

as GOD'S  
MAN

♦ discovering

*Pastor Search  
Guide  
and  
"Finding an Interim  
or Transitional  
Pastor"*

*And he gave the apostles, the prophets, the evangelists, the shepherds and teachers<sup>1</sup> to equip the saints for the work of ministry, for building up the body of Christ, until we all attain to the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ.*

*Ephesians 4:11-13*

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Sources: *A Step by Step Walk Through the Pastor/Staff Search* (Illinois Baptist Convention) and *Pastor Search Committee* (Sacramento Association of Baptist Churches)

## Now that Our Pastor Has Left, What Should We Do First?

When a pastor announces his resignation, feelings in the congregation run a gamut of emotions. Some saw it coming. Some are surprised. Some feel grief. Others may feel jubilation. If the pastor leaves under pressure, some may blame others for his exodus. How can the church effectively navigate the gamut and move toward the future?

In *Changing Pastoral Leadership*, Loren Mead identified seven phases a congregation will experience during the transition from one pastor to another:

1. The period of closure – the time after announcement of the decision to leave and the pastor's actual departure.
2. The period of direction finding – the congregation discovers how to proceed and what help is available.
3. The period of self-study – congregation conducts a mission study to see what kind of leadership it needs.
4. The period of search – the congregation's representatives seek to find the next pastor.
5. The period of negotiation and decision – the search narrows to one candidate, a decision is made and an agreement is finalized.
6. The period of installation – the new pastor arrives and begins his ministry.
7. The period of start-up – the new pastor and congregation begin working together.



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**"Basically, we're looking for an innovative pastor with a fresh vision who will inspire our church to remain exactly the same."**

## **Overview of the Pastor Search Committee Process**

*Slow down—don't rush! The key for a successful search committee is  
PRAYERFUL PATIENCE.*

### **Phase 1**

1. The Pastor Search Committee is formed with five to seven members
2. The PSC meets with the Director of Missions receiving an overview of the process.
3. Begin seeking Perspective Pastors Resumes.

### **Phase 2**

1. Church holds a Special Prayer Meeting.
2. Conduct a church-wide Pastor Profile study.
3. After receiving the Pastor Profile Surveys, the pastor search committee will come to a unanimous agreement as to the type of personal traits and qualifications they will be looking for in their new pastor.
4. Work up a document to be handed out to the perspective pastors. (physical aspects of the church, the surrounding community, church membership characteristics, strengths and weakness, style of the church, etc.)
5. Begin to develop a financial compensation package to be given to the perspective pastor.
6. "FIRST CUT"— Upon receiving a group of pastors' resumes the pastor search committee will begin reviewing the resumes, removing those who do not meet the traits and qualifications that the church is looking for.
7. "SECOND CUT"— The Pastor Search Committee will then narrow down this list of resumes into a "Short List" of a group of five to ten candidates.
8. From this "short list of five to ten candidates", the pastor search committee will send out a Church Profile giving the Short List Candidates a better picture of what your church, community, and your strengths and weaknesses looks like.
9. Along with the "Church Profile", the pastor search committee will also send out a "*Pastor's Profile Information Form*" to each of the short list candidates, asking them more detailed information about themselves. (*Candidates' biographical information, lifestyle, ministry information, "What If..." Question Case Studies, etc.*)

### **Phase 3**

1. "THIRD CUT"—Next, the pastor search committee will narrow down the list to the final three candidates.
2. Begin doing a detailed background check of the three candidates.
3. We then will request a sermon CD from each of the three candidates.
4. Church holds a Special Prayer Meeting.
5. Hold an Initial Telephone Interview with each of the three candidates. (*This is NOT an in-depth interview, it is only a reading of the candidates personally, and how he communicates, etc.*)
6. Pastor Search Committee reviews the results from the casual interviews.

## Phase 4

1. The Pastor Search Committee narrows down to one candidate.
2. Church holds a Special Prayer Meeting.
3. Hold a detailed Telephone Interview with the one candidate. *(This is an in-depth interview asking detailed pastoral questions.)*
4. If the pastor search committee desires to move ahead, the candidate is invited to come
5. meet and visit with the Pastor Search Committee ONLY. *(Private interviews with Pastor Search Committee; Pastor Search Committee will hear him preach on Sunday Morning at a nearby church service; privately show the perspective candidate around the community, city and Church facility. Afterwards, the candidate returns home.)*
6. Church holds a Special Prayer Meeting.
7. Pastor Search Committee reviews and determines whether or not to bring the candidate out again “in view of a call” before the church.

## Phase 5 - Final

1. This needs to be a recommendation to be brought to the business meeting for a vote.
2. The Pastor Search Committee brings a recommendation to bring out the candidate “in view of a call” to possibly become the new pastor.
3. The candidate is invited to come out to meet and visit the leaders and congregation.
4. The candidate preaches at the morning and evening Sunday worship services. After-which, the candidate returns home.
5. The Church goes into a One Week of Prayer.
6. The following week hold a “Special Business Meeting” to vote to issue a call.
  - At the business meeting, no opinions, no comments, nor discussions will be taken during this business meeting.)
  - Only a ballot YES or NO vote will be taken. After the voting, the votes will be totaled up and the results will be immediately revealed. If the vote is more than % but less than 100%, a unity vote will be taken to unify the church saying that they all will unite together to support the new pastor. Refer to your Church Bylaws for the %.)
7. After the business meeting, the pastor search committee chairperson will call the candidate to reveal the vote. If the church voted YES, the candidate is asked to give the Church his decision.
8. The Pastor Search Committee follows up by sending an Email and a letter to the called candidate detailing the calling from the church and the financial package offered.
9. The following Sunday Worship Service, the pastor search committee Chairperson reveals the decision of the Pastor’s response to their call.
10. If the candidate accepts the call, the church assists the new pastor by helping him and his family to move and find a place to live, Etc.
11. However, if the Church or the Pastor turns down the Call to be our next pastor, we return to Phase Three re-focusing our attention on one of the remaining two candidates.
12. The final job of the Pastor Search Committee is to destroy all information gathered from the months of seeking the new pastor. Don’t save anything except general information for future pastor search committees.
13. Hold a Week of Prayer Praising The Lord For The New Beginning With A New Pastor.
14. Pastor Search Committee arranges for move and transition.

15. Pastor Search Committee leads in church celebration.
16. Pastor Search Committee helps bridge the transition.
17. Pastor Search Committee concludes its work.



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**"My seminary only required me to spend two weeks of the year on campus ... I was hoping my first church would stick to the same schedule."**

## The Interim Period

Because the interim period usually encompasses many months, church leadership needs to consider two important issues.

First, the church must answer the question of who will step up to lead the congregation in the interim. The exodus of the pastor may result in a scramble among those in the church who want to “take over the reins.” If the pastor has left in response to growing conflict, the problem is compounded. Which “side” will fill the vacuum? The potential for loss is great. It is to be hoped that there are mature lay leaders in the congregation who will recognize the critical need for balanced decision-making in this interim time.

The period in which the congregation is without its pastor is called the “interim period.” This refers to “the time between the former pastor leaving and the new one arriving.” Providing someone to preach in each worship service during the interim is referred to as “filling” or “supplying the pulpit.”

When the pastor leaves, at least four attitudes are evident among the people: 1) Grief (sad); 2) Joy (glad); 3) Anger (mad); and 4) Confusion. One of the primary goals of the interim period is to bring the people with different attitudes back together again.

Congregations that fail to make wise use of the interim time tend to repeat their history with the new minister.

