duties - could be divided between wardens
- Proper record of parish activities
 - Warden's correspondence
 - Vestry book
 - Liaison with parish groups
 - Church supplies
 - Advertising, media contacts
 - Care and maintenance of property
 - Provision, care, maintenance of furnishings and equipment for worship, education and other functions
 - Maintain Inventory of Parish Property
 - Inspect Bell installations annually (if you have one)
 - Liaison with Diocesan Regional Council, other parishes
 - Be certain Federal Registered Charity Information Form T3010 is completed and mailed
 - Arrange counting Sunday collection
 - Represent parish on Diocesan budget matters
 - Supervision of parish planning in consultation with Incumbent
 - Supervise the creation of Parish Goals and strategy to achieve them (with Incumbent and Church Committee)
 - Assist Committee Chairs as requested
 - Be responsible for (along with Incumbent) preparations for the annual or other congregational meetings
 - Oversight of finances

WARDEN CHECK LIST

Workbook File: 2.4 Dec 07

January

- Prepare for Annual General Meeting in consultation with the Incumbent
- Ensure reports are in
- Financial statements
- Budget for the year ahead
- Make sure Annual Report Booklet is being prepared
- Be certain the Parish Count for Statistical Records takes place
- Be certain: (a) Anglican General Meeting date is publicized at least two Sundays in Advance
(b) Set and announce date of first Church Committee meeting following Annual General Meeting

February

- Prepare orientation for new committee members in consultation with Incumbent
- In consultation with Incumbent, prepare nomination for treasurer
- First Church Committee meeting
 - (1) Elect Chair (if not Incumbent)
 - (2) Nominate Treasurer
 - (3) Name sub-committee and chairs, etc.

March

- Be certain year end statistics and other forms are in the Synod Office by the 15th

April

- First quarter Report to Parish including finances (if not monthly)

May

- Be certain Federal Registered Charity Information Form T3010 is completed
- Review needs: grounds, buildings
- Response to suggested diocesan budget sent to Synod Office

June

- Be certain Federal Registered Charity Information Form T3010 is mailed by June 30th annually. A copy of the completed form is to be sent to the Synod Office by June 30th.
- 2nd Quarter Report to parish including Financial Reports (if not monthly)

July/ August

- If Incumbent takes a vacation, consult re: replacements for worship and pastoral care
- Be ready to assist replacement clergy
- Be ready to pass on parish pastoral emergencies to pastoral care replacement
- Monitor income and expenditures

September

- Completion of Parochial Position Grading sheet
- Negotiation of next year's stipend with Incumbent in preparation for Church Committee
- Approval proposed stipend by Church Committee
- Begin Parish Planning process - progress toward parish goals, a process to create vision for the year ahead
- Prepare recommendation for Regional D.F.B. meeting

October

- Prepare grounds and buildings for winter
- 3rd Quarter Report to Parish
- Price tag to parish goals for the next year. Prepare next year's budget

November

- If not done, another time in parish contact for financial commitment
- Be certain offering envelopes are ordered
- Be planning stewardship development for the year ahead

December

- Set date for annual meeting in consultation with Incumbent and Church Committee
- Set deadline for reports for the Annual General Meeting
- Appoint Nominations Committee
- Approve draft Budget for the coming year
- Evaluation - clergy
 - relations between wardens and church committee
 - progress toward parish goals

January - repeat

CHURCH COMMITTEE

DUTIES OF THE CHURCH COMMITTEE, CANON 16:13 *Workbook File 3.1 Feb.00*

13: The duties of the Church Committee shall be:

- (a) To act on behalf of the congregation between annual meetings.
- (b) At all times to support and assist the Incumbent and Wardens in the execution of their duties.
- (c) To clarify the long and short-term goals and objectives of the congregation and to develop a program to achieve them.
- (d) To interpret the goals, objectives and program of the congregation to its people, and to encourage them to support the same.
- (e) With the Wardens, to insure that all necessary furnishings and equipment are available and in good condition for the proper carrying on of worship and other functions of the congregation.
- (f) To appoint and set the terms of employment of all lay persons employed by the congregation, whether full-time or part-time, honorary or paid.
- (g) To maintain an inventory of all the property of the congregation.
- (h) To establish such sub-committees as the Church Committee may decide.

