

MINISTERS

REPLY

TO

A QUESTIONNAIRE ABOUT

NON-ORDAINED PROFESSIONAL WORKERS

IN THE

UNITED CHURCH OF CANADA

(Questionnaire sent out by a sub-Committee of the
national Pastoral Relations Committee in October,
1971.)

Please return anonymously to:

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QUESTIONNAIRE TO MINISTER

1. The other member(s) of your team is (are): (please check one or more)

Deaconess _____
Certified Churchman _____
Lay Assistant _____
Assistant (Associate) Minister _____
Retired Assistant _____

2. (a) In what year were you ordained? _____

- (b) In what year was the non-ordained worker designated or commissioned?

3. (a) How long have you worked in a team relationship with one or more non-ordained professional workers? _____

- (b) How long in the present relationship? _____

4. (a) Check the degree of satisfaction you feel in your present working relationship:

Poor _____ Excellent
1 2 3 4 5 6 7

- (b) Comment on staff relationships.

5. (a) What is your expectation re the role of the non-ordained worker?

- (b) What functions do you expect him/her to perform?

Director of Christian Education	_____	Administrater	_____
Youth Counsellor	_____	Community Worker	_____
Pastoral Visitor	_____	"General Joe"	_____
Public School Religious Educ.	_____	Other (Specify)	_____
Social Worker	_____		_____

6. To what extent is expectation of the role as viewed by the worker the same as yours?

Completely _____
Mostly _____
Partly _____
Not at all _____

7. Does your congregation have a personnel or support committee that helps to define this role?

8. What types of staff meetings are held? (Check below)

How often
and how long?

(a) Custodian, Secretary and all Professional Staff	_____
(b) Secretary and Professional Staff	_____
(c) Professional staff only	_____

9. (a) What percentage of the worker's time is spent in:

Congregationally Related Activities _____
Other Church activities (Presbytery, etc.) _____
Community Non-Church Activities _____

- (b) Comment.

10. (a) Does he/she have a contract? _____
Receive the specified salary and other allowances? _____

- (b) Are these reviewed annually? _____

- (c) Is provision made for periods of Continuing Education? _____

11. In what areas of work do you feel the worker is

- (a) best prepared?

- (b) least prepared?

12. (a) What forms of Continuing Education would be helpful for the worker?

- (b) Has your team attended a Team Ministry or Multiple Staff Workshop?

13. Other comments relevant to the role of and employment opportunities for non-ordained professional workers.

October, 1971

(This questionnaire is a part of the research of a sub-committee of the national Pastoral Relations Committee on non-ordained professional personnel in the United Church of Canada.)

QUESTIONNAIRE TO MINISTERS*

Number sent out . . . 41
Number returned . . . 20
Percentage response . . . 50%

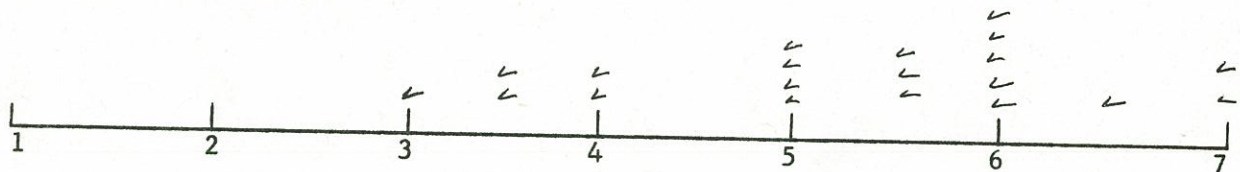
1. Team members include (in addition to minister):
- deaconess 10
 - associate minister, deaconess . . . 3
 - certified churchman 3
 - deaconess, lay assistant. 2
 - deaconess, retired assistant. . . . 1
 - retired assistant, lay assistant. . 1

2(a) Range of years of ordination of ministers in team: 1938 to 1963.

(b) Range of years of commissioning of non-ordained member of team: 1949 to 1971.

3. Range of term of team relationships: 2 months to 11 years.

4. Degree of satisfaction:



* The remainder of this summary is not numbered to correspond with the questionnaire. The committee grouped responses under the headings which follow.

5. Relationships

Many non-professional workers by the very nature of their church involvement come to a training experience with an emotional rather than an intellectual commitment.

Actually the relationship is better than I had anticipated -- we don't always agree but we do try to "hear" the other.

Staff relationships are good - though too dependent on my wife and myself for social support. People relationships would improve with more emotional stability.

