

RIDEAU PARK UNITED CHURCH

JOINT NEEDS ASSESSMENT REPORT FOR DESIGNATED MINISTRY STAFF

**April 12, 2008 –
Accepted by RPUC Council April 16, 2008**

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1.0. Purpose of Document

1.1. The United Church of Canada requires congregations to conduct a separate needs assessment study prior to the declaration by Presbytery of any vacancy in a pastoral charge and the initiation of the search process for new designated ministry staff.

1.2 With the upcoming retirement of Reverend Chuck Spicer from Rideau Park United Church (Rideau Park) at the end of June 2008, the congregation sought the advice of Presbytery concerning the need to undertake another Joint Needs Assessment (JNA) process as it had just completed two recently (2005 and 2006). The congregation was advised in recognition of having completed two full JNA processes recently that they would only be required to conduct a “mini” JNA review and update process this time. Therefore, the congregation established the Joint Needs Assessment Committee (the Committee) to review ministry staffing needs at Rideau Park and update previous JNAC Reports. This report reflects the culmination of the Committee’s work.

1.3. In accordance with the requirements set out in the United Church Pastoral Relations Handbook, this report contains an assessment of our community, our pastoral charge, our resources, the results of our consultative process, together with a profile of the recommended position, the skills required for the position and the terms which we would offer to candidates for this position. As well as the required sections, we have also included our Mission Statement and our Vision Statement, all the ministerial position descriptions and an assessment of our Current and Future Needs.

1.4. Consultation Process

In order to define our staff needs, the Committee undertook a number of consultations as well as reviewing other relevant documentation. The work included the following components:

- An interview with the retiring Minister of Pastoral Care,
- An interview with the Pastoral Care Committee,
- Interviews with the two full-time Ministers,
- A Town Hall meeting with the congregation,
- Conversations with both the Chair of Ministry & Personnel and the Chair of Stewards, and
- A review of selected church documentation (see references).

The results of the review of all this material and the deliberations of the Committee can be found in the Recommendations Section 9.0.

2.0. Our Neighbourhood and Church Community

2.1. Rideau Park is located in the heart of Ottawa's Alta Vista neighbourhood, a well-established community developed between 1940 and 1960. The congregation was established in the early 1950s and the Church was built in 1955. It was the worship centre for approximately 1000 families, most of whom were drawn from the immediate neighbourhood. It was a congregation of families who were establishing roots in the new community. That was a time when there were mainly one income families who were actively building their community. Families of that era were larger than today's families and were, for the most part, ethnically homogeneous.

2.2. Approximately fifty per cent of the present membership is drawn from the immediate neighbourhood. A further thirty per cent comes from an area developed through the 1980's and 1990's, located south of Walkley Road between Bank Street and Hawthorne Road. This is a large area which has continued to grow and has a population comparable to the Alta Vista area. Currently, the United Church does not plan on building a church in this area. The remaining twenty per cent of the congregation is drawn from across the Ottawa region.

2.3. Although about 80% of our church community can be found within the Alta Vista-Bank Street-Hunt Club-Hawthorne area, the same can not be said for our pastoral care community. Approximately 40% of our pastoral care community is located within a 15 minute drive (one way) of our church, while the remaining 60% are anywhere from a 20 to 45 minute (one way) drive, in an area that stretches from New Edinburgh on the east to Stittsville on the west and Manotick Station in the south-west. A pastoral care visit can last from 15 minutes to about 2 hours depending on the individual and the circumstances. The Pastoral Care Committee tries to ensure that everyone on the Visitation List is visited at least once a month. On top of this, the Minister of Pastoral Care may visit some of the same members during the month and the United Church Women of RPUC may also visit some of their UCW members, who may be on the Pastoral Care Visitation List.

3.0. Our Congregation

3.1. Rideau Park is the largest church in the Ottawa Presbytery and one of the largest United Churches in Canada. At the end of 2006 our membership included 764 households with 1,670 members and adherents. From 1990 to 2000, our membership was relatively stable but since then there has been a slight decline in membership.

