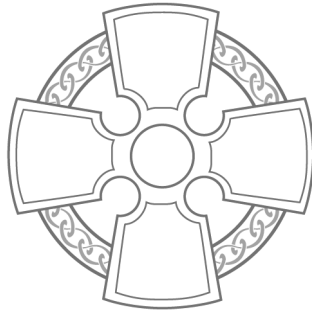


THE CHURCH IN WALES

PROVINCIAL INITIAL CONTINUING MINISTERIAL EDUCATION



Beginning Public Ministry

Draft Sep 2008

SUGGESTED WORK LIST OF TRAINING WHICH MIGHT BE CONSIDERED IN THE EARLY YEARS OF MINISTRY

This booklet outlines experiences which might be offered and areas of expertise which might be addressed in the early years of public ministry. Not all of these will be relevant to the particular context in which curates find themselves; and each curate will come with different previous relevant experiences. It is therefore important that the list is used as a discussion document of areas that might be covered, and a personalised version drawn up between the curate and the training incumbent. A copy should be sent to the Diocesan Initial Continuing Ministerial Education (ICME) Officer.

The major headings (A-I) match those in the learning outcomes for IME 1-7. They are used in the selection process and the reporting process during pre-ordination training. In addition, while at St Michaels, students will have worked on a Portfolio which demonstrates their progression to attaining the learning outcomes. It is expected that the following tables will help in the further development of that portfolio during the curacy.

This table should be read alongside the learning outcomes and Clergy Terms and Conditions of Service.

Area	Level of competence	Priority for Training
A. Vocation		
Reflection on personal life story and journey of faith	1 2 3 4 5	1 2 3 4 5
Reflection on the role and identity of the ordained	1 2 3 4 5	1 2 3 4 5
Reflective practice		
• Journal writing	1 2 3 4 5	1 2 3 4 5
• other reflective writing	1 2 3 4 5	1 2 3 4 5
• Peer supervision	1 2 3 4 5	1 2 3 4 5
B. Ministry within the Church in Wales		
Eucharist		
• The Holy Eucharist 1984	1 2 3 4 5	1 2 3 4 5
• The Holy Eucharist 2004	1 2 3 4 5	1 2 3 4 5
• BCP 1662	1 2 3 4 5	1 2 3 4 5
Occasional Offices		
• Baptisms	1 2 3 4 5	1 2 3 4 5
• Weddings	1 2 3 4 5	1 2 3 4 5
• Funerals	1 2 3 4 5	1 2 3 4 5
The Seasons and other liturgical occasions		
• Holy Week	1 2 3 4 5	1 2 3 4 5
• Use of seasonal material	1 2 3 4 5	1 2 3 4 5
• All-age worship	1 2 3 4 5	1 2 3 4 5
• Healing Services	1 2 3 4 5	1 2 3 4 5
• Sunday and Daily Offices	1 2 3 4 5	1 2 3 4 5
• Worship not following a prescribed form	1 2 3 4 5	1 2 3 4 5
• Writing and planning special services	1 2 3 4 5	1 2 3 4 5