Options for providing pastoral leadership during the time between pastors include:

- Multi-staffed churches can assign pastoral responsibilities to staff members according to their gifts and available time.
- Different preachers can be enlisted to lead various worship services. For example, the church could enlist a preacher to fill the pulpit each month.
- A preacher could be enlisted to preach in all services and the other pastoral duties are covered by staff members and/or lay leaders.
- A minister is employed to preach in all the services and provide limited (clearly defined for both the congregation and the minister) pastoral ministry according to his availability.
- An interim minister is called as a transition pastor to lead in the on-going ministries of the church. This person carries responsibility for pastoral leadership during the interim and works directly with the church leadership in preparing the congregation for a new pastor. It is crucial for the interim and the church leadership to clearly define their expectations. This must include the time the interim will serve each week and the compensation the congregation will provide.

See “Finding an Interim or Transitional Pastor” at the end of this book for more information.

## Electing a Pastor Search Committee

Second, the church must elect a Pastor Search Committee. Care should be taken that the steps followed in this process are in compliance with the church's Constitution and By-laws. Some churches' documents require that persons from specified groups serve on the committee. Be sure that people nominated and selected are characterized by:

- Demonstrated spiritual maturity.
- Priority commitment to seeking and following God's will for the church.
- Trusted and respected within the congregation.
- Faithful attendance and support of the church.
- Healthy inter-personal relationship skills.
- Competency in expressing their own thoughts and ideas and receiving and processing the ideas and thoughts of others, even when they differ.
- Ability to maintain confidentiality.
- Understand the diversity and dynamics of the church and community.
- Freedom and ability to attend long meetings and travel occasionally.
- No agenda based on either self-interest or a sub-group's interest.

If the documents of the church define the number to serve on the committee, you must follow that procedure or have the church amend the documents. For most churches, five to nine members are sufficient. Too large a committee can make the search process cumbersome and overly complicated.

### Is your Pastor Search Committee in the danger zone?

*Common mistakes churches and search committees have made.*

Forming a search committee that does not represent all the church.

Having too many or too few members on the committee.

Not using the readily available denominational resources.

Not training the committee to identify and develop a search process appropriate for the church.

Not keeping confidences within the committee.

Not doing a congregational self-study.

Allowing an interim pastor to become an applicant.

Having more than one committee member contact the prospect.

Not being honest with the candidate about your church situation.

Considering only the pulpit skills of the prospect.

Not preparing well for the interviews.

Not doing in-depth background checks and thorough reference checks.

Not allowing enough time for the candidate and the church to interact and get to know each other.

Moving the process too quickly, being impatient.

Conducting the search process in human power alone, not actively seeking God's direction constantly.



## **Checklist for Pastor Search Committee's First Meeting**

1. Review the duties and responsibilities of the committee.
2. If needed, determine the process of selecting someone to preach during the interim time.  
Because the search committee carries an awesome responsibility, it would be better for a separate committee to handle the interim needs.
3. Determine committee officers: chairman, vice-chairman, prayer coordinator and secretary.  
Take good minutes at every meeting!
4. Discuss the "Critical Agreements and Considerations," the "Code of Ethics," and the "Committee Expenses" with the entire committee. As needed, modify these documents in consultation with appropriate church leaders and/or committees. Formally adopt these documents as a committee. Share this information with appropriate committees and the congregation.
5. Determine the place and time for weekly committee meetings. The importance of attendance at meetings should be stressed.
6. Determine if the committee will use a designated post office box for receiving resumes. This can help guard the confidentiality of the committee's work.
7. Determine how often you will report to the congregation. The committee should plan to give at least a brief monthly report during the Sunday morning worship.
8. If at all possible, schedule a committee retreat away from the church in a relaxed setting. Such a retreat would provide the committee a significant advantage for praying and developing personal and working relationships.
9. Review the overall process of searching/selecting the pastoral candidate.
10. Plan a time to determine the type of tools to use in getting congregational input and develop the implementation time-line.
11. Plan a time to review the pastor's position description and discuss pastoral expectations, responsibilities and relationships. (If the church does not have a position description, one should be developed by the appropriate committee and approved by the church.)
12. Pray for one another, the work of the committee, the church and the future pastor.

## Organizing of the Committee

Most search committees elect a Chairperson, Vice-Chairperson, Prayer Coordinator and Secretary.

Special qualities to consider in selecting the chairperson include:

- Collaborative leadership style.
- Ability to facilitate the process, not dominate or manipulate it.
- Tactfulness.
- Impartiality.
- Ability to organize and manage the search process.

Responsibilities for each officer include:

**Chairperson.** The chairperson is responsible for presiding at meetings, giving leadership to the committee, and guarding the integrity of the meeting process. The chairperson will call the meetings, prepare the agendas, preside over the meetings, and facilitate the process. The chairperson will communicate with the church office to reserve a room for meetings and any other physical or calendar concerns. The chairperson is not expected to do all the work. The chairperson should be prepared to delegate responsibilities among the members. Usually the chairperson will be the liaison between the committee and the congregation. This requires good communication skills. In exceptional cases, the chairperson may wish to call on one of the other members who is more gifted in communication to speak before the church.

**Vice-Chairperson.** The vice-chairperson works closely with the chairperson and acts for the committee in the absence of the chairperson. Early in the process, the chairperson and vice-chairperson should decide what the vice-chairperson can do to facilitate the search.

**Prayer Coordinator.** The prayer coordinator should be a person who is known by the congregation as one who takes seriously the discipline of prayer. This person will act intentionally to keep prayer before the church and the committee.

**Secretary.** The secretary will keep good notes of all the meetings. The notes should be complete and neatly prepared so that if/when questions are raised about previous discussion or decisions, it will be relatively easy to find answers in the minutes of the meetings. The secretary will also be responsible for all correspondence that goes out from the committee, whether to the church or the candidate(s) being considered.

## Commissioning the Committee

The church may want to consider a commissioning service for the search committee. Such a service accomplishes at least two important functions. First, the importance of the responsibility assigned to the committee is underscored by a commissioning service. A commissioning service also provides a worship context in which a covenant is made between the committee and the congregation. A commissioning service can be a very meaningful act of dedication. The congregation covenants to pray for the committee. The committee covenants to represent the congregation by being faithful, under God, to find His man for pastor of the church (sample service included in the appendix.)

### Slow Down – Don’t Rush

The inevitable tendency is for the search committee to accelerate its work. Pressure may come from within the committee and/or from the congregation. Because most congregations experience some level of anxiety when the church does not have a pastor, church members will put the squeeze on committee members. “What’s taking you so long?” “I know someone who would make us a great pastor.” “We’ve got to get a pastor or our attendance and giving will nose-dive.” These are but a few examples of what committee members may hear. Members of the committee must resist that kind of pressure. To succumb to it might very well result in getting out in front of God and therefore calling the wrong man. The committee must be sensitive to the people who voice their concerns. However, in a kind and firm way, the members of the committee must remind their fellow church members that they are committed to finding God’s man through the exercise of prayer and in dependence on the Holy Spirit’s leadership. ***The key for a successful search committee is PRAYERFUL PATIENCE!***

### Training the Committee

The probability is that at least some of the members of the search committee will be serving in this role for the first time. There will be a lot of questions. Where do they go for answers? Fortunately, there is help available for search committees. Your Director of Missions provides training for the committees in their association. There are several printed resources available: from LifeWay, the web, and from Pastoral Ministries of the Missouri Baptist Convention.

## Critical Agreements and Considerations

Each of these issues will be critical in the performance of your search committee and the outcome of your search. Discuss each statement seriously and decide whether or not you will do it. Write down the results of your discussion to avoid misunderstandings.

(Yes/No)

1. \_\_\_\_\_ We will require a unanimous vote of the search committee regarding the final recommendation of a pastor to our congregation.
2. \_\_\_\_\_ We will maintain confidentiality in all matters (including spouses).
3. \_\_\_\_\_ We will only consider candidates for whom we receive resumes.
4. \_\_\_\_\_ All recommendations that the committee receives must be written.
5. \_\_\_\_\_ The pastor profile, as developed by the committee based on congregational input, will be used as the primary means to evaluate the priority listing of our prospects.
6. \_\_\_\_\_ No individual will be recommended to the church until the committee has thoroughly completed its investigation of the candidate.
7. \_\_\_\_\_ We will use the approved financial provisions in discussions with the candidate. If we feel this must be changed, we will first gain appropriate approval before proceeding with the search process.
8. \_\_\_\_\_ We will not allow church members to “rush” us in the search process.
9. \_\_\_\_\_ We agree that a candidate will not preach before our congregation until the committee is ready to recommend him to the church as pastor.
10. \_\_\_\_\_ Once we focus on a specific candidate, we will devote full attention and efforts toward him.