It often depends on "the day" or the "event" in question. Relationships are by and large strained. The associate minister is older (approx. 60) and traditional in approach. The non-ordained worker sees everything traditional as passé, the worship a "performance", the minister "a little tin God". I tend to get caught in the middle.

Not good - deaconess is not right within herself.

Relatively open and free.

50% of time is given by a Director of Christian Education to this church. Balance of time is shared with two other Pastoral Charges. Staff relationship in this situation really needs working at and can be much improved.

This is a true "team" ministry in the sense that the entire scope of our professional concern is shared, discussed and engaged openly.

Growing, I hope, but feel there's too much of "you in your small corner and I in mine."

The staff person's self-perception as a professional is very weak, thus this person needs far more direct supervision than should be necessary in order that the time of the co-worker is "productive".

Excellent with Retired Assistant. Some difficulty in communication and planning with Lay Assistant.

Generally, very good.

Actually we all work out of one office (by choice) and are in constant consultation. At times we have staff meetings on special matters.

Expectation: that they be mature enough to make some decisions and accept some responsibility for the decision.

Discover that many people in congregation can do the work that their C.E. worker is doing and sometimes better because they know the congregation.

Open, frank, supportive, creative.

Satisfactory. Role not defined and this leads to overlapping.

A high degree of confidence and trust.

Expectation: to weld together the various groups into a team relationship.

Very good. Discussion of the ministry; personal problems shared in an atmosphere of mutual respect.

6. Professional Preparation

In terms of meeting and planning not as satisfactory as could be - either because of my (minister) ability to communicate staff process - or because of non-ordained worker's grasp of the importance of "enabling" others.

Best prepared to carry on a traditional role of individual care and concern. Least prepared to enter into a staff process, to see problems as issues as provide leadership to the church.

While not doubting their (non-ordained) enthusiasm and concern, I get the feeling that the process of training they go through either confuses them or re-enforces an irrelevant church posture.

For this reason I think the church where it is dealing with men and women who lack a broad humanities educational background should restructure its training around a field work centred core rather than content oriented curriculum.

Best prepared: process with small groups and with individuals.

Least prepared: large groups but this is not his primary role - necessary chiefly to have him "seen" by congregation in worship services.

Could use more workers trained in counselling and in low pressure growth groups.

Best prepared: planning of contemporary worship/study events.

Least prepared: Generally speaking seems to be very hostile towards "church" and "professionals" and often says "I expect too much of people". The problem is not just that - she expects it "now" or "never"!

It seems to me that non-ordained workers approach ordained workers "looking for trouble". Maybe they have cause. But I can't help be suspicious of their preparation. Do they not begin with a chip on their shoulder - or do we really put it there. Are we simply defensive - reactionary - autocratic, or is there specific work for the ordained person?

It seems to me that non-ordained workers are over exposed to "contemporary" styles of worship (liturgy & music) just as most of the ordained workers were over exposed to a "style" of worship in which "preaching" was/is central. The result has been, generally, that the former group tend to reject the latter group as being "up tight", "reactionary" and simply in the way. The latter group regards the former group as "shallow", "slaves to the new", "group oriented" etc. Both are surely wild generalizations - characterizations - which when perpetuated make it easier for one group to laugh at, ignore, or (most unhappily) destroy the other.

Best prepared: Senior Citizens Club Program.

Best prepared: Christian Education.

Best prepared: Individual and group leadership development, camping relating to children, teaching concepts of learning, individual counselling.

Least prepared: skills in sensitivity training, communication skills.

Best prepared: researching.

Least prepared: human relations, communicating with people.

As money resources diminish congregations are becoming far more cautious about employing "extra" staff at the local church. But part of the reason for this caution is that local volunteer lay members of personnel committees are not sure of what they are getting or of what they can expect from graduates of the C.C.S.

Best prepared: visitation, Christian education of young.

6.(cont.) Professional Preparation

If a deaconess wants to work in a church she ought to have some basic knowledge of O.T., N.T., Ch. Hist., Systematic Theol., Christian Ed. and Church Worship. If she hasn't she should go back and take these things before she can be allowed work among a group of Christians who expect and depend upon her knowledge and ability to help them. All the other frills (?) are decorative and helpful but not basic. Too many of the girls now are so hipped on or broken by so-called "sensitivity training" that they require time to be made human, put together, returned to a normal equilibrium, etc. etc.

Best prepared: children's activities.

Least prepared: relating to adults with conservative views, worship.

Best prepared: instructing leaders - conducting training events.

Least prepared: counselling.

There should be some understanding of rural sociology in training of ministers and deaconesses.

Forms of Continuing Education which would be helpful: youth work, Christian Education.