Area	Level of competence	Priority for Training
Presidency Skills		
• Experience of a range of Welsh, English and bilingual worship	1 2 3 4 5	1 2 3 4 5
• Choreography of worship	1 2 3 4 5	1 2 3 4 5
• The liturgical role of the deacon	1 2 3 4 5	1 2 3 4 5
• Practical awareness of traditions other than own	1 2 3 4 5	1 2 3 4 5
• Preparing the church and books for worship	1 2 3 4 5	1 2 3 4 5
• Leading intercessions	1 2 3 4 5	1 2 3 4 5
• Calendars, Lectionaries and Collects	1 2 3 4 5	1 2 3 4 5
• Choosing music and liaison with musicians	1 2 3 4 5	1 2 3 4 5
• Reading and speaking in church	1 2 3 4 5	1 2 3 4 5
• Singing in church	1 2 3 4 5	1 2 3 4 5
• Training in planning, preparation and conduct of services	1 2 3 4 5	1 2 3 4 5
• Preparing the communion vessels	1 2 3 4 5	1 2 3 4 5
• Experience of preparing and delivering sermons	1 2 3 4 5	1 2 3 4 5
Links with wider church		
• Ecumenical matters:		
o Locally	1 2 3 4 5	1 2 3 4 5
o Nationally	1 2 3 4 5	1 2 3 4 5
• Involvement in local chapter	1 2 3 4 5	1 2 3 4 5
• Awareness of diocesan resources and strategy for mission	1 2 3 4 5	1 2 3 4 5
• Awareness of national church structures	1 2 3 4 5	1 2 3 4 5
• Awareness of world-wide Church	1 2 3 4 5	1 2 3 4 5
Administration		
• Requirements of Canon Law / the Constitution regarding worship	1 2 3 4 5	1 2 3 4 5
• Legalities of worship including interfaith and ecumenical worship	1 2 3 4 5	1 2 3 4 5
• Legislative matters		
o Equal opportunities	1 2 3 4 5	1 2 3 4 5
o Data protection	1 2 3 4 5	1 2 3 4 5
o Child Protection issues	1 2 3 4 5	1 2 3 4 5
o Vulnerable Adults	1 2 3 4 5	1 2 3 4 5
o Health and Safety issues	1 2 3 4 5	1 2 3 4 5
o Disability access	1 2 3 4 5	1 2 3 4 5
o Diocesan Advisory Committee (DAC) and Faculties	1 2 3 4 5	1 2 3 4 5
o Maternity/Paternity entitlement	1 2 3 4 5	1 2 3 4 5
o Policies on Harassment	1 2 3 4 5	1 2 3 4 5
o Grievance Procedures	1 2 3 4 5	1 2 3 4 5
o Sick leave	1 2 3 4 5	1 2 3 4 5
• The keeping of records	1 2 3 4 5	1 2 3 4 5

Area	Level of competence	Priority for Training
• Understanding parish finances and stewardship	1 2 3 4 5	1 2 3 4 5
• Fees, expenses and taxation	1 2 3 4 5	1 2 3 4 5
• Banns and Licences	1 2 3 4 5	1 2 3 4 5
• Church registers	1 2 3 4 5	1 2 3 4 5
• Churchyards	1 2 3 4 5	1 2 3 4 5
• Legalities of lay officers, Parochial Church Council (PCC) and Annual Vestry	1 2 3 4 5	1 2 3 4 5
• Preparation and chairing of meetings	1 2 3 4 5	1 2 3 4 5
• Diocesan procedures regarding deliverance	1 2 3 4 5	1 2 3 4 5
Working under authority		
• Diocesan review processes	1 2 3 4 5	1 2 3 4 5
• Relationship with Incumbent/Area Dean/Archdeacon/Bishop	1 2 3 4 5	1 2 3 4 5
C. Spirituality		
Spirituality and prayer life: Daily Office, other daily prayer, prayer styles	1 2 3 4 5	1 2 3 4 5
Awareness of need to receive ministry	1 2 3 4 5	1 2 3 4 5
Spiritual Director	1 2 3 4 5	1 2 3 4 5
Retreats	1 2 3 4 5	1 2 3 4 5
Transition from deacon to priest	1 2 3 4 5	1 2 3 4 5
D. Personality and Character		
Maintaining relationships with Family and Friends	1 2 3 4 5	1 2 3 4 5
Awareness of the potential loneliness of parish life	1 2 3 4 5	1 2 3 4 5
Development of appropriate working rhythm, including time off	1 2 3 4 5	1 2 3 4 5
Development of creative support networks such as cell groups	1 2 3 4 5	1 2 3 4 5
Hobbies and non-church interests	1 2 3 4 5	1 2 3 4 5
Personal safety awareness	1 2 3 4 5	1 2 3 4 5
E. Relationships		
Reflection on role(s) e.g. as curate, spouse, parent	1 2 3 4 5	1 2 3 4 5
Pastoral		
• Ministry to the dying and bereaved		
○ In hospital	1 2 3 4 5	1 2 3 4 5
○ at home	1 2 3 4 5	1 2 3 4 5
○ Death of babies (stillbirth, miscarriage, abortion)	1 2 3 4 5	1 2 3 4 5
○ Emergency Baptism	1 2 3 4 5	1 2 3 4 5
○ Sudden death (accident, suicide)	1 2 3 4 5	1 2 3 4 5
○ Funeral visiting	1 2 3 4 5	1 2 3 4 5
• Ministry to the sick		
○ Anointing sick people	1 2 3 4 5	1 2 3 4 5
○ Residential care ministry	1 2 3 4 5	1 2 3 4 5