## **Code of Ethics – Pastor Search Committee Members**

All those who have been privileged to become involved in this search realize that their fellow members have placed great confidence in them personally and spiritually. Each one should be encouraged and called to a solemn sense of responsibility. We covenant together to preserve a prayerful and effective service for our Lord in every aspect of the matter before us.

*Therefore:*

**We will pledge to pray daily for each other and to remain in a constant vigil for matters in our congregation that may encourage or discourage our assigned task:**

1. We pledge to speak plainly and with honest intent regarding all matters to be considered.
2. We will not knowingly withhold thoughts or reports that bear impact upon our task, but with careful attention to the honor and testimony of our brothers and sisters, we will offer a fair and factual statement to the committee in session for the purpose of its deliberation and counsel.
3. We pledge to receive all information, discuss all information, and meditate upon all information with a confidence that each speaker has spoken to the common good, without intent of harm or hurt to persons present or absent. We will look for the common encouragement found in each challenge, and we shall resist the temptation, should such arise, to think less of one another.
4. In all matters, our concern shall be first to seek our Heavenly Father's will and submit attentively in prayer to His direction.
5. In order to protect the integrity of our covenant, we pledge to uphold all confidentiality.
6. We undertake this task as a spiritual challenge and recognize our personal and corporate need for prayer and wisdom in order to fully accomplish our work in the Lord.

AMEN.

## Pastor Search Committee Expenses

Understanding that there will more than likely be expenses related to securing the next pastor, the following guidelines should be followed:

1. All expenses should be coordinated through the chairman of the search committee.
2. Reimbursement should only be expected when there are receipts submitted to the church.
3. It is recommended that the cost of the Pastor Search Committee would come from the line item in the church budget: Pastor's Salary or other related line items. However, it would be wise to save as much of the pastor's salary for moving expenses for the pastor your church will select, since there probably is no provision in the budget for these related expenses. The pulpit supply/interim pastor expense can also come from the Pastor's Salary line item.
4. A monthly allotment should be established early in the search. If it appears that expenditures will exceed the monthly allotment, church approval should be received prior to financial commitment, if at all possible.
5. Reimbursements should be expected for the following items:
  - A. Transportation, meals, and lodging of the search committee for trips to interview a prospective pastor. (A suggested amount for automobile expenses would be the allowed IRS expense per mile.)
  - B. Postage expenses related to the search.
  - C. Telephone expenses related to the search. (The church phone should be used as much as possible to call the candidate. Should the candidate call, it would be good to offer to call him right back so he would not have to pay for the call.)
  - d. Transportation, meals, and lodging for the candidate and family to and from the church field. (A suggested amount for automobile expenses would be the allowed IRS expense per mile.)
  - e. Any other expense related to searching for a pastor that is approved by the church. *The committee should be fair and frugal with expenses. The search could last for several months.*

## Now That We Are Organized, How Do We Proceed?

The following process is presented as a guide. This process is one among many, but it is Baptist-friendly and has been used effectively in many Baptist churches. As you consider the process, please be encouraged to adjust and tweak it so that it feels comfortable for your situation. As you shape the specifics of your process, please be alert to both geographical considerations and availability of financial resources. For example, many churches will not have the financial resources to allow the search committee to travel out of state to hear a candidate. In that case, other options will need to be considered.

### 1. Survey the Congregation

A wise search committee will welcome and actively seek input from the congregation. Already, the point has been made about keeping the congregation informed and engaged. Committees can profit from a Congregational Pastor Search Survey distributed to every member of the church. Probably the most effective way of dispersing the survey is through the Sunday School or in the worship service. Announcements from the pulpit and in the newsletter should be made well in advance so that members know a survey will be used, when and how the survey will be dispersed, how long the members have to complete it, and how the survey will be returned. It is important for the committee to take seriously the data in the survey. However, it is probably best not to publish the data. Publishing the results could create very narrow expectations among the members and could limit the committee in its search efforts.

The search committee needs to think strategically about the next person who will serve as pastor. The data from the congregational survey is helpful in developing a profile for the next pastor. The search committee can schedule times to meet with specific groups such as the choir, children's workers, deacons, and Sunday School classes for follow-up conversation once the information has been gathered. This allows for additional verbal input from members and for the committee to clarify any general concerns or questions from the survey experience.

### *Congregational Forum*

A *Congregational Forum* provides additional opportunity for the search committee to gather congregational input in a more relational setting.

Schedule a congregation fellowship on a Wednesday or Sunday evening. Promote this event as an important time for the congregation to give input to the search committee. Have participants sit around tables, six to eight people per table. Have each table identify a "secretary" to write ideas expressed and a "spokesperson" to report the ideas. Put large note pads on the wall and note sheets on each table, and have the search committee secretary record the reported ideas. The groups can be inter-generational or the youth may choose to sit together at one table.

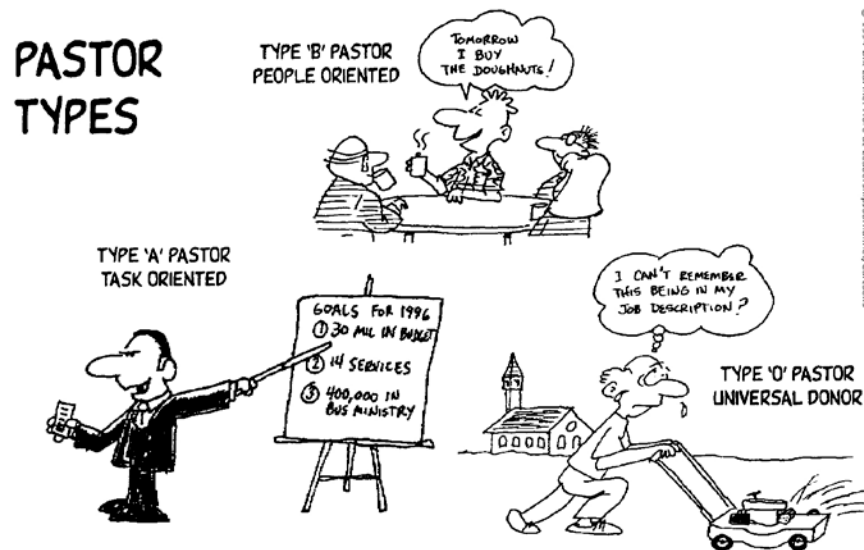
1. Ask each table to identify and list what they think are the church's assets or strengths. This could include things like buildings, location, and specific ministries. Allow about ten minutes for small group discussion. Then, debrief the discussion by asking each table to identify ONE asset or strength. Record each response on the large note pad. Proceed around the room, giving opportunity to each table to share. Once each table has shared, repeat the process until all the ideas have been listed.

2. Now ask each table to explore the question, *what could we do better as a church?* This will give opportunity for people to discuss what they see as the needs and/or challenges facing the church. Repeat the process described above for gathering the input.
3. The final focus point asks each table to identify and list hopes and dreams they have for the church within the next five years. Repeat the process described above for gathering the input.

This event will generate energy among the church members, stimulate ministry conversations, provide valuable information for the search committee to share with a prospective pastor, and focus people's attention toward the future. As a follow-up to this event, the strengths and asset list should be printed and made available to the congregation. This could be distributed as a bulletin insert, displayed as a wall banner or poster in the church and/or included in the church newsletter.

