

**Human Resources Implementation Task Force
Final Report to Diocesan Council
June 2010**

Purpose: This report is to summarize the life and tasks of the Task Force, and to request it be allowed to “stand down”.

Background: The task force was established by Diocesan Council in March 2005. Shortly afterwards the bishop appointed the chair. Due to the chair’s subsequent illness the task force did not become active until a year later when the chair stepped down and the current chair was appointed. The task force has been engaged in its tasks since March 2006. The tasks assigned to the task force arose from a previous task force led by Rev Dr Linda St Clair which was appointed by Diocesan Council in 2002, and in response to a synod motion of that time. The earlier task force created the task list which formed the basis of work for this later task force.

Task Assigned: Several tasks were identified and assigned to the group, each of which is commented on below:

1. Setting up the task Force
 2. Behavioural Policy
 3. Clergy Compensation
 4. Retirement (of clergy)
 5. Exit Interviews (of staff and volunteers)
 6. Termination of Employment (terms, policies, grounds, circumstances)
 7. Clergy Performance Review modifications
 8. Fixed Terms of Employment (clergy and laity)
 9. ‘Follow on’ procedures
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1. Task Force Membership: Over its four year life several people have been involved - , Margaret Briscall, Rev Randolph Bruce, George Cadman, Rev Gary Hamblin, Muriel Kerr, Rev David Koe, Rev Clarence Li, Ven Andrew Pike, Ian Robertson, Ven Beverly Stewart, Rev Paul Strudwick, Monte Worthington, along with staff support from Rev Paul Borthistle, Rob Dickson and Bettina Gruver.
 2. Behavioural Policy: As a component of behavioural policy, a screening procedure was researched, field tested and approved by Diocesan Council. It is being introduced to all parishes over a three year period, commencing this year. Details can be seen on the diocesan website. A revised sexual (anti) harassment policy was drafted by the task force and has been handed over to the Chancellor for his review and consideration.
 3. Clergy Compensation: A comprehensive review of our (minimum) stipend and housing allowance was done by the task force. Compensation systems in place for other professions were examined along with systems used in other religious organizations. A multipoint system for base compensation was developed and tested. A rigorous review of housing costs resulted in a 30 point (neighbourhood) grid based on actual CMHC data. The resulting system is believed to be fair, comparable and equitable and is based on several criteria. The “new” compensation system was introduced over a 3 year period with all (but agreed exceptions) being on the new system for the current year. A joint A & F and OMD committee sets the specific criteria and values for each year.
 4. Retirement: While the task force was underway, the mandatory retirement age of 65 was set aside by the Supreme Court of Canada, then subsequently qualified based on

pension schemes. The task force focused on the planning for retirement and expanded its scope to include those who are employed at the parish level. A retirement seminar was designed and field tested in 2008. This year the 'ownership' of the seminar was 'adopted' by OMD and it was conducted again.

5. Exit Interviews: There had been some concern that we (the church) did not honour the efforts of our volunteers and that we did not do proper exit interviews. An exit interview process was developed and field tested. It is available to any and all by simply calling Rev Paul Borthistle.
6. Termination of Employment: This topic, and clergy performance reviews, became very sensitive as we surveyed clergy at the outset of our work. Consequently we approached the tasks differently from what had initially been envisioned. In a termination we looked at the circumstances under which it takes place: a) employee leaves to pursue another job opportunity, b) employee retires, c) person's performance is not satisfactory and efforts to remedy same have not worked. Only in the last case does the matter become difficult and there are experts available to anyone (call for help) to deal with these very occasional situations. A more common situation emerged as a parish contemplates major changes and its effect on the careers of clergy. The task force developed a series of policies for "clergy in transition" and forwarded them to the MAP and Plan 2018 steering groups where they are now being reviewed by clergy.
7. Clergy Performance Review: There is an existing policy of regular performance reviews but the evidence we gathered suggested it was being used inconsistently - if at all. In developing the clergy compensation program, a performance review factor was inserted and initially 'frozen' at a neutral value. Our efforts to 'unfreeze' this factor have been met with a mixed response and so it remains frozen for now.
8. Fixed Terms or Employment: The predecessor task force had advocated a fixed term of 5 years to be the norm with extensions (year to year) and renewals (another fixed term) possible under certain conditions. As we examined this process we met resistance and anxiety on the part of many clergy, and so we decided to put it 'back on the shelf'.
9. Follow on Procedures: In each situation we have endeavoured to ensure that the topic, where it needs to be continued, has a home and a champion.

It has been a 'long road' filled with many meetings and new friendships. Our thanks go to Diocesan Council and Diocesan staff for your support over this time. We now ask that we be allowed to "stand down".

Respectfully Submitted,
Ian D Robertson
Chair