Area	Level of competence	Priority for Training
○ Visiting the sick at home	1 2 3 4 5	1 2 3 4 5
○ Visiting the sick in hospital	1 2 3 4 5	1 2 3 4 5
• Spiritual direction/counselling	1 2 3 4 5	1 2 3 4 5
• Specialist pastoral work		
○ Work amongst deaf people	1 2 3 4 5	1 2 3 4 5
○ Visiting in prison	1 2 3 4 5	1 2 3 4 5
○ Encountering mentally ill people	1 2 3 4 5	1 2 3 4 5
○ People with disabilities	1 2 3 4 5	1 2 3 4 5
○ “Gentlemen of the road”	1 2 3 4 5	1 2 3 4 5
○ Working with the voluntary sector	1 2 3 4 5	1 2 3 4 5
• General Pastoral work		
○ Pastoral visiting	1 2 3 4 5	1 2 3 4 5
○ Marriage/baptism/funeral requests	1 2 3 4 5	1 2 3 4 5
○ Blessing of objects, homes and people	1 2 3 4 5	1 2 3 4 5
○ Thanksgiving for the birth of a child (Churching)	1 2 3 4 5	1 2 3 4 5
• Ministry of Reconciliation		
○ Confession and absolution (in formal and informal settings) See Clergy Terms and Conditions of Service 3.15	1 2 3 4 5	1 2 3 4 5
• Awareness of appropriate relationships and their boundaries		
○ See Clergy Terms and Conditions of Service, Section 1 and 2	1 2 3 4 5	1 2 3 4 5
○ See Clergy Terms and Conditions of Service section 3.15	1 2 3 4 5	1 2 3 4 5
○ See Clergy Terms and Conditions of Service section 7	1 2 3 4 5	1 2 3 4 5
Relationships with ministry team members		
• Working with Readers and Worship Leaders	1 2 3 4 5	1 2 3 4 5
• Working with Pastoral Assistants	1 2 3 4 5	1 2 3 4 5
• Awareness of sexual dynamics in working relationships	1 2 3 4 5	1 2 3 4 5
Skills		
• Emotional Intelligence	1 2 3 4 5	1 2 3 4 5
• Conflict Resolution	1 2 3 4 5	1 2 3 4 5
• Understanding of confidentiality	1 2 3 4 5	1 2 3 4 5
• Counselling and listening skills	1 2 3 4 5	1 2 3 4 5
• Supervision - receiving	1 2 3 4 5	1 2 3 4 5
• Awareness of personal limitations/skills	1 2 3 4 5	1 2 3 4 5