Best prepared: In C.E. work, though inter-personal relationships are difficult for her.

Best prepared: meeting and directing C.E. program personnel.

Best prepared: senior citizens. Least prepared: children.

Best prepared: sports activity. Least prepared: social & cultural program.

7. Continuing Education

Would be helpful: voice projection to improve communication whenever he participates in worship services - usually once or twice in a month.

She's had lots of "Lab" and "sensitivity" training - she takes interest in new programs and resources - maybe falling in love would help?

Would be helpful: participating type of programme in theology, or worship, or adult education or sensitivity.

Would be helpful: any courses related to Christian Education and the Ministry - Celebration - Workshops re working together, etc.

Would be helpful: How to use a phone! Learning to carry out tasks reasonably quickly.

Present team has not attended a Team Ministry workshop, but deaconess and previous minister did.

Would be helpful: something that would help the person to have a firm, clear grasp of what it means to be an Educator and one who ministers in Christ. This staff member did attend a workshop with previous minister.

Would be helpful: new concepts for C.E. to replace dying programs, skill training in leading adults.

Would be helpful: Not sure. Not impressed by any of the courses I have seen so far.

Would be helpful: Some form of counselling.

Would be helpful: new ideas and programs in workshops, etc.
Have not yet attended a Team Workshop but plan to do so soon.

Would be helpful: short but regular seminars.
Have attended a Workshop.

8. Role and Areas of Work:

I expect all staff to relate to a common goal and contribute towards the achievement of that goal - (goals having been defined by congregation).

He is to be a facilitator - to help find and develop leaders and to enable present leaders to function most helpfully. At present we are endeavouring to improve the visiting role of members of the Session.

I want him to be involved to some extent beyond the local congregation but realize the danger of over-involvement for him, too.

Adult Education worker is to find (or assist in finding) new leaders and help train them to be effective. He is not to be a leader of any group - this is working quite well.

I feel it is essential to involve him in the Worship Services fairly regularly to keep him in front of the people who might otherwise miss him.

I feel that employment opportunities depend on: (1) ability of present non-ordained professional workers; (2) their opportunities to work and be seen in Presbytery, etc.

To carry a share of the responsibility for the 'Ministry' of the Church and be able to work in a team relationship, while having certain lead areas of responsibility in that relationship, while not necessarily being solely responsible for that area.

We have a co-ordinating committee of five officials who meet with us regularly.

To be an integral part of the team - to be free to contribute, criticise and carry out agreed upon approaches. To accept the validity of pastoral ministry as well as staff meetings and planning - to acknowledge that there are those who prefer evolution to revolution and to allow for the possibility that confrontation is not the only way people grow! (Some hostility sneaking through maybe?)

She is not another minister.
She does not exist for my convenience.

To take leadership in her specific field.
To be supportive.
To bring ideas, enthusiasm to the lay leadership in the various churches.

To be as competent and effective in her special skill areas as identified in the job descriptions as possible and to share responsibility with me in other areas. We must assist each other depending on what is being done.

There can be a future for these persons depending on the willingness of those of us who are ordained to allow them to equal us in opportunity and work load. Maybe we're (ordained) threatened by capable non-ordained professionals and too often afraid to let them be the leaders they're equipped to be.

Want her to make decisions - not talk around decisions for weeks!

I'd like her to do items marked "x" (Pastoral Visitor & Social Worker), but these seem ruled out, at present, by terms of her call.

8. (cont.) Role and Areas of Work.

Congregation is under-using deaconess.

As professional educationist to be abreast of the field, and to oversee recruitment, training and supervision of volunteers.

As pastoral assistant to share in the ministry to persons and families in an inclusive sense.

The 10% (time spent in other church activities such as Presbytery, etc.) (it may well be more) is too significant to this worker as a source of self-esteem. There is not enough job satisfaction in the 90% on congregational work - though this is improving. This worker is completely unsophisticated in reference to outside agencies and their role in relationship to the church.

To help me when I am in a jam and to allow herself to be helped when she is. To work like a dog but not as hard as I do. To be responsible and dependable. To have imagination and ideas. To be open and honest. Not to know everything. To be able to accept failure.

Must be capable of providing professional leadership in certain areas - i.e. Program, and C.E.

Intelligent competence and the ability to work on one's own. The "sine qua non" is a genuine liking for people, especially hard-to-like people. We basically serve anyone, which means mostly non-U.C. people.

That they be mature enough to make some decisions and accept some responsibility for the decision.