THE CHURCH COMMITTEE'S DUTIES

(An Interpretation)

Workbook File: 3.2 Dec 07

- 1: To act on behalf of the congregation between annual meetings.
It is sometimes said the job of the church committee is to run the parish. It is better to define the church committee's work as "to serve the congregation". The annual congregational meeting approves the budget that sets out the congregations priorities for the coming year. It is the work of the church committee in part to carry out, bring into being, the goals and objectives approved by the congregation and in that way act on behalf of the congregation between meetings.

The church committee, should circumstances change, can also make decisions on behalf of the congregation as it seeks to carry out its goals and objectives. The church committee along with the wardens and Incumbent needs also to be certain that the congregation has the opportunity to talk about and discuss the direction, purpose, statement, goals and objectives of the parish as it seeks to carry out its mission to the world.
- 2: At all times to support and assist the Incumbent and wardens in the execution of their duties. The vision is again the committee working together with the Incumbent and wardens as a team responsible for the mission of the parish. The wardens, in consultation with the Incumbent, are to teach and encourage this.
- 3: To clarify the long and short term goals and objectives of the congregation and to develop a program to achieve them. This is the biggest work of the church committee; developing program so the parish can move in the direction decided and achieve the goals and objectives agreed upon. Wardens can encourage and support this by making sure that it happens.
- 4: To interpret the goals, objectives and program of the congregation to its people and to encourage them to support the same. This is both an exercise in example as well as in communication. It means all know what is happening, why, and how they can be a part of it.
- 5: With the wardens to insure that all the necessary furnishings and equipment are available and in good condition for the proper carrying on of worship and other functions of the congregation. Here the church committee has the task of making sure the facilities and tools are available for the congregation to carry out its program. Note, it is done with the wardens.
- 6: To appoint and set the terms of employment of all lay persons employed by the congregation whether full-time, part-time, honorary or paid.
Here the committee takes responsibility for the human resources to carry out the parish program. This means creating position descriptions, work parameters, pay scales, so that people can have a clear idea of what they have been called to do and can be held accountable, paid or unpaid, for what they do. Again, so that the mission of the congregation can move ahead.

Workbook File: 3.2 (Cont'd) Dec 07

- 7: To maintain an inventory of all the property of the congregation.
The committee is called to keep track of the facilities and tools required for the congregation to carry on its mission.
- 8: To establish such sub committees as the church committee may decide.
Reality says that not everyone can be involved in every goal or objective of parish program. Work may need to be divided up to be better accomplished. The work of the wardens, along with the Incumbent, is to make sure that the church committee does its work for the benefit of all.
- 9: When your church hall is used by an outside body for a one time event and alcohol is being consumed, you require:
 - a) for the person that is serving the alcohol, a copy of their serve right license.
 - b) a copy of the temporary license to serve and sell alcohol that has to be displayed by the bar area.

INCUMBENT

DUTIES OF THE INCUMBENT

Workbook File: 4.1 Feb.00

The Incumbent holds his/her position by license of the Bishop after consultation with the Bishop's personnel commission. The duties of the Incumbent are painted in broad strokes in the paragraphs below from the ordination service and the service celebrating a new ministry. You will note the strong emphasis on preaching, teaching, and giving leadership to worship.

The responsibility to administer the parish does not lie with the Incumbent alone as by canon and custom specific responsibilities are handed to wardens and others. You may also wish to note that when there is no Incumbent the wardens are directly responsible for the life of the parish in consultation with the Bishop until such time as there may be appointed a priest-in-charge.

THE EXAMINATION

All are seated except the Ordinand who stands before the Bishop.

Bishop: The Church is the family of God, the body of Christ, and the temple of the Holy Spirit. All baptized people are called to make Christ known as Saviour and Lord, and to share in the renewing of his world. Now you are called to work as pastor, priest, and teacher, together with your Bishop and other presbyters, and to take your share in the councils of the Church.

As a priest it will be your task to proclaim by word and deed the gospel of Jesus Christ, and to fashion your life in accordance with its precepts. You are to love and serve the people among whom you work, caring alike for young and old, strong and weak, rich and poor. You are to preach, to declare God's forgiveness to penitent sinners, to pronounce God's blessing, to preside at the administration of holy baptism and at the celebration of the mysteries of Christ's body and blood, and to perform the other ministrations entrusted to you.

In all that you do, you are to nourish Christ's people from the riches of his grace, and strengthen them to glorify God in this life and in the life to come.

N, do you believe that you are truly called by God and the Church to this priesthood?

Answer: I believe I am so called.

Bishop: Do you now in the presence of the Church commit yourself to this trust and responsibility?

Answer: I do.

Bishop: Will you respect and be guided by the pastoral direction and leadership of your Bishop?