Area	Level of competence	Priority for Training
F. Leadership and Collaboration		
Administration		
• Paper management (including email)	1 2 3 4 5	1 2 3 4 5
• Time management	1 2 3 4 5	1 2 3 4 5
• Presentation skills and parish publicity	1 2 3 4 5	1 2 3 4 5
• Information Technology (IT) skills	1 2 3 4 5	1 2 3 4 5
Strategy		
• Long term planning and development	1 2 3 4 5	1 2 3 4 5
• Goal/objective setting and evaluation	1 2 3 4 5	1 2 3 4 5
• formulating a shared vision	1 2 3 4 5	1 2 3 4 5
• The difference between large and small congregations	1 2 3 4 5	1 2 3 4 5
Leading teams		
• Supporting laity in their discipleship	1 2 3 4 5	1 2 3 4 5
• Nurturing lay leadership	1 2 3 4 5	1 2 3 4 5
• Team working / collaborative ministry	1 2 3 4 5	1 2 3 4 5
• Use and abuse of power	1 2 3 4 5	1 2 3 4 5
• Authority	1 2 3 4 5	1 2 3 4 5
• Empowerment	1 2 3 4 5	1 2 3 4 5
• Leadership styles/models	1 2 3 4 5	1 2 3 4 5
Supervision - giving	1 2 3 4 5	1 2 3 4 5
Mentor others	1 2 3 4 5	1 2 3 4 5
G. Mission and Evangelism		
Developed theology, under standing and practice of mission - Theology of Mission	1 2 3 4 5	1 2 3 4 5
Mission Agencies and world mission	1 2 3 4 5	1 2 3 4 5
Community development	1 2 3 4 5	1 2 3 4 5
Interfaith dialogue	1 2 3 4 5	1 2 3 4 5
Different Contexts of Ministry		
• Awareness of local context, in particular the social profile (including linguistic)	1 2 3 4 5	1 2 3 4 5
• Urban and inner city ministry	1 2 3 4 5	1 2 3 4 5
• Rural ministry	1 2 3 4 5	1 2 3 4 5
• Suburban ministry	1 2 3 4 5	1 2 3 4 5
• Valleys Ministry	1 2 3 4 5	1 2 3 4 5
• Chaplaincy work – industrial, hospital, school, prison, community groups	1 2 3 4 5	1 2 3 4 5
• Involvement in local Deanery	1 2 3 4 5	1 2 3 4 5
Relating to Community organisations		
• Schools – e.g. school governor	1 2 3 4 5	1 2 3 4 5
• School Assemblies		
○ primary school	1 2 3 4 5	1 2 3 4 5
○ secondary school	1 2 3 4 5	1 2 3 4 5
• Working with the media (printed and broadcast)		

Area	Level of competence	Priority for Training
○ Writing magazine articles	1 2 3 4 5	1 2 3 4 5
○ Media skills	1 2 3 4 5	1 2 3 4 5
• Tourism and use of church buildings	1 2 3 4 5	1 2 3 4 5
• Public speaking – not preaching - to other non-regular churchgoers (e.g. civic occasions)	1 2 3 4 5	1 2 3 4 5
• Local incident emergency plans	1 2 3 4 5	1 2 3 4 5
Faith Development of others		
• Experience of using one of the evangelism resources, e.g. Alpha, Emmaus etc	1 2 3 4 5	1 2 3 4 5
• Ability to present the Gospel to those with no church background	1 2 3 4 5	1 2 3 4 5
H. Faith		
Personal life of study		
• Devotional Bible reading	1 2 3 4 5	1 2 3 4 5
• Other spiritual reading	1 2 3 4 5	1 2 3 4 5
Preaching		
• The Eucharist	1 2 3 4 5	1 2 3 4 5
• Morning and Evening Prayer	1 2 3 4 5	1 2 3 4 5
• All-age worship	1 2 3 4 5	1 2 3 4 5
• Youth services	1 2 3 4 5	1 2 3 4 5
• Preparation of visual/audio aids	1 2 3 4 5	1 2 3 4 5
• Baptisms	1 2 3 4 5	1 2 3 4 5
• Weddings	1 2 3 4 5	1 2 3 4 5
• Funerals	1 2 3 4 5	1 2 3 4 5
• Effective teaching of the Christian faith within a changing culture	1 2 3 4 5	1 2 3 4 5
I. Quality of Mind		
Continuing theological study		
• Formal courses of study e.g. degree, MA	1 2 3 4 5	1 2 3 4 5
• CME days	1 2 3 4 5	1 2 3 4 5
• Diocesan ICME	1 2 3 4 5	1 2 3 4 5
• Provincial ICME	1 2 3 4 5	1 2 3 4 5
• Clergy School	1 2 3 4 5	1 2 3 4 5
Theological Reading		
• Practice of ministry	1 2 3 4 5	1 2 3 4 5
• Biblical study	1 2 3 4 5	1 2 3 4 5
• Liturgy	1 2 3 4 5	1 2 3 4 5
• Pastoral Practice	1 2 3 4 5	1 2 3 4 5
• Christian History	1 2 3 4 5	1 2 3 4 5
• Etc	1 2 3 4 5	1 2 3 4 5
Reflective practice		
• Awareness of preferred learning style	1 2 3 4 5	1 2 3 4 5
• Knowledge of how people learn	1 2 3 4 5	1 2 3 4 5
• Knowledge of human development including	1 2 3 4 5	1 2 3 4 5