They (the congregation) wanted someone to be in charge of the C.E. program but wondered (1) why this person could not preach when minister had to be away or during holidays, (2) why they had to pay a single person (deaconess) the same salary they paid a married minister when she only fulfilled part of the role. At times there was a real push to get a second ordained person rather than a deaconess.

The same responsibilities as the ordained person.

(a) Why do we still think of non-ordained persons as a class (group) different from ordained persons. I think we are making an unreal separation which is applicable only in classification not in caring, ministering, etc. In this area there is no difference (except in attitude of the ordained?) (and the organized church).

(b) It sounds (the questionnaire) as though non-ordained people are responsible to the minister (ordained) when they are hired by a congregation or Pastoral Charge, when, in fact, they are responsible to the hiring body.

Functions expected to be performed:

Director of Christian Education, Youth Counsellor, Administrator (some), Community Worker (some).

That she will fulfil her ministry in such a way that she herself is fulfilled. This it seems to me means development in those areas where her strengths reside.

Deaconess -- minister. I see the two as co-workers, not minister as overseer of the deaconess.

8. (cont.) Role and Areas of Work.

I'm aware of none (community non-church activities). !!
I do not attempt to assess her time usage at all.

Excellent relationship between our deaconess and all groups of our church including U.C.W., Official Board, etc.

Deaconess - to work in an inter-church or co-operative basis with senior citizens and children and to help these churches be involved.
Youth Worker - to work with youth, co-operate in other church programs on an ecumenical approach to the need.

9. Specific Suggestions

A continuing relationship with an outside impartial observer.
Closely supervised field work exposures.

I feel that employment opportunities depend on -

- reporting by minister and congregation re: effectiveness of work done;
- other publicity in newspapers, etc.
- enthusiasm and support by those working with and under the non-ordained worker.
- publicity, e.g. in Observer of such workers and what they are doing.

Such workers should form some associations and recreational activities outside of congregation.

The result has been, generally, that the former group (non-ordained) tend to reject the latter group as being "up tight", "reactionary" and simply in the way. The latter group regards the former group as "shallow", "slaves to the new", "group oriented", etc. Both are surely wild generalizations - characterizations which when perpetuated make it easier for one group to laugh at, ignore, or (most unhappily) destroy the other. Congregations are aware of staff tensions, and naturally (by now) look long and hard at proposed teams.

I believe finances have a great deal to do with non-professionals having difficulty finding employment. Our two congregations are able to employ such a person because:

1. We share expenses 50-50.
2. Our C.E. Director is hired as a leader of leaders (we really mean this) and not a leader of groups.
3. She is responsible to a Board comprised of equal representation from each congregation. She works with but is not responsible to the ordained ministers.

Clear understanding of role to be worked out and continuously reviewed. Combining of church secretarial duties with some professional duties - or add some professional training re helping C.E. leaders, etc., to a secretary's training!

I feel very strongly as a result of this present working relationship and work on the Presbytery committee for Students that the Centre for Christian Studies should firm up its program of training for non-professional workers. It would seem that "professional self-perception" is very weak.

The church needs two things badly:

1. Professional educators who can work well with volunteers and draw out their best.
2. Pastoral assistants who have a deep sense of their own worth in ministry to persons.

Some of the nonsense inculcated, I do not know where, has to be corrected at once. E.g. It is impossible to work 8 hours a day, 5 days a week. On the other hand it is possible to work reasonable hours if wisdom is exercised. To insist on a week's holidays from Dec. 23 to Dec. 30 and including two weekends is ridiculous. On the other hand if 10 days comes along at another time when things are slack she ought to take them.

Non-ordained personnel should sit on planning committees and supervisory councils, not just the superintendent.

9. (cont.) Specific Suggestions

There is a very important role for the role and employment of non-ordained professional workers. Before this will find wide acceptance the professionals (clergy) will need to appreciate the kind of work that can be done by the non-professional, start treating them like persons, and accepting them for the skills they possess. Many of the areas of friction with non-professionals - from my experience - have come about through a complete misunderstanding of the role of the non-professional. Putting this whole issue in a wider context I would suggest that the problem may indeed reside in the inability of the professional (clergy) to act within the framework of management skills.

It would seem to me that with a more thorough understanding and development of management skills, clusters of churches could utilize the services of non-professional people in the areas of Christian Education, visitation, community outreach and counselling.

Role of: Danger of assuming duties of the minister because of relatedness to the overlapping areas and determined personality.

Employment opportunities:

The co-worker must be acknowledged more publicly so that her role can be seen and appreciated. Our congregation has difficulty seeing the value of a C.E. worker professionally.