3.2. It appears that upon reviewing the 2006 Rideau Park Pictorial Directory, about 27% of Rideau Park members are between 40 and 60 years of age. The second largest age group is between 60 and 80 (about 26%). Slightly less than 20% of Rideau Park is under 20 years of age with another 17% falling in the 20 to 40 years old category. Finally, a little more than 10% of our congregation are

80 years of age or older. This suggests that Rideau Park programs appeal to a wide cross section of ages in the congregation with persons 60 or older representing over 35% of our members and the younger people continuing to constitute a strong base for future involvement in the life of our Church.

3.3. Pastoral care is a very important component in the life of Rideau Park. With slightly over 35% of Rideau Park's membership being 60 or older, this has meant that there is a growing requirement to care for the needs of our older members. Long-term members, who are no longer able to actively participate in the life and work of the congregation, need to know that they continue to be a valued part of our community. The Pastoral Care Committee and the Minister of Pastoral Care maintain an active role in visiting those who are sick, shut in, or alone and they offer friendship, acknowledge times of celebration and minister to the seriously ill or bereaved. There are approximately 66 member/adherents on the Pastoral Care Committee's Visitation List. These individuals may still live in their own home, or in a retirement home, in a nursing home or in a chronic care facility in the greater Ottawa area. It may take anywhere from 15 minutes to 45 minutes traveling time for the Minister of Pastoral Care to visit one of these members. This is in addition to the 15 members of the Pastoral Care Committee who make regular monthly visits to many of the same people. A visit may take anywhere from 15 minutes to 2 hours depending on the circumstances. The Minister of Pastoral Care attempts to visit as many of these members as is possible throughout the year, while undertaking other duties. These duties may be conducting monthly services at two of the local retirement homes, meeting with bereaved families concerning the death of a loved one and assisting with the funeral arrangements, visiting families or individuals in crisis. From time to time the Minister occasionally assists with the Sunday Worship Service at Rideau Park as well as some of the special mid-week services. In 2007, the Minister of Pastoral Care officiated at 10 of the 24 Rideau Park funerals (40%). An approximate time estimate for a minister involved with a funeral service is between 7 to 9 hours. This takes into account the time starting just after the death right through to a period of time after the burial.

4.0. Our Mission Statement and Our Vision

4.1. Our Mission Statement (first approved January 1992, reaffirmed February 1999) is:

Rideau Park United Church is a family of people who joyfully proclaim a loving God as revealed in Jesus Christ. As caring members of this church we seek to do this by:

- *joining together in worship, prayer and music,*
- *reading and studying the Bible,*
- *living the Christian life,*
- *nurturing both young and old in Christian education programs,*
- *seeking justice for everyone, and*

- *continually sharing our faith, hope, talents and resources with our community, country and the world.*

4.2. Our Vision (first approved in spring 1995, reaffirmed February 1999) is:

- Spiritual, where the Holy Spirit and worship have great importance and meaning,
- Inclusive, where all feel welcome and part of a family,
- Accessible and meaningful to those with differing family or other needs,
- Community oriented, to both our local community and the wider world,
- Community, with a strong commitment to social justice,
- Vital and participatory, with belief in our potential,
- Based on tradition but open to change,
- Knowledgeable with an ongoing desire to learn and develop, and
- Steadfast, faithful and committed to our goals.

5.0. Our Resources

5.1. Rideau Park United Church (RPUC) has adopted the Team Ministry concept with two full-time ordained ministers (Minister of Christian Family and Worship and Minister of Community and Worship) and one part-time ordained minister (Minister of Pastoral Care (24 hours/week)). They work in a collegial, supportive and collaborative manner to best serve the spiritual and pastoral needs of Rideau Park United Church. The ministerial positions are supported by a church staff which is comprised of a Director of Music, an Administrator, a Church Secretary and a Sexton.

5.2. The Minister of Pastoral Care is primarily responsible for the pastoral care of the congregation. The position works in very close cooperation with the Pastoral Care Committee and the 15 members who providing companionship, support and care to our members. Almost all the people on the Pastoral Care Visitation List are visited once a month and in some cases, some may receive up to two additional visits, one from the Minister of Pastoral Care and one from the UCW depending on the individual. It is noted that as our congregation ages, the Visitation List will grow and we will need more resources to maintain our commitment to all these people whether it be additional Pastoral Care members and/or an increase in the hours for the Minister of Pastoral Care.