## 2. Develop a Pastor Profile

However, data alone is incomplete. The committee must spend significant time thinking and praying together about the qualities, skills and strengths needed by the next pastor in order to be an effective leader with that congregation. That determination can only be made if the committee knows the congregation and community. Invest time as a committee in discovering your congregation's DNA. Schedule dialogue time with key church leadership and ministry groups such as deacons, Sunday School workers, children's ministry leaders, youth ministry leaders, music ministry leaders, women's ministry leaders, senior adult ministry leaders, and men's ministry leaders. This input will help the search committee better understand the opportunities and challenges facing the congregation.



## 3. Prepare a Church and Community Profile

The committee should also develop a church and community profile. This information will be helpful in sharing information about your church and community with prospective pastors. Information to be included in the profile is listed below.

A sub-committee of the search committee can handle this project or the search committee can request the church to authorize a special group to develop the materials. The materials can then be reviewed and revised by the search committee before it is distributed. This resource has value for the church beyond the search committee. It can be adapted for use in community outreach. It can be a tool for welcoming new people into the community and introducing them to the ministry of the church.

Have several copies of the packet available to send to each viable candidate. It should include items such as:

- Copy of church budget, church constitution and by-laws, personnel policies, any policy and procedure manuals, etc.
- Chart of organizational responsibilities.
- Copies of past newsletters and/or bulletins that give an indication of the types of activities in which your church participates.
- Copy of your latest church calendar.
- Copies of the last few monthly financial statements.
- Any church brochure(s) you may have.
- Information about the parsonage, as applicable (size, age, features, location, picture, floor plan, color scheme, drapes, carpet, etc.).
- A simple drawing of your present facilities with a list of statistics about the building.
- Any future plans voted on by the church that would affect the future of the church (you may want to include copies of the minutes from your last few business meetings).
- Church statistics for at least the last five years (preferably ten years) to give the candidate information about your church (available from the Annual Church Profile).
- List of organizations in the church and their leadership.
- Copy of the latest church picture directory.
- Information about and maps of your town/area. (Contact the Chamber of Commerce for resources.)

#### **4. Process Resumes.**

The committee will receive resumes from a variety of sources. Some resumes will come directly without the committee ever making a request. Sources of resumes include

- Tri County Baptist Association,
- other Baptist Associations,
- Pastoral Ministries Office, Missouri Baptist Convention;
- other State Conventions;
- seminaries, colleges and universities;
- church members;
- pastors and other church leaders;

- advertisements in Baptist papers;
- internet

### ***Sorting Resumes***

The search committee will need to establish an adequate amount of time for receiving resumes. The committee should select a cut-off date for receiving resumes. This does not mean that resumes will not be received after that date. It simply gives the committee a set time when they will begin working with the resumes they have received.

A letter of acknowledgement need not normally be sent to each potential candidate, unless for some reason, the individual was personally contacted by the committee. If the search committee has requested the resume of a candidate, a letter should be sent stating receipt of the resume. If at a later date that particular candidate is rejected, a letter should be sent to notify him of the committee's decision. ***A good procedural rule is that if the search committee makes contact with a candidate, the committee has an ethical/professional responsibility to communicate with the candidate when that individual ceases to be a candidate.***

In reviewing resumes, the committee needs to:

- Look at the candidate's ministry record
  - Locations
  - Time of ministry
  - What accomplished
  - How he accomplished ministry
- Verify educational background and degrees
- Validate ministry record by confirming with former churches
- Check on denominational involvement, checking state conventions and associations

Depending upon the size of the church, the sheer number of resumes can be overwhelming. The question becomes how to reduce the volume of resumes to a workable number. One way is to make copies of every resume for each member of the search committee. Using the profile that the committee has created, each committee member will work independently with the stack of resumes, eliminating those that do not fit the profile. Many resumes will be easily eliminated. The goal of the committee at this point is to develop a short list of candidates (from five to ten, with the ideal being five). This will not be an easy task. Study and prayer will be required. This step should not be rushed. Once this has been completed, the committee members will come back together and share their choices. The five to ten resumes that show up with the most frequency will comprise the short list. Once the short list has been developed, each person on the short list will be contacted by phone. If the individual agrees to become a candidate, he will then receive a follow-up letter. The telephone call should include:

1. Introduction to the church.
2. Invitation to the individual to become a candidate in the search process.
3. Response to the individual's initial questions.

4. Permission to check references.

5. Request for a sermon CD.

The follow-up letter will confirm the telephone conversation; include information about the church, a short questionnaire and a reference release form. Focus the questionnaire on five to seven issues the search committee believes to be most crucial for sorting candidates. Questions can be taken from the *Initial Interview Questions*. To ensure confidentiality, send the letter to the candidate's home address rather than to the church office. Allow sufficient time for the individuals on the short list to be contacted, for the follow-up letters to be sent, and the CDs, questionnaires, and release forms to be returned.

### The Sermon CD

Listening to the sermon CDs should be done with a plan. It will be helpful to the committee members to use some kind of guide for hearing and considering the CD. Sermon CDs provide one tool in the process of helping the committee decide who will be its number one candidate. The sermon CD should be listened to at a time when the entire committee can be present.

There are various schools of thought about how to accomplish the task. One option is to schedule sufficient time to listen to all candidates' CDs in one setting. Assuming you will be listening to five CDs, you can figure on about three hours. The rationale for hearing the CDs in one sitting is that you will be more likely to make better and fairer comparisons. Another option is to schedule two listening sessions. The rationale for this is that by the time you have listened to two or three sermons on CD, you become mentally tired and, therefore, the CDs listened to last do not receive a fair hearing. A third possibility is to listen to two CDs in one sitting and decide which sermon is the stronger of the two. Come back as soon as possible thereafter and listen to two other CDs and decide which of those two is stronger. Assuming you started with five, you now have one that you have not listened to and two that you have judged stronger than two others. Take those three and listen to them and decide how you would rate them in terms of their strength.

You are still working with the short list. Based on the resumes, questionnaire responses and the evaluation of the CDs, the committee members are ready, independently, to rank the candidates. Each member should order the short list so that the first choice is number one, the second is number two, and right on down the line. When the committee members come back together to compare their work, the next step will be to come up with a consensus list that will be used by the committee to move forward in the process.

One procedure option is for the chairperson of the committee to go around the table and let the members of the committee identify their number one choice and assign it a number value, five (if you are working with five resumes). After each member has identified her/his number one choice, go to number two and assign it a value, in this case four. Continue that process until every resume has been assigned a value. Add the numbers, and the resume with the highest number becomes your number one candidate; the one who receives the second highest number becomes your number two candidate, etc. Once you have identified your number one candidate, it is suggested that the committee deal with that person exclusively.

It may be that you will decide upon another process of determining your short list. Whatever method you use, the committee will be wise to consider one person at a time. Committees that go

out to hear multiple candidates risk disagreement and confusion about who should be the primary candidate. Dealing with one candidate at a time will reduce that likelihood.

## **5. Focus on a Candidate**

Remember that you are still in the consideration phase. Just because you are focusing on this one particular person does not mean you will call him as pastor. Be careful not to make any commitments to the person at this time. Serving effectively on a pastor search committee is hard work. A tremendous amount of time and effort will be expended investigating the background of the candidate. This can be time-consuming and tedious work. However, to shortcut the process at this point is dangerous.

### **A. Check References**

Typically, most resumes will include references. If references are not included, the committee will want to secure references from any candidate who makes the short list.

Checking the references is key to understanding the candidate. Granted, even when a committee has done a thorough and effective work in checking references, there is no absolute guarantee of a healthy relationship between the new pastor and the congregation. However, the likelihood of the relationship succeeding is greatly enhanced by the committee investing careful attention to this process.

Start with the references listed on the candidate's resume. Usually there are telephone numbers and addresses included with those who are named as references. The chairperson of the search committee will need to delegate among the committee members the task of contacting references. It is important to involve all members of the search committee, as far as possible, in this step in the process. It is equally important that the committee members all be in agreement. Therefore, the committee members will need to take as much time as needed to agree upon what questions are important to ask the references. Create a checklist that will be used by the committee members as they contact each reference.