Answer: I will.

Bishop: Will you be diligent in the reading and study of the holy Scriptures, and in seeking the knowledge of such things as may make you a stronger and more able minister of Christ?

Answer: I will.

Bishop: Will you endeavour so to minister the word of God and the sacraments of the new covenant, that the reconciling love of Christ may be known and received?

Answer: I will.

Bishop: Will you undertake to be a faithful pastor to all whom you are called to serve, labouring together with them to build up the family of God?

Answer: I will.

Bishop: Will you do your best to pattern your life in accordance with the teachings of Christ, so that you may be a wholesome example to your people?

Answer: I will.

Bishop: Will you persevere in prayer, both in public and in private, asking God's grace, both for yourself and for others, and offering all your labours to God, through the mediation of Jesus Christ, and in the sanctification of the Holy Spirit?

Answer: I will.

Bishop: May the Lord who has given you the will to do these things give you the grace and power to perform them.

Answer: Amen.

DUTIES OF THE INCUMBENT

Workbook File: 4.2 Feb.00

DECLARATION

(From the Diocesan Celebration of New Ministry)

The symbolic gifts of chalice, bible and canons are brought forward.

Lay Minister of Word and/or Sacrament:

On behalf of this congregation I present you with this chalice as a symbol of your sacramental ministry in our community. Be among us as one who calls us into and out of holy places, and as a sign of the healing power and presence of God.

Incumbent: I thank you for this symbol of the sacramental life we share and I pledge to you that I will at all times, and to the best of my ability, declare God's forgiveness to all who seek it, pronounce God's blessing upon all that desire it and that I will preside at the administration of holy baptism and at the celebration of the mysteries of Christ's body and blood with the care and reverence appropriate to the worship of almighty God.

Reader: On behalf of this congregation I present you with this bible as a symbol of your responsibility to preach the word of God in this place. Be among us as a teacher of the faith.

Incumbent: I thank you for this symbol of God's holy word and I pledge to you that I will at all times, and to the best of my ability, apply myself to the diligent reading and study of Holy Scripture, to lend instruction to all who seek it and to preach the love and mercy of God in Jesus Christ.

Chair, Parish Council:

On behalf of this congregation I present you with this copy of the canons of this diocese as a symbol of your responsibility to administer the affairs of this parish. Be among us as one who is dedicated to the building up of this community and the stewardship of our resources.

Incumbent: I thank you for this symbol of the leadership that you entrust in me and I pledge to you that I will at all times, and to the best of my ability, administer the affairs of this parish with honesty and integrity and that I will strive to do so with wisdom, humility, discernment and good humour.

THE INCUMBENT'S DUTIES: (An Interpretation)

Workbook File 4.3 Feb.00

You will have noted that when there is no Incumbent the wardens, in consultation with the Bishop, are responsible for the growth, mission and service of the parish. An Incumbent is appointed by the Bishop in consultation with the Bishop's personnel commission. This committee is made up of persons from the parish chosen by the Bishop from nominations given to him/her by the church committee.

The Incumbent acts in the parish by license from the Bishop and then becomes the person with whom the wardens consult re: the growth, mission and service of the parish. It is the Incumbent's responsibility to help create, have and hold a vision for the parish which fits into the vision of the diocese. He/she is, in consultation with the Bishop, to present the vision and call of our Lord Jesus Christ bringing his good news to the bad news of the world and to create a worshipping community that is committed to the service of the world and that heals and strengthens the ministry of every member of the fellowship of the baptized in the world.

The Incumbent is to give leadership to worship. By canon he/she is primarily responsible for music. He/she is to oversee the maintenance of sacramental ministries. The Incumbent oversees the training and licensing of lay ministers of word and sacrament, communion assistants, readers and intercessors.

As a teacher of the faith, the Incumbent will participate in and oversee the preparation for baptism, first communion, confirmation, and marriage, calling others to assist in this ministry. As a teacher of the faith, the Incumbent will participate in and oversee the making and nurturing of new Christians and the growth in understanding and commitment of all the baptized, inviting and helping others to partake responsibly in this ministry.

He/she will participate in and oversee the pastoral care of parish members including the training of visitors for the sick, the shut-in, the grieving and those in crisis situations. The Incumbent takes his or her place in the governance of the local parish both as a member of the church committee and as resource person and spiritual director encouraging members of the committee to fulfil their ministries to the congregation and the world.