6.0. Results of the Consultative Process

6.1. Interview Highlights

It was apparent from the feedback received from the interviews with the full time ministers, the members of the Pastoral Care Committee and the congregational "Town Hall" meeting that that the tremendous job the current Minister of Pastoral Care has been doing over these last few years is very much appreciated. It was also noted that the Minister of Pastoral Care's assistance, care and guidance

prior to and during a funeral has been very much appreciated by various families. And it is suspected that he is also probably working more than his allotted weekly hours. Secondly, the congregation still fully supports this work as they continue to provide funds for the position in their budget and have done so for the past five years. It is anticipated that the need for pastoral care will only grow as the congregation ages. Thirdly, while it was recognized that current and future needs are likely greater than 24 hours per week, there is also concern expressed at the financial costs associated with further expansion. A number of cost minimizing suggestions were put forward such as: a seasonal increase in hours worked; or pastoral care sharing with other congregations; or adjustments to the position priorities or responsibilities.

6.2. Summary of Findings

There is a lot of work to be done in the area of pastoral care and the workload is expected to increase over the coming years as our congregation ages. Unfortunately, our current budget can not accommodate an increase in hours for this position and it is the assessment of this Committee that the congregation is not yet ready to provide the financial support that would be required to fund further expansion. The workload issue may need to be addressed by exploring other avenues of alleviating some of the workload stresses on this position.

7.0. Terms of Employment

7.1. Rideau Park respects the United Church of Canada's requirements regarding remuneration, expenses, allowances and benefits for ministry personnel. Rideau Park United Church would like to offer a salary commensurate with the established UC of Canada guideline plus an additional amount commensurate with the candidate's qualifications.

7.2. The current housing allowance at Rideau Park is \$22,200.00 per year for a full-time ministerial staff position, based upon a real estate assessment of the cost of a serviced rented house in the Alta Vista area. (Reviewed in 2006)

7.3. The Committee recommends that the part-time Minister of Pastoral Care (24 hours per week) be paid an amount not to exceed \$39,918.00 which includes a housing allowance of \$13,320.00 plus United Church benefits.

7.4. Rideau Park also provides travel expenses, three weeks of study leave, one month of vacation leave, pension and other benefits. In keeping with United Church of Canada policy, Rideau Park provides full-time ministry personnel with a Continuing Education & Learning Resources Allowance which has been established by the UCC at a rate of \$1,200.00 for 2008. And for part-time ministry personnel, the allowance is pro-rated to reflect the level of service they provide.

8.0. Position Description

8.1. Minister of Pastoral Care

Rideau Park United Church (RPUC) envisions a Team Ministry with two full-time and one part-time ordained ministers performing in a collegial, supportive and collaborative manner to best serve the spiritual and pastoral needs of Rideau Park United Church.

POSITION DESCRIPTION FOR

(This position is currently filled at Rideau Park until June 30, 2008)

MINISTER OF PASTORAL CARE

Part-time ordained, diaconal or staff associate position (24 hours/week)

Position Description

The Minister of Pastoral Care will work in cooperation with the Minister of Community and Worship, the Minister of Christian Family and Worship and the Pastoral Care Committee to provide a caring and nurturing pastoral care ministry for the congregation of Rideau Park United Church.

He or she will also participate in some worship and Christian development activities, contributing to the congregation's spiritual life and growth.

General Duties and Responsibilities

- Primarily responsible for Pastoral Care and visitation to those in need, in cooperation with the full-time ministers and the Pastoral Care Committee. The primary focus of this position is on longer-term Pastoral Care.
- Works in close partnership with the full-time ministers and the Pastoral Care Committee to encourage and train members of the congregation to become active in this area of ministry,
- Participates, as required and subject to time allotments, in some worship services and Christian development activities.
- Participates, as required and subject to time allotments, in some weddings, funerals, baptisms and communion services.
- Works as a team member to assist the congregation in realizing its Vision and Goals.
- Participates as a member of the Pastoral Care Committee.
- Fulfills duty to participate in Presbytery.