Some search committees choose to develop a letter to send to references. The letter of request should include a brief introduction, a copy of the signed Reference Release Form, the questionnaire and a stamped, self-addressed envelope. Keep the questionnaire simple. Long documents that require extensive, detailed responses can be a burden to the writer. Also, remember that some people are hesitant to put sensitive information in writing. It is best to gather such information from a follow-up telephone conversation. The follow-up conversation provides opportunity to clarify unclear or unanswered points.

Regardless of which approach the committee decides upon, it is advised that the committee go beyond the references listed on the resumes. Anyone can find three or four people who will give him a good reference. This is exactly why the committee needs to expand its efforts beyond the references listed on the resume. There are several ways to accomplish that. When talking to the references listed on the resume, the committee member can ask, "Can you provide me with the name (and telephone number, if possible) of someone else who knows \_\_\_\_\_?" Another way of expanding your information base is to contact the Director of Missions in the association where the candidate is currently serving. As a general rule, the committee is discouraged from contacting people in the candidate's current church. However, it is perfectly permissible to

contact members in churches where the candidate has served previously. These are usually listed on the resumes under “experience.” You can also contact the Director of Missions in the associations where the candidate has previously served. Realistically, the committee should understand that there exists the possibility of getting negative feedback from a reference. After all, it is impossible to please everyone! However, after having contacted multiple references, the committee can see if there are recurring patterns of destructive behavior or unhealthy issues that characterize the candidate’s ministry experiences.

## **B. Contacting the Candidate**

After the hard work of checking the background of the pastoral candidate, the time has come for the search committee to interact with the candidate. The chairperson of the committee will logically be the one to make the contact. The chairperson needs to be prepared to answer questions that may be raised by the candidate over the phone. At this juncture, neither the committee nor the candidate is making a decision beyond an initial interview. The chairperson will express the committee’s interest in the candidate and ask him if he would be willing to interview with the committee. The committee can choose to conduct this interview in person or by telephone.

## **C. Interview the Candidate**

### ***Telephone Interview***

At the agreed time, the search committee calls the candidate. The candidate needs to be at a location that allows him to speak candidly without concern of interruptions or distractions. The committee should use a speakerphone so that all members can both hear the responses and enter into dialogue with the candidate. Avoid asking questions that require only a “yes” or “no” response. *Sample initial interview questions are listed in the appendix.*

### ***In-Person Interview***

If the search committee chooses to meet personally with the candidate, arrange for the meeting to take place in a neutral location convenient for both the candidate and the committee members. A neutral site could be a neighboring church, an associational office or a hotel conference room. The location must provide confidentiality for both the search committee and the candidate. Questioning can follow the same pattern as the telephone interview.

## **D. The Second Meeting**

After the initial interview, the search committee must make a prompt decision. If the search committee senses that it is God’s will to continue with this candidate, a second meeting needs to be scheduled. (However, if the search committee chooses not to proceed with the candidate, then the chairperson should notify him that the search committee believes God is leading them in a different direction. Thank him for the privilege of considering him and assure him of your continuing prayers for his ministry.)

During this second meeting the candidate and the search committee will begin to develop a deeper relationship. Both will begin to sense what it is like to work with one another. The

purpose of this interview session is for the search committee to experience how the candidate builds relationships, solves problems and provides leadership with a group.

The chairperson should extend an invitation for the candidate's spouse to attend this meeting. It is extremely important for the spouse to attend this meeting. Though the church is not calling the spouse to serve on the staff, she will be either an asset or a liability to her husband's ministry. The church has every right to expect that the minister's spouse will be committed to Christ and to the church, and the committee has the responsibility of assessing that.

If the candidate is interested in meeting with the search committee, the candidate and the chairman of the committee should mutually agree upon a place and time. Often this second meeting can be conducted in a private room at a nice restaurant. The specific place should be selected based on convenience and privacy for both the candidate and the search committee. The church should cover the expenses of the candidate and his spouse. Additionally, it is a professional courtesy for the church to cover all expenses incurred by the candidate throughout the entirety of the search process. This is only fair in view of the fact that the committee initiated the process and the candidate has chosen to enter the process at its invitation.

Geographical restrictions may require the search committee to adjust and/or modify the interview process. The process as described assumes that the candidate is within driving distance of the church. There may be instances where the candidate is far enough away that the committee will need to make other arrangements for meeting. The committee will use its judgment to determine how the process needs to be adjusted.

In advance of the meeting, the search committee members should have already identified the questions they want to ask the candidate and decided how the questions will be divided among them. It will be much easier if each member of the committee accepts responsibility for three or four of the questions. At this meeting, it is appropriate for the committee chair to take the lead.

If this is a dinner meeting, the chairperson will get everyone's attention and offer thanks for the meal and meeting. After the meal, the meeting can take on more formality. The first item will be a time of prayer, seeking God's will and leadership. This will be followed by introductions. The chair will ask the members of the committee to introduce themselves more fully by sharing a little about their family, work, and involvement in the church. After the committee members have introduced themselves, the chairperson could invite the candidate to introduce himself and talk about his Christian pilgrimage. It would be appropriate to invite the spouse to share about her Christian journey.

From that point, the committee members will introduce their questions. It is very important that the committee members understand the answers to each question. It is perfectly acceptable to ask the candidate or his spouse to amplify on an answer that may be incomplete. The chairperson needs to be sensitive to the time and allow ample time for the candidate and his spouse to ask the questions they have brought to the meeting.

As soon as possible after the meeting, the committee members should get together to debrief. Each member of the committee should be prepared to share his/her impressions. It is important to hear from each member. The chairperson has the responsibility of encouraging and engaging each member to express his/her feelings. What did you like; what did you not like? Were there

any red flags? Did the meeting raise other questions that need to be addressed? Does the committee feel good enough about the meeting to proceed to the next step? All concerns should be resolved before moving to the next step.

If there is no consensus to proceed, the chairperson should contact the candidate, thank him for the meeting, and inform him that the committee feels God is leading in a different direction. Thank him for the privilege of considering him and assure him of your continuing prayers for his ministry.

Also, at this point the candidate may decide that he no longer wants to be considered. The search committee should thank him for the privilege of considering him and assure him of your continuing prayers for his ministry. At this point the committee will go back to the second choice and renew the process. If, however, the committee feels positive about the meeting, they are ready to move ahead with this candidate.

### **E. Hear the Candidate Preach**

If both the search committee and the candidate agree to move forward, the next step is for the committee to hear the candidate preach. The chairperson will contact the candidate, apprise him of the feelings of the committee and schedule the best time for the search committee to visit his church. ***Do not make a surprise visit. Do keep the appointment or notify the pastor of the need to reschedule.*** You have already established contact with the candidate and you have conducted interviews that were based on trust. It is important to maintain that level of trust by being above the table throughout the process.

If the candidate believes the visit would be too disruptive, ask if he would preach in another church in the area at a time convenient for both the search committee and the candidate. Please respect his current ministry and seek to be as discreet as possible.

There is real value in hearing the candidate in the context of his own church's worship service. It can be awkward visiting another congregation to hear their pastor preach. However, there is really no better way to evaluate the candidate's ability. In the context of the candidate's church, the committee will benefit from a total experience of "seeing," "hearing," and "feeling" the spirit and flow of the worship. The committee will get to hear the candidate welcome the congregation and guests. They will hear him pray. They will see his style and feel the warmth of his personality or his lack thereof. Again, geography may make this kind of trip difficult. The committee will once again need to adjust the process so that it fits the situation. However, there is simply no substitute for the experience of being in his church.