It is the responsibility of the Incumbent to participate in and to oversee the proclamation of the faith in preaching and the teaching of the parish to ensure every parish member can share their faith with others. It is his/her responsibility to create an ambience in which people feel their gifts are valued and there is freedom and encouragement to use them in the service of their Lord in the church and in the world.

ORGANIZATION

ORGANIZING THE WORK OF WARDENS AND CHURCH COMMITTEES

Workbook File 5.1 Feb.00

How wardens and church committees organize themselves varies from place to place. If the mission of the church is to go forward, it needs to be mission centered rather than survival centered. The wardens and church committee should meet regularly once a month.

What will they do? Dr. Bud Phillips of the Centre for the Study of Church in Ministry suggests every congregation has seven major sub systems that need attention. These include education and nurture; socializing and hospitality (making people feel at home); reparative, caring for those hurt or wounded; maintenance and substance, keeping the fabric and finances strong; outreach and evangelism, do we just look after our own or reach out to others; create a welcoming atmosphere for newcomers and those passing through.

In a small church one member of the committee would have an eye on one of these areas. In a larger parish sub committees could be created to be certain they are looked after and that no one is left out. In one large parish the Incumbent asks one warden to be responsible for the maintenance, finances, and stewardship; the other for parish program re: education and outreach while he cares for worship and pastoral care. Each giving support to the committees working under their area of ministry. Some parishes have the church committee appoint the Incumbent, wardens, treasurer and building and grounds chair as a management committee acting as a steering committee for the church committee and looking after the nuts and bolts of parish operations. The church committee focuses on creating program and policy.

Another approach would be for the church committee to lead the congregation in identifying what are the important ministries we need to be carrying out in order to be a vibrant Anglican Christian community within our city or town. Then organize the work of the church committee and wardens and Incumbent around those ministries.

The Episcopal church guide for congregational evaluation suggests five foci based on the promises made by a baptismal candidate. Those include worship, service, education, evangelism, and pastoral care. Those would make interesting portfolios for one or two church committee members as well as opening up the possibility for discovering those in the congregation who may be gifted for these aspects of mission.

If one or two church committee members were ready to seek others outside the church committee with an interest in one of the above areas of mission, parish momentum could thrust

forward and church committee meetings become quite exciting. It would be a call not just to individuals but to the parish to practice baptismal ministry. It could move a parish or congregation away from worrying about survival to getting on with the work they have been called to do.

It is clear to see that the concern of the church committee can be wider than caring for buildings and grounds and worrying about money. It is clear that church committee and wardens have a ministry in co-operation with the Incumbent, to assist, encourage, individuals and the parish to live out their baptismal vows in the daily context of the wider community.

Some church committees when they meet divide the evening into two parts. First time is spent with the sub committees planning work. Then in the latter part of the meeting the committees share their work and co-ordinate their work with the rest. If some discipline is observed then the system can be quite creative.

If church committees and wardens delegate responsibility to others it is important to call to account those who take responsibility. Decisions should be made as to who will report to the committee and how often., and to whom they request time on the agenda to report. Committees should set out terms of reference and a statement of purpose and goals for the year ahead. When a committee is not heard from for a time other church committee members should call for a report.

It is important for wardens and church committees to assist the parish to set a vision and goals so that there will always be a sense of direction to monitor progress toward goals, suggest or hear ways to achieve goals set. There is much for church committees and wardens to do.

In a volunteer system, much frustration can be averted if committee chairs and other persons in positions of leadership have position descriptions outlining their responsibilities and stating what is expected of them. This allows the person, and those to whom they are responsible to have some sense of accomplishment, know when they need help and the opportunity to review how things are going and where help or improvement might be needed.

One example of a position description follows for your reflection.

POSITION DESCRIPTION:

Workbook File 5.1(a) Feb.00

Organist and Choir Director
St. Swithens in the Swamp

The Position in General

- In consultation with the Incumbent to be responsible for the music for worship
- Accountable to the Incumbent and worship committee

Specific Responsibilities:

- 1) To choose hymns and service music for the Sunday liturgy
Performance is satisfactory when:
 - (a) The choices are shared with and agreed upon by the Incumbent
 - (b) The choices fit the theme and readings for the Sunday
 - (c) The first and last hymn tunes are well known
 - (d) The selection of music is given to the secretary for the leaflet
- 2) To recruit and train a choir to assist the congregation in singing music at the Sunday liturgy
Performance is satisfactory when:
 - (a) There is a choir of at least 10 people
 - (b) They know the hymns and service music for each liturgy
 - (c) A choir anthem is sung at least once a month
 - (d) There is special choral music at Christmas and Easter services, a Festival of Lessons and Carols at Christmas and an Easter Cantata.