Skills, Experience and Education Required

- Minimum of five years experience in the provision of pastoral care.

- Experience in counseling and visitation across all age groups.
- Ability to work well with both individuals and groups.
- Demonstrated ability to work well within a team.
- Excellent listening and verbal communication skills.

Personal attributes

- Compassionate and empathetic.
- Interested in working with people of all ages.
- Interested in working with the congregation primarily outside the worship services.
- Enthusiastic about his or her work and enjoys challenging, inspiring and training others to do likewise.
- Flexible and creative.
- Supports mainstream United Church of Canada theology.

Time Allocation

- Up to 18 hours per week devoted to pastoral care,
- Between 3 and 6 hours per week devoted to worship and Christian development, and
- 3 hours per week devoted to committee/administration time.

9.0. Recommendations

Based upon the assessed needs of this church, the Joint Needs Assessment Committee recommends to the Council and the congregation of Rideau Park United Church the following:

1. That the weekly hours of work of the Minister of Pastoral Care position be maintained at 24 hours per week.
2. That both Council and the congregation be made aware that the pastoral care needs of this congregation are expected to grow in the coming years as our members age and, the congregation may need to revisit their budgetary allotments in future years.
3. It is recommended that the position description be modified to permit some additional flexibility in hours associated to our longer-term Pastoral Care needs while at the same time permitting a reduction to the number of hours devoted to worship and Christian Development. Ultimately, the reduction of up to three (3) hours in the worship and Christian Development duty would permit an increase of up to three (3) additional hours devoted to Pastoral Care.
4. That the congregation be approached to obtain more volunteers to assist the Pastoral Care Committee and the Minister of Pastoral Care in this very worthwhile ministry.
5. That the Ministry and Personnel Committee work in co-operation with the Pastoral Care Committee and the ministers determine how the pastoral

care needs of this congregation might best be served for the foreseeable future as well as in the long term.

10.0. List of Reference Materials

- 1999 JNAC Report and Survey,
- 2005 JNAC Report and Survey,
- 2006 JNAC Report and Survey,
- Rideau Park United Church Planning Document dated September 2005,
- Congregational Affirmation Report (2001),
- Report of Ad Hoc Spirituality Discernment Group on “A Congregation Growing in Spirituality and Spiritual Leadership” (June 2004),
- A Handbook for Ministry and Personnel Committees,
- United Church of Canada Manual, and
- RPUC 2007 Annual Report.

11.0. Appendix A

11.1. Position Descriptions for the Full Time Rideau Park Ministerial Positions

POSITION DESCRIPTION FOR (This position is currently filled at Rideau Park)

MINISTER OF COMMUNITY AND WORSHIP

FULL TIME ORDAINED MINISTER

Position Description

The Minister of Community and Worship and the Minister of Christian Family and Worship share responsibility for planning and conducting of inspirational worship services, weddings and funerals.

The Minister of Community and Worship will provide the primary leadership for the development and growth of the congregation’s participation. This will include nurturing, supporting and strengthening lay leadership in the congregation. As well, this Minister is primarily responsible for promoting the growth of the congregation by reaching out into the community and following up with potential new members.

The Minister of Community and Worship also has primary responsibility for Social Action and Outreach and for church administration including leadership and support for the church staff.

This Minister will assist the Minister of Pastoral Care, when appropriate, to provide pastoral care to congregational members.

General Duties and Responsibilities

- Jointly responsible with the Minister of Christian Family and Worship for worship services, weddings and funerals by:
 - Coordinating with the Ministry Team to schedule and plan worship services including the involvement of lay ministers, youth, young adults, guest speakers and specialized or varied music,
 - Working collaboratively with the Director of Music to ensure appropriate integration between the liturgy and the music,
 - Working collaboratively with the Minister of Christian Family and Worship to ensure coordination between the worship service and the Sunday School program, and to ensure frequent opportunities for youth worship, including opportunities for young people to participate in worship services,
 - Encouraging and nurturing lay participation and leadership in worship.