As soon as possible after hearing the candidate, the committee members should get together to debrief. Each member of the committee should be prepared to share his/her impressions. It is important to hear from each member. The chairperson has the responsibility of encouraging and engaging each member to express her/his feelings. What did you like; what did you not like? Were there any red flags? Does the committee feel positive enough about the candidate's performance in the pulpit to proceed to the next step? All concerns should be resolved before moving to the next step. If that cannot be done, the chairperson should contact the candidate, thank him for the privilege of being in his worship service, but inform him that the committee feels God is leading in a different direction. In that case, the committee will go back to the

second choice and renew the process. If, however, the committee feels positive about their experience, they are ready to move ahead with this candidate.

## **F. The Third Meeting**

This interview takes place in the search committee's church community. This provides the candidate and his spouse the opportunity to see the church and community. If the church has staff, arrange for them to meet and talk with the candidate confidentially during this interview session. The home of one of the committee members could serve as the meeting site to insure privacy rather than the church building.

This visit should include extended discussion time between the search committee and the candidate and his spouse. Additional questions from the committee and from the candidate are to be addressed. In this session the committee will present the required documents to facilitate background checks for both the candidate and his spouse. Assure the candidate that all the confidential information will be securely protected for review by church officers only in the unlikely event that litigation should ever result from the employment of the pastor by the church. ***To protect the integrity of all concerned, background checks are not optional.***

Prior to this meeting, the search committee should work with the appropriate church committee regarding the compensation package and moving expenses. Discussions at this session between the committee and the candidate must include compensation, moving expenses, housing, vacation time, and revival, conference and convention allowances.

This visit also is a time for each party to identify and explore expectations. The search committee and the candidate together should review and revise the Pastor-Church Covenant of Relationship. This document should be shared with the congregation at the proper time and entered in the church minutes when the candidate is called as pastor.

A healthy search committee-pastor candidate dialogue process will have identified and explored at least ten significant issues:

1. History of the church; including previous pastors.
2. Culture of the church and community; including how decisions are made.
3. Expectations of both the church and the candidate.
4. Theology of the church and candidate.
5. Church policy; including church grievance procedure and negotiation.
6. Church issues for the future.
7. Church priorities for missions and ministry.
8. Church staff relations and responsibilities; including hiring and termination.
9. Church communication and conflict management process.
10. Church staff support; including finances, vacation, continuing education.

## **6. Extending the Call**

When the candidate and the search committee are in agreement that it is God's will for him to be recommended to the church, it is time for the final step.

### **A. Preparing the Congregation for the Visit**

How the candidate is presented to the congregation is crucial. If the committee members are not excited about their recommendation of this candidate, it is highly unlikely that the congregation will be. On the other hand, if the committee demonstrates excitement in presenting the candidate, the congregation will catch it!

The committee can help pave the way for the candidate's visit to the church field and a positive reception by providing good information to the congregation. Develop an attractive and informative biographical form that can be used in introducing the candidate and family to the congregation. A recent picture of the pastor and his family, along with important information about his ministerial preparation and experience, will help answer a lot of initial questions among the congregation. This form could be included in the newsletter or passed out on a Sunday morning through the Sunday School. It should not be used too early because there is the potential that the news could get back to his current congregation. A good approach might be to use this particular piece the week before the candidate is scheduled to make his visit.

Some committees have utilized a "town hall" type meeting to share information (excluding details of name and current ministry) about the candidate with the congregation. This type of meeting allows the committee to present answers to questions that might be anticipated and to deal with unanticipated questions. The committee should remind the congregation of important matters such as salary and benefits, vacation, time off for revivals, continuing education, etc. previously approved by the congregation. It is simply a courtesy to make sure everybody is on the same page. This meeting provides a context for sharing with the congregation the covenant that articulates the mutual commitments being made by both the candidate and the congregation. The congregation can use this meeting to affirm the covenant and to make sure that all questions have been adequately addressed. In addition to the "town hall" meeting, the committee should utilize other means for informing the congregation of the candidate's visit, e.g., bulletin, newsletter, pulpit announcements; being careful to disclose the name of the candidate only at the appropriate time. The week before the candidate's visit the committee should send a letter to the homes of all resident members. This letter should include the biographical form and picture and details on how the recommendation, vote and announcement of results will be handled.

### **B. The Church Visit**

The search committee chairperson will work with the candidate to determine a mutually acceptable time for the church visit. Over a period of at least three days (Friday through Sunday), the search committee should schedule opportunities for the candidate to dialogue with strategic church groups (e.g., deacons, Sunday School teachers, children's ministry leaders, choir, staff, church council, youth, etc.). An informal churchwide fellowship provides the opportunity for the candidate and his family to meet and visit with the church family. This should be a casual event. The candidate could briefly share his testimony and a time for a question and answer period designated. In scheduling the visit, allow sufficient time for the candidate and his family to tour

the community. Notify the congregation of the entire schedule and encourage people to make this a personal calendar priority.

Plan the Sunday morning worship in consultation with the candidate. Provide him a copy of the order of worship, identify who will lead the prayers and make the introduction, and confirm how the invitation is normally handled when there is a guest preacher.

### **C. Issuing the Call**

Churches vary as to when the vote to extend the call is to be taken. The vote should be taken at a time when as many people as possible will be involved in the decision. Some churches vote immediately following either the morning or evening service. Others wait until the following Wednesday or the next Sunday before voting. The vote should be by secret ballot and specify that a certain percentage must be met to constitute a call. Often the church constitution gives direction on the percentage for a call. It is in the best interest of both the church and candidate to call a pastor with at least 85-90% vote. With a lesser percentage, the candidate will have too much opposition to overcome early in his ministry to have an effective ministry in the church.

After the vote, the chairperson should immediately contact the candidate. Share if called or not and the number of votes. If it is a positive vote, then the chairperson should ask for a verbal acceptance. The candidate may request a few days for prayer before accepting the call. Once the candidate has accepted the call, inform the church at the next worship service. Call the congregation to prayer, thanking God for the new pastor. Encourage the congregation to pray daily for the church and the new pastor in this transition time. An official call letter should be sent by the church clerk and signed by the search committee chairperson to the new pastor confirming the decision.

### **D. Welcome and Orientation**

The arrival of a new pastor generates excitement throughout the congregation. There are several actions the church can implement to help the new pastor and his family in this transition.

### **E. Help the Family Feel Welcome**

The church is responsible to assist the new pastor in the moving process, in accordance with the guidelines of the church. The date of the move and the beginning of his leadership role must be mutually agreed on by both the church and the pastor. There are multiple ways for making this a time of celebration.

- Ask members of the congregation to write letters of welcome to the new pastor and his family.
- Ask the children of the church to draw pictures of welcome.
- Provide meals for the pastor's family during the actual move.
- Provide childcare for the pastor's family during the move.
- Schedule special prayer times for the pastor's family in all the church gatherings during the first month of the transition.

### **F. Pastor Installation Service**

Plan an installation service for the new pastor. Some congregations do this on his first Sunday morning or Sunday evening. Others choose to have the service on a Sunday afternoon to accommodate community guests. Following the installation service, the church can host a reception for the pastor and his family.

### **G. Pastor Orientation**

The search committee should coordinate the pastor's orientation to both the church and the community. Each church has its own way of doing business. This needs to be discussed with the pastor in preparation for the first business meeting. If there are items pending from a previous business meeting, bring him up to speed on these before the session. Be sure he knows the church procedure for business reimbursements, days off, vacation and sick leave. Provide him with a list of key contact people in case of emergencies or special needs. Discuss with the pastor the traditions and practices of the church regarding Lord's Supper and Baptism.

Orientation to the community should include the pastor and his family. A key church leader such as the search committee chairperson or deacon chair should introduce the pastor to community leaders, the Director of Missions, and other community ministers. A church leader should offer to accompany the pastor's family when they enroll the children in school and help them learn their way around the community. Some female members of the Pastor Search Committee should take the pastor's wife on a community tour and identify service providers. Church leaders should provide all appropriate help to the pastor's wife if she is seeking employment.