CANONS PERTAINING TO WARDENS

Workbook File 5.2 Feb.00

Various canons are passed from time to time by the synod. These canons are passed so that the parishes within the diocese can work together harmoniously within themselves and with each other.

Wardens should know the canons listed below. Church committee members should be familiar with them.

Canons to be read, marked, learned and inwardly digested:

- Canon 11 The appointment and licensing of clergy and lay workers to work in the diocese.
- Canon 15 Provision of houses for clergy or payment in lieu thereof.
- Canon 16 Regions, parishes, congregations, especially sections 5 through 16.
- Canon 17 Memorials in churches.
- Canon 18 If you have the care of a cemetery or columbarium.
All might be familiar with section 12 - 14.
- Canon 19 Finance, especially section 6.
- Canon 20 Purchase, sale and title to real property.
- Canon 26 Shared Ministry Exceptions for those in shared ministry situations.

THE POLICY AND ORGANIZATIONAL WORKBOOK

Workbook File 5.3 Feb.00

One copy of the policy book is or should be in every parish office for reference and should be kept up to date as new information is provided.

Policies pertaining especially to wardens and church committees are in section 5 - “charter” of the policy book. Those you should mark, learn and inwardly digest include:

- 5.2.1 - The Diocesan Family Budget
- 5.2.2 - The Diocesan Budget Development Committee
- 5.2.3 - Kootenay Forward Fund
- 5.2.6. - Gift Policy
- 5.3.1 - Repeats canon 16.
- 5.5.1 - Regulations concerning shared ministries (for those in shared ministries)
- 5.5.2 - Baptismal Ministry Policy
- 5.5.3 - Support of Baptismal Ministry
- 5.5.4A - Licensing of Lay Ministers of Word and Sacrament
- 5.5.7 - Authorizing persons to assist with Holy Communion
- All of 5.6. - Personnel Practices

“DEFINITIONS”

Workbook File 5.4 Feb.00

A **canon** is a “law” agreed upon by synod beyond which officers of the church cannot go.

A **policy** is a statement as to how we will usually work together, a recording of the way we in fact do work together in relation to an aspect of diocesan program. It is something to which we all aim to work toward.

Policy suggests some flexibility and bending though there is a pull to fulfil the policy request.

Canon is rule. There is no flexibility although there is sometimes “forgiveness”.

To violate a canon or to disregard a policy may be failure to discern the will of the spirit working in the diocesan family to work or act in a particular way and a put down to all the other congregations in the diocese who created and approved both canon and policy.

MISCELLANEOUS

FINANCES: A Further Word

Workbook File 6.1 Feb.00

It is clear from canon that the wardens are responsible for the care of and maintenance of the property of the congregation and in particular to have custody of the funds of the congregation and to account for them regularly to church committee and to produce year end financial statements for the annual meeting and a budget for the coming year.

As wardens you may appoint a treasurer and delegate this responsibility but you cannot delegate your accountability. You are responsible that all is done and done well.

You should therefore be familiar with the treasurer's manual and know what reports are needed for the diocese and the government. Of most importance is the annual information return T3010 to revenue Canada. If that report is not made your number as a registered charity may be revoked and the tax receipts you have issued be of no value. Borrow your treasurer's manual and read it through with your treasurer so all are clear on what must be done.

STATISTICS

Workbook File 6:2 Feb.00

Charged with keeping track of the real and personal property of the parish leads the wardens into taking responsibility that certain information is kept clearly and accurately. This statistical information should include:

- 1: An up to date record of the family names, names of adults and children who look to the parish as their spiritual centre. Names should be kept on the list even if participation is not in evidence unless the person requests the name be removed. Records should include whether persons are baptized, confirmed, and when last visited.
- 2: A vestry book to record the time, date and types of services held, including the number in attendance and the number of communicants (at a communion service). Attendance statistics are important in relation to the Incumbent's stipend and for following trends over time. The vestry book should be signed by the officiant and preacher after each

service. If children are not in church an accurate count of children and teachers in the church school should be kept and added to the Sunday attendance.

- 3: Further to keeping statistics, each church should have:
 - a) a baptismal register
 - b) a confirmation register
 - c) a parish marriage register
 - d) a government marriage register
 - e) a burial register
 - f) a memorial book.