- Primary responsibility for the development of congregation participation by:
 - Identifying and developing an exemplary group of passionate and skilled lay leaders from within the congregation,
 - Helping the members of the congregation to put their faith into action, by providing a dynamic example and inspiring the congregation to reach out into the world, working to make it a better place to live, especially regarding issues of social justice.

- Primary responsibility for Social Action and Outreach by:
 - Liaising and collaborating with other churches and the wider community regarding their social action and outreach issues and programs,
 - Encouraging and supporting young adults and adults to become involved in social action and outreach issues locally and in the wider global community,
 - Encouraging and supporting the Social Action and Outreach Committee.

- Primary responsibility for following up with visitors and prospective members.

- Primary responsibility for adult Bible study sessions.

- Primary responsibility for administration and providing leadership and support to church staff, including the supervision of the Administrator and the Director of Music.
- Assisting the Minister of Christian Family and Worship with Spiritual Development of the congregation incorporating traditional and contemporary methods of spiritual development into a program of life-long spiritual learning.
- Assisting the Minister of Pastoral Care, when appropriate, in providing pastoral care to members of the congregation.
- Serving as an Ex Officio member of Council, Session, Worship Committee and Social Action and Outreach Committee.
- Pursuing a program of continuing education and professional development in consultation with the M&P Committee.
- Participating in Presbytery, Conference, and General Council in consultation with the M&P Committee.

Skills and Experience

- At least ten years experience in ministry or other related team environment, of which there are five years experience as an ordained minister,
- Experience in a multi-staff setting as part of a team,
- Superior understanding of the Bible, including the context in which it was written,
- Excellent preaching skills,
- Experience in providing a wide variety of worship programming for a diverse congregation,
- Knowledge of current educational models and the ability to apply this knowledge to program development, leadership development and Christian education,
- Experience in facilitating planning processes to assist various church groups to identify short and long-term goals and objectives and develop effective programs,
- Experience in social action and outreach,
- Demonstrated spiritual leadership skills,
- Experience in large, active and diverse pastoral charges,
- Experience in providing pastoral care,
- Ability to make visitors and newcomers feel welcome,
- Excellent listening, oral and written communication skills, and
- Computer literacy is required.

Personal Attributes

- Ability to work collegially with others.
- Demonstrated ability to preach Biblically-inspired sermons which give imaginative, contemporary expression to a dynamic theology consistent with the rich and balanced heritage of United Church faith and practice.
- Mainstream United Church theology.
- Willingness to use both traditional and contemporary forms of worship including music.
- Ability to develop a community network for social action programs and events.
- Ability to discover and develop lay leaders required for Rideau Park's many programs.
- Compassion and empathy.
- Ability to sustain energy levels to address the ongoing challenges of serving a large and dynamic congregation.
- Willingness to work in a congregation that is changing its volunteer / lay leadership structures.
- Ability to provide relevant Christ-centered lessons for everyday life in day-to-day interaction with members of the congregation.
- Living a life of faith in action and the ability to help others to do so, and
- Approachable by children, adults and seniors.

Time Allocation

In order to provide further guidance respecting the Minister of Community and Worship's priorities, the following time allocations are provided:

- 30% devoted to Worship including weekly and special services, weddings and funerals.
- 20% devoted to Congregational Development (*Participation -15% and Spiritual – 5%*).
- 15% for Social Action and Outreach.
- 10% in Pastoral Care.
- 10% devoted to Christian Family Programs for the congregation with special focus on children, youth, young adults and mid-life adults, and
- 15% in administration.

CURRENT POSITION DESCRIPTION
(This position is currently filled at Rideau Park)

MINISTER OF CHRISTIAN FAMILY AND WORSHIP

FULL TIME ORDAINED MINISTER

Position Description

The Minister of Christian Family and Worship and the Minister for Community and Worship share responsibility for the planning and conducting inspirational worship services, weddings and funerals.

The Minister of Christian Family and Worship will provide the primary leadership for the congregation's spiritual development and growth. The Minister is primarily responsible for providing and nurturing the Christian Development program for the congregation's children, youth, young adults and families including mid week activities, the children, youth and young adult worship opportunities, as well as the theme conversations.