Because the search committee members will have the strongest initial relationship with the pastor and his family, they should serve as transition guides. They can help address any concerns or questions by either the congregation or the pastor and his family in the transition process.



One thing the search committee doesn't want to hear.

## **Pastor Relations Committee**

The congregation can consider the value of a Pastor's Relations Committee. This committee serves as a liaison support group between the pastor and the congregation.

### **Responsibilities:**

- Give relational support to the pastor and his family in their ministry.
- Serve as a sounding board for personnel and church concerns of the pastor.
- Bring concerns of the church to the pastor.
- Serve as a resource to the pastor in prayer, understanding and ministry.

### **Values:**

- Provides the pastor and his family a support group to whom he can turn for counsel, advice, clarification and understanding.
- Provides both the pastor and congregation a sounding board for relational concerns.
- Demonstrates the importance the congregation puts on maintaining/enhancing healthy relationships.

## Appendix A

### A Personal Prayer Guide for Pastor Search Committees

#### ***“Establishing a Powerful Daily Prayer Time”***

*\*Special note: The following outline is a general description of an effective daily quiet time. The times listed are only samples and are not meant to be rigidly followed.*

#### **I. Begin with a period of praise and thanksgiving (5–10 minutes)** Psalms 100:4-5

- Take a few moments to thank God for past, present, and future blessings.
- Spend some time praising God for who He is (His characteristics and names).
- Take time just to freely worship and adore Him from your heart.

#### **II. Continue with confession and repentance (at least 5–15 minutes)**

Proverbs 28:13; Psalms 66:18; 139:23-24

- Ask God to search your thoughts and attitudes.
- Carefully examine your speech.
- Ask God to thoroughly search your relationships.
- Confess any sins of commission and be sure to forsake the sins God reveals.
- Confess any sins of omission and make a definite commitment to obedience.
- Resolve to fully repent of any known sin of thought, word or deed (be specific).
- Ask God to fill you with the Holy Spirit.
- Be sure to utilize a thorough biblical tool designed to search all areas of your life with God's Word.

#### **III. Move into Prayers of Personal Petition (10–15 minutes)** Philippians 4:6; Matthew 6:33

- Pray for the development of character and holiness. Pray through the specific fruits of the Holy Spirit or other character words (Matthew 5:1-12; Galatians 5:22).
- Pray for your ministry and service to God (be very specific in your prayers).
- Pray for any physical, emotional, spiritual or financial needs.

#### **IV. Proceed with Prayers of Intercession (10-20 minutes)** Ezekiel 22:30;

2 Timothy 2:1-4

- Pray for needs of family and friends.
- Pray for your pastor and church.
- Pray for specific needs of the pastor search.
- Pray for missionaries and mission efforts. (Use guides from both the *International* and *North American Mission Boards*.)
- Pray for revival and spiritual awakening in your church and nation.

In your intercession, seek to be as specific as possible. Also remember the value of focusing on only two or three categories per day. If you thoroughly prayed for every category, you could literally pray for hours. Though some may be led to prayer for hours, most people will be led to focus on specific categories on certain days. As always, the guiding principle is close sensitivity to the Holy Spirit. True prayer is a relationship, not a ritualistic formula..

#### **V. Conclude with a Time of Scripture Meditation and Listening for God's Voice**

- Reflect on key points of your scripture reading and prayer time.
- Assess how God has impressed on your heart.
- Write down key impressions in a daily journal.

- End your time with thanksgiving for God's grace, mercy and power.

Again, I emphasize the previous pattern is a general guideline, not a rigid program. As you allow God's Spirit to guide, you will be amazed at the ways He will direct you day by day. It is awesome to pause and remember that Almighty God desires a very close personal relationship with you. If we're willing, He enables us to walk with Him in deep spiritual intimacy. May God help us settle for nothing less than the glorious reality of His presence!

### **A Spiritual Preparation Guide for Search Committee Meetings** ***"Embracing the Vital Missing Element of Deep Spiritual Cleansing"***

Search committees should never forget the following principle – *Your spiritual hearing can only be as clear as your hearts are clean.* Yet, when you sincerely confess and repent of your sins, you can rest assured of God's forgiveness. You can now ask Him to fill you with the Holy Spirit. Rely upon God to fill you with His mighty power and wisdom for the committee meeting. Each week as you prepare to meet, take time to work through the primary questions for cleansing. (You can have members do this before they come or take some time for cleansing and prayer at the start of each meeting.) As cleansing becomes a serious practice, you will experience a fullness and power you never dreamed possible! You will experience the powerful reality of Galatians 2:20, *"I am crucified with Christ: nevertheless I live; yet not I, but Christ liveth in me: and the life which I now live in the flesh I live by the faith of the Son of God, who loved me, and gave Himself for me."*

Conversely, if we neglect this principle, we can easily miss the still, small voice of God.

### **A Brief Weekly Checklist to Prepare For Weekly Pastor Search Meetings**

- 1. Do I have any sinful thought patterns I need to confess and forsake?** Romans 12:1-2; 2 Corinthians 10:3-5  
*Areas to consider:* unclean thoughts, worldly thinking, anger and malice, doubt and fear, bitterness, etc.
- 2. Do I have attitudes I need to confess and lay before God?** Revelation 3:15; 1 Peter 5:5; Hebrews 11:6; Ephesians 4:2  
*Areas to consider:* lukewarmness, pride, jealousy, prejudice, unbelief, unkindness, worldliness or materialism, a critical harsh spirit, etc.
- 3. Do I have sins of speech I need to confess and forsake?** Ephesians 4:29; 5:4; Colossians 3:9; 1 Corinthians 10:10; 1 Thessalonians 5:18  
*Areas to consider:* inappropriate slang speech, cursing, off color jokes, exaggeration, lying, complaining, bitterness, divisive speech, critical or judgmental speech, etc.
- 4. Do I have damaged or wrong relationships I need to address?** Matthew 5:23; 6:14-15; Ephesians 5:25; 6:3  
*Areas to consider:* people I have offended, people who have offended me, inappropriate relationships, fathers who fail to act as spiritual head, wives rejecting God's patterns for women, neglecting to honor parents.
- 5. Do I have sinful action or habits I need to confess and forsake?** Ephesians 5:5, 12; 2 Corinthians 6:17; 3:16; Exodus 20:2-3; Malachi 3:8-10; 1 John 3:20-22  
*Areas to consider:* immorality, pornography, abusive habits against my body, idolatry (putting others ahead of God), any form of gambling, dabbling in horoscopes or new ageism, spiritual compromise, violating my conscience, any form of harshness or mistreatment of others.
- 6. Have I sinned against God by sins of omission?** John 15:4-5; Ephesians 4:18; Romans 6:14; Hebrews 4:1; James 1:23-24

*Areas to consider:* failure to regularly pray and read God's Word, failure to witness in daily life, neglecting to discover and use my spiritual gifts, refusing to press forward into spiritual victory, disrespecting Christian leaders, failing to pursue holiness, lack of spiritual hunger, failure to tithe and give offerings, failure to generously support missions, failure to work to improve my marriage, etc.

### **Drawing Near to God in Full Confidence**

Once you have thoroughly confessed your sins and yielded to the full Lordship of Jesus, He promises to draw near and fill you with Himself. *"Draw near to God, and He will draw near to you."* (James 4:8) As a committee, take significant time to pray and express your love to God and your deep desire to hear His voice. Specifically ask God to guide you in two ways absolutely critical to your task. (1) To cause you to find His perfect will and timing. (2) To guard you from any mistake in direction or timing. With cleansed hearts and fervent prayer you can indeed stand firm in God's wonderful promise of mercy and wisdom. *"If any of you lack wisdom, let him ask of God, that giveth to all men liberally, and upbraideth not; and it shall be given him."* (James 1:5) Though we are all imperfect, His grace is greater than our weakness. Let us be utterly confident in His merciful guidance. God can be fully trusted to reveal His full and perfect will. To Him be all glory, honor and praise!