- 4: Each year the diocese requires an annual statistical form to be filled out and returned promptly along with year end financial statements, budget for the coming year, and property and insurance values. (copies attached)

- 5: Financial Review - The wardens nominate to the annual meeting a person capable of performing a financial review for the parish. Books should be reviewed annually. This need not be done by a chartered accounting firm. It is important that the person be one with financial competence and not connected to the leadership circle of the parish. The books of ACW, Men's groups, etc., should also be reviewed by a person outside the group and their financial statements included in the annual parish report along with the financial statements for the parish.

The diocesan treasurer will assist with any parish review in exchange for room, board and travel expenses. A retired bank manager or member of an accounting firm, revenue Canada employee, might volunteer to review the books. A small honorarium can sometimes sweeten the pot.

INVENTORY

HAVE A PARTY

DIVVY UP THE WORK

HAVE A PRIZE FOR THE ONES WHO GET THEIR WORK DONE FIRST

USE CAMERA/VIDEO TAKE PICTURES VALUABLE STUFF
CHALICES, FRONTALS, CANDLESTICKS, ETC.

FILE - SAFETY DEPOSIT BOX, SYNOD OFFICE, PARISH OFFICE

UPDATE EVERY TWO YEARS - AT LEAST

ADD NEW EXPENSIVE ITEMS WHEN PURCHASED

Insurance

KEEP VALUATION WITHIN 90% OF REPLACEMENT VALUE

SUGGEST FORMAL APPRAISAL EVERY 3-5 YEARS: FIRST SHOT COSTS
ANNUAL UPDATE NOT TOO BAD

GOOD INVENTORY WILL HELP REDUCE COST OF APPRAISAL

IF NOT FORMAL; ASK BUILDER FOR HIS/HER ESTIMATES AS TO
REPLACEMENT VALUE

Appendix A: A SERVICE OF COMMISSIONING FOR WARDENS, CHURCH COMMITTEE MEMBERS & TREASURERS

The Commissioning of Wardens:

(A similar form could be used for the installation of the church committee and treasurer.)

The presiding minister says in these or similar words:

Brothers and Sisters in Christ, we are all baptized by the one spirit into one body and given gifts for a variety of ministries for the common good. Today we recognize and commission these persons for the ministry of administration as wardens, the ministry to which they have been called by your election (by your election and by my appointment). Let us together with these persons reaffirm our call and commitment to minister as ambassadors for Christ as we renew our baptismal covenant. (p331-332 BAS)

(The presiding minister may read the duties of the wardens as outlined in canon 16:12)

The presiding minister continues addressing the congregation:

Is it your will that *N* fulfil the ministry of warden of this congregation?

People: It is.

The presiding minister addresses those to be commissioned:

N, You have been called to this ministry. Will you, as long as you are engaged in this work, perform it with care to the honour of God and the benefit of the church?

Answer: I will, with God's help.

The presiding minister address the congregation:

Will you uphold *N* and *N* in this service?

People: We will

The presiding minister continues:

Let us pray.

Blessed are you gracious God our creator and redeemer. In every age you call people to minister in your name. May the work of this (these) your servant(s) *NN* so build up your church that we may faithfully serve you and show your love in all the world through Jesus Christ our Lord, who lives and reigns with you and the Holy Spirit, one God for ever and ever. Amen.

Taking the candidate by the right hand the presiding minister says (to each):

N The Lord enable and uphold you in this ministry by the power of the Holy Spirit. Amen.

Workbook Appendix A (Cont'd) Feb.00

Symbols appropriate to the ministry may be presented (e.g. keys, canons, policy book, warden's wands)

The service continues with the Prayers of the People, or the Intercessions and Thanksgivings, during which prayer may be offered for the ministry of the congregation, and for those newly commissioned. Litany 3 or Litany 6 in the Book of Alternative Services (pp 112, 116) is appropriate.

In Litany 3 the following may be inserted after the first petition.

We pray for this *parish* and for all who minister here , (and especially *N or NN*), that we may find joy in your service.

People: Lord, hear our prayer.

In Litany 6 the following may be inserted after the first petition.

For the ministry of this *parish*, (and especially for *N or NN*), that we may bear faithful witness to the gospel of Christ, let us pray to the Lord.

People: Lord, have mercy.

The prayers may conclude with this collect.

Almighty God,
by your grace alone
we are accepted and called to your service.
Strengthen us by your Holy Spirit
and make us worthy of our calling;
through Jesus Christ our Lord,
who lives and reigns with you and the Holy Spirit,
one God, now and for ever. **Amen.**

At the exchange of the Peace, the presiding minister and others may greet the newly commissioned.