The Minister will assist the Minister of Pastoral Care, when required, in providing pastoral care to the youth, young adults and mid-life adults of the congregation.

General Duties and Responsibilities

- Jointly responsible with the Minister of Community and Worship, for worship services, weddings and funerals by:
 - Coordinating with the Ministry Team to schedule and plan worship services including the involvement of lay ministers, youth, young adults, guest speakers and specialized or varied music,
 - Working collaboratively with the Director of Music to ensure appropriate integration between the liturgy and the music,
 - Working collaboratively with the Minister of Community and Worship to ensure coordination between the worship service and the Sunday School program, and to ensure frequent opportunities for youth worship, including opportunities for young people to participate in worship services,
 - Encouraging and nurturing lay participation and leadership in worship.

- Primary responsibility for baptisms and confirmation classes.

- Primary responsibility for a comprehensive Christian Education program by:

- Developing programs to aid the spiritual development of children, youth and young adults, leading groups and acting as a resource for others,
 Overseeing the selection of appropriate curriculum materials for all Christian Education programs,
 Assisting in the recruitment, training and recognition of teachers, counselors and leaders for these programs,
 Providing spiritual leadership to participants and leaders.
- Primary responsibility, with the assistance of the Minister of Community and Worship, for the spiritual development of the congregation using traditional and contemporary approaches and providing leadership for life-long spiritual learning.
 - Assisting the Minister of Pastoral Care, when required, to provide pastoral care to youth, young adults and mid-life adults of the congregation.
 - Assisting the Minister of Community and Worship and the Social Action and Outreach Committee as appropriate and as needed.
 - Serving as Ex Officio member of Council, Session, Worship Committee and Christian Development Committee.
 - Providing leadership and support to the church staff, in collaboration with the Minister of Community and Worship.
 - Pursuing a program of continuing education and professional development in consultation with the M&P Committee.
 - Participating in Presbytery, Conference, and General Council in consultation with the M&P Committee.

Skills and Experience

- At least ten years experience in ministry or other related team environment, of which there are five years experience as an ordained minister.
- Experience in a multi-staff setting as part of a team.
- Superior understanding of the Bible, including the context in which it was written.
- Excellent preaching skills.
- Experience in providing a wide variety of worship programming for a diverse congregation.
- Knowledge of current educational models and the ability to develop and implement educational and leadership development programs.
- Ability to develop and deliver a wide variety of Christian education programs.

- Experience working with children, youth and young adults.
- Experience in congregation development in particular spiritual development.
- Demonstrated spiritual leadership skills.
- Experience in reaching out to visitors and newcomers.
- Excellent listening, oral and written communication skills, and
- Computer literacy is required.

Personal Attributes

- Ability to work collegially with others.
- Demonstrated ability to preach Biblically-inspired sermons which give imaginative and contemporary expression to a dynamic theology consistent with the rich and balanced heritage of United Church faith and practice.
- Mainstream United Church theology.
- Willingness to use traditional and contemporary forms of worship including music.
- Ability to work well with children, youth, young and mid-life adults and groups.
- Ability to provide relevant Christ-centered lessons for everyday life in a day-to-day interaction with members of the congregation.
- Sustainable energy required to address the ongoing challenges of serving a large and dynamic congregation.
- Willingness to work in a congregation that is changing its volunteer / lay leadership structures.
- A life that demonstrates faith in action.
- Willingness to work with the congregation in all aspects of church life, and
- Approachability by children, young adults and adults.

Time Allocation

In order to provide further guidance respecting the Minister of Christian Family and Worship's priorities, the following time allocations are provided:

- 30% devoted to Worship (includes the preparation of weekly services, weddings, funerals, baptisms and confirmation classes).
- 25% for Congregational Development (*Spirituality – 20% and Participation -5%*).
- 25% to Christian Family programs; stimulating congregational nurturing and growth with a special focus on children, youth, young adults and mid-life adults.
- 10% in pastoral care focusing on children, youth, young adults and mid-life adults.
- 5% for social action and outreach, and
- 5% to administration.