Area	Level of competence	Priority for Training
faith development		
• Development of Portfolio	1 2 3 4 5	1 2 3 4 5
Awareness of current issues in society		
• Supporting laity in secular life	1 2 3 4 5	1 2 3 4 5
• ethics	1 2 3 4 5	1 2 3 4 5
• lifestyle issues	1 2 3 4 5	1 2 3 4 5
• culture	1 2 3 4 5	1 2 3 4 5
• study of the media	1 2 3 4 5	1 2 3 4 5
• reading novels / watching films etc	1 2 3 4 5	1 2 3 4 5
Catechesis		
• Sacramental		
○ Confirmation – children and young people	1 2 3 4 5	1 2 3 4 5
○ Confirmation – adults	1 2 3 4 5	1 2 3 4 5
○ Baptism preparation:	1 2 3 4 5	1 2 3 4 5
○ alone	1 2 3 4 5	1 2 3 4 5
○ with others	1 2 3 4 5	1 2 3 4 5
○ Admission to Communion	1 2 3 4 5	1 2 3 4 5
○ Marriage preparation	1 2 3 4 5	1 2 3 4 5
• Bible Study/Home Groups		
○ Home Group leadership	1 2 3 4 5	1 2 3 4 5
○ Bible study leadership	1 2 3 4 5	1 2 3 4 5
○ Christian tradition	1 2 3 4 5	1 2 3 4 5
• Children and Young People		
○ Involvement in a church youth group	1 2 3 4 5	1 2 3 4 5
○ Involvement in Sunday School (whichever day)	1 2 3 4 5	1 2 3 4 5
○ Involvement in Holiday Clubs	1 2 3 4 5	1 2 3 4 5
• Prayer and Spirituality		
○ Teaching about Prayer	1 2 3 4 5	1 2 3 4 5
○ Leading retreat/quiet days	1 2 3 4 5	1 2 3 4 5

Guidelines for the Drawing up of a Working Agreement between Training Incumbent and Curate

Note: A Working Agreement is subject to the Constitution and Canons of the Church in Wales. It is not a legal contract. It is not supposed to undermine the loyalty between Incumbent and Curate, but encourage them to work collaboratively and pray for each other.

Mutual Expectations

The relationship between incumbent and curate is both personal and professional and each will have expectations of the other in these areas. It is important that those mutual

expectations are declared openly as early as possible in the relationship so as not to cause frustration later.

Although pastoral authority at a parish level rests with the incumbent and Parochial Church Council (PCC), in practice there is a degree to which authority is effectively delegated to the curate. However, since the Constitution makes no formal provision for this, this needs to be carefully established and agreed to avoid potential conflict with Wardens and others. In relation to any given task, the extent of this delegation needs to be made clear.

With respect to confidentiality, the curate needs to know what material is to be treated as confidential, not to be shared with the incumbent, and what is not confidential and should be shared with the incumbent. Experience has shown this to be a major area of potential misunderstanding.

Housing

A similar standard of inspection and maintenance needs to be established for curates' houses as is in force for vicarages/rectories.

Use of Time

A basic understanding concerning the extent of the working day and working week needs to be reached. Agreement on this matter will enable assumptions to be tested before they become a problem. The norm for time off and holidays is one day off a week plus four weeks holiday and the inside of a week after Christmas and Easter.

However, the pattern of the working day/week and time off should be negotiable, taking into consideration the responsibilities of a married curate to his/her family, and the fact that many single curates have family and friends who live some distance away. In the case of the latter, one day off per week may not be particularly useful and an alternative arrangement might have to be made. Furthermore, all curates including those who are single need time for shopping, cooking, cleaning, etc., which does not totally compromise their time off work. It should be remembered that for some this will be the first time they are living on their own.

Worship

A curate needs to share in corporate prayer and worship, not only with the congregation, but also with the incumbent and other colleagues. Times and occasions for this daily/weekly prayer time together need to be clearly stated.

There should be a regular opportunity to share in the design and leading of worship, and in preaching. Agreement needs to be reached regarding the frequency of preaching (once a month to begin with is suggested) and it is desirable that the curate's sermons should be reviewed with the incumbent, and with other colleagues and lay people where appropriate.

Personal Growth and Development

In addition to participating in corporate prayer and worship the curate should be encouraged to develop a personal prayer life which can be sustained when alone. To this end the acquisition of a spiritual director/soul friend/personal consultant is deemed essential, as is a quiet time/retreat at least once a year. Encouragement should also be given to enable personal, as distinct from professional, reading to be developed.

Professional Development

At the risk of stating the obvious, the bulk of Initial Continuing Ministerial Education (ICME) is done in the training parish. As a complement to this, there are regular sessions of ICME throughout the year organised on a diocesan basis by the ICME Adviser in conjunction with curates themselves. The diocesan ICME programme takes precedence over parochial commitments with dates being published well in advance. Incumbents should ensure that curates are able to attend. An agreement should be made whereby the curate has planned opportunities for theological study and reflection. It is suggested that at least a morning or afternoon per week be set aside for this purpose. In some dioceses it is expected that those in a first curacy will engage with an ICME Project. This study period is to be distinguished from sermon preparation.

If a curate expresses the desire to undertake a formal course of academic study leading to an additional qualification (e.g. diploma, degree, or further degree), this should not be undertaken in the diaconal year. Such a course of study is best left to at least the end of the second year of curacy and is ideally suited to being undertaken in year three. All of this will need careful negotiation with the incumbent and ICME Officer. If a prospective curate is engaged in such a course of study prior to leaving College or Course this fact must be declared to the incumbent and its likely implications examined.

The curate should be given the opportunity to take part in the parish's ministry of teaching and evangelism.

Bearing in mind the time spent outside the parish on ICME, there may however be other learning programmes/training events/conferences that the curate wishes to attend or that the incumbent considers necessary. Agreement on attendance at such events will need to be negotiated and not simply assumed. Other extra-parochial interests and commitments (other than those that coincide with time off) will need to be declared by the curate and agreed by the incumbent.

Staff Support

There should be a weekly staff meeting for purposes of staff communication and planning. It is expected that curates will attend chapter meetings and fraternals.

Supervision sessions must not be confused with staff meetings and should be held at least once a month. The diocesan ICME Adviser may organise regular supervision skills courses for training incumbents in which aids to constructing supervision sessions are made available.

Training incumbents should be aware of the sexual and power dynamics that may occur in working relationships, whether with curates of the same or opposite gender. They should understand that interactions may be on more than one level, leading to a potential confusion

of roles; that sexual attraction/repulsion will affect what is inevitably a close working relationship and that supervision or oversight roles can be sexually exploitive or personally abusive.

Where there is a staff team it has been found advantageous to spend an 'away day' together from time to time, and to share a meal on other occasions.

In addition to regular supervision sessions there should be an annual review of the curate's work and his/her developing relationship with the incumbent, other colleagues, the congregation and the parish. A time of review also provides opportunity for the re-setting of specific training goals which will, to some extent, differ from year to year. Regarding assessment, the curate needs to know by what criteria he/she is being assessed. Whilst these guidelines can be used as a basis, some dioceses use the declaration in the ordinal as the basis of Ministerial Review with supplementary headings to aid reflection and review.

It is good if the incumbent can develop an appropriate relationship with the curate's spouse, if acceptable to the latter. An occasional shared meal can help in promoting friendship.

Pastoral Responsibilities

The curate is by definition an assistant to the incumbent, but this says little about the way in which he/she is expected to relate to the PCC and other groups within the parish, and where any specific pastoral responsibilities might lie. It is essential to the exercising of the role of assistant curate that these lines of responsibility are clearly spelled out.

Administration and Finance

This is not simply a matter of knowing basic Church law and the proper way to keep records, important though those matters undoubtedly are. More importantly, especially in the early days of curacy, it concerns the ability to plan the week, to manage time and to decide upon priorities, including correspondence, the use of the telephone, filing and basic office administration.

A curate's pay is received from the Representative Body. Expenses items should be agreed in advance and should be reviewed annually. The Representative Body has published a booklet of recommended items for cleric's expenses. It is much appreciated by curates if the PCC is willing to allow them an annual book grant.

Grievance Procedure

In the first place, any difficulties on the curate's part in relation to the training incumbent should be discussed with the training incumbent. If no resolution can be found the ICME Adviser should be called upon. While all clergy have the right to come to the Diocesan Bishop, it is best, in the early stages, to discuss matters with the ICME Adviser. Similarly, if the training incumbent encounters difficulties, s/he should contact the ICME Adviser in the first instance. Should the curate need advice about his/her legal position, s/he should in the first instance consult the diocesan Registrar.

Tenure of Office

A curacy is expected to be for a period of three years. It is possible to terminate the curacy before the period in question has come to an end, but such cases should be very exceptional. Under ecclesiastical law the curate may quit the curacy, but not until the end of three months after he or she has given notice to the incumbent and the bishop of his or her intention to leave (unless the bishop gives written permission for the curate to leave sooner). The incumbent, with the bishop's permission, may require a curate to leave, but only after six months' notice. (If the bishop refuses permission, the incumbent may appeal to the archbishop.) The Bishop may revoke the curate's licence with immediate effect for any cause which appears to the bishop to be good and sufficient, after having given the curate sufficient opportunity to show why the licence should not be revoked; however, the revocation is subject to the curate's right to appeal to the archbishop. The bishop will normally also have the right to revoke the licence subject to a reasonable period of notice, without any right of appeal, but this does not apply if the formal written licence is for a fixed period (e.g. three years) and does not expressly refer to a right of revocation.

Note: The completion of a Non-Stipendiary Minister's curacy without him/her moving also needs planning and marking.

Summary of Guidelines for drawing up a Working Agreement

Mutual Expectation

- general expectations the incumbent has of the curate
- general expectations the curate has of the incumbent
- ideas of authority and its exercise, e.g. delegation
- confidentiality

Housing

- inspection and maintenance

Use of Time

- time at work
- holidays
- time off: daily, weekly, annually, periodically
- care of family
- being single
- illness / changes in circumstances

Worship

- attendance (Sunday/daily/weekly)
- role in design and leadership
- preaching (frequency/assessment)

Personal Growth and Development

- pattern of private prayer
- spiritual direction/companionship
- retreat
- reading

Professional Development

- Initial Continuing Ministerial Education (ICME)
- Integrating the work list of training (the first part of this booklet)
- Theological study
- Additional academic qualifications
- Teaching
- Conferences
- Extra-parochial interests and responsibilities
- ICME project

Staff Support

- staff meetings
- supervision sessions
- chapter meetings
- team meetings, sharing a meal if possible
- review of progress
- methods of assessment
- offer to meet with spouse if appropriate

Pastoral Responsibilities

For example: visiting, occasional offices, schools, hospitals, youth clubs, parish organisations, sick communions, etc.

Administration and Finance

- time/diary management
- organising the office, i.e. handling correspondence, filing, etc.
- expenses (car, phone, hospitality)
- book grant
- fees

Grievance Procedure

Tenure of Office