Drawn from:

**Vital Spiritual Principles for Pastor Search Committees : "Learning to Discern God's Voice Over Human Reasoning"**

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## Appendix B

### Church Member Questionnaire

**1. About what age person would you like for our next pastor to be, assuming that other characteristics are favorable?** Under 30 \_\_\_\_\_ 30-39 \_\_\_\_\_ 40-49 \_\_\_\_\_ 50 up \_\_\_\_\_

**2. Level of educational background:**

\_\_\_Unimportant \_\_\_High School \_\_\_Some College \_\_\_College graduate \_\_\_Master's \_\_\_Doctor's  
Bible college or seminary degree: Unnecessary \_\_\_\_\_ Desirable \_\_\_\_\_ Essential \_\_\_\_\_

**3. Marital status: (please check those that would be acceptable to you in your pastor)**

\_\_\_Single \_\_\_Married \_\_\_Married, but previously divorced \_\_\_Divorced, but not remarried

**4. How much pastoral experience should our new pastor have?**

\_\_\_Doesn't matter \_\_\_Under 5 yrs \_\_\_5 – 10 yrs \_\_\_10 – 20 yrs \_\_\_Over 20 yrs

**5. In thinking of our church's needs, which of these activities should a pastor ideally spend the most time? (number the top 5 you feel are most important)**

- \_\_\_\_\_ Preparing sermons and preaching ability
- \_\_\_\_\_ Visiting church members
- \_\_\_\_\_ Counseling, advising members
- \_\_\_\_\_ Discipling new believers
- \_\_\_\_\_ Training church members to make disciples
- \_\_\_\_\_ Visiting prospective church members
- \_\_\_\_\_ Hospital visitation
- \_\_\_\_\_ Office work, administration
- \_\_\_\_\_ Personal evangelism and soul winning
- \_\_\_\_\_ Personal prayer and Bible Study
- \_\_\_\_\_ Denominational work (state, associational leadership)
- \_\_\_\_\_ Youth leadership
- \_\_\_\_\_ Community involvement

**4. What personal characteristics or traits do you feel are most needed in a pastor to help us to meet this need? Indicate any that you feel are of greatest importance.** (Use back of page if additional space is required.)

**5. What do you see as the duty of the pastor?**

**6. I would like to present the following person(s) for the committee's prayerful consideration.** (Please provide a resume with each name submitted.)

\_\_\_\_\_

## Appendix C

### Survey of Church Records and Attitudes Who Are We?

1. Total number of members \_\_\_\_\_ resident members \_\_\_\_\_

2. Average Sunday Morning Worship attendance \_\_\_\_\_

3. Average Sunday School/Small Groups attendance \_\_\_\_\_

4. Number of baptisms      *this year*      *last year*      *past five years (total)*  
\_\_\_\_\_

5. # of other additions      \_\_\_\_\_

6. Average weekly offering to the church's general budget: \_\_\_\_\_

7. Church budget      *this year*      *last year*      *5 years ago*  
\_\_\_\_\_

8. Age make-up of church membership (approximate number):

Ages 12 and under _____	Ages 41-50 _____
Ages 13-17 _____	Ages 51-60 _____
Ages 18-24 _____	Ages 61-70 _____
Ages 25-30 _____	Ages 71 and up _____
Ages 31-40 _____	

9. Sources of new members:

	<i>Baptisms</i>	<i>By letter</i>
5 years ago	_____	_____
4 years ago	_____	_____
3 years ago	_____	_____
2 years ago	_____	_____
1 year ago	_____	_____

10. Do we have a weekly visitation plan to reach new members? Yes \_\_\_\_\_ No \_\_\_\_\_

11. How many church members live this many miles away from the church building?

1 \_\_\_\_\_ 2 \_\_\_\_\_ 5 \_\_\_\_\_ 10 \_\_\_\_\_ 10+ \_\_\_\_\_

12. Do we have the following?

	<i>yes</i>	<i>no</i>
Church Council or equivalent (meeting monthly)	_____	_____
Stewardship emphasis (annually)	_____	_____

Weekly evangelistic outreach  
Annual planning meeting  
Long-range plans

_____	_____
_____	_____
_____	_____

**9. Have we studied the use of our educational space during the past five (5) years?**

Yes \_\_\_\_\_ No \_\_\_\_\_

**10. List three (3) difficulties inside the church membership which could impede its growth:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**11. List three (3) difficulties outside the church membership which could impede its growth:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**12. List three (3) strong points of the church:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**13. List three (3) weak points of the church:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**14. Length of tenure of last five (5) pastors:**

Last pastor \_\_\_\_\_ Next to last pastor \_\_\_\_\_ Third pastor ago \_\_\_\_\_  
Fourth pastor ago \_\_\_\_\_ Fifth pastor ago \_\_\_\_\_

**15. What is the greatest need for our church's membership at this time? (list in order of priority –number 1 through 6)**

- \_\_\_\_\_ Evangelism  
\_\_\_\_\_ Mission Emphasis  
\_\_\_\_\_ Ministry to church members  
\_\_\_\_\_ Stewardship development  
\_\_\_\_\_ Attendance emphasis  
\_\_\_\_\_ Managing conflict

**16. What is the major church growth strategy adopted by the church at the present time? (if none, write "none")**

## Appendix D

### Sample Job Description for Pastor

**Principal Function:** The pastor is responsible to the church for providing administrative leadership for the church and for using his skills in proclamation and pastoral care in meeting the needs of persons in the church and community.

**Responsibilities:**

1. Provide administrative leadership for the total church program.
2. Serve as chairman of the church council.
3. Proclaim the gospel and lead the church in proclaiming the gospel to the church and community.
4. Care for persons and lead the church in caring for persons in the church and community.
5. Lead congregational services; work with the congregational services planning group to plan, coordinate and evaluate congregational services.
6. Supervise other members of the church staff according to the staff organization set forth in the church organizational chart or manual.
7. Provide leadership for the observance of church ordinances.
8. Conduct funeral services and wedding ceremonies.
9. Counsel with and assist in training deacons for their responsibilities.



**"This one looks promising: "limited knowledge of contemporary culture, enjoys renovation projects and yard work."**

## Appendix E

### Compensation Worksheet for Personnel Costs

#### Annual Budget Figures

*Assistance in reviewing and/or developing a minister's compensation package is available from Tri County Baptist Association and the Missouri Baptist Convention.*

#### 1. Church Ministry Related Expenses

A. Automobile/Mileage Reimbursement	_____
B. Convention Reimbursement	_____
C. Books /Periodicals Reimbursement	_____
d. Continuing Education Reimbursement	_____
e. Hospitality Reimbursement	_____
<b>Total Expenses</b>	_____

#### 2. Protective Coverage

A. Insurance	
1) Term Life	_____
2) Medical	_____
3) Disability	_____
B. Retirement	_____
C. Social Security Allowance	_____
<b>Total Benefits</b>	_____

#### 3. Personal Income

A. Cash Salary	_____
B. Housing Allowance	_____
<b>Total Personal Income</b>	_____

#### TOTAL PERSONNEL COST

\_\_\_\_\_

*Comparative compensation package information can also be obtained from the Compensation Study from Guidestone Financial Resources of the SBC. This study includes information from both Southern Baptist churches in Missouri and from Southern Baptist churches across the nation.*

#### Definitions:

##### 1. Church Ministry Related Expenses

A. Automobile Reimbursement: The Internal Revenue Service sets a standard mileage rate for business miles each year (57.7 cents/mile in 2015). Check with local businessmen or call your city officials. This item should reflect the total number of miles necessary to visit in members' homes, in the homes and offices of prospective members, in the regular ministry of visitation to hospitals, business concerns, and other such ministry travel as pastor of our church.

B. Convention Reimbursement: This provision allows our congregation to be represented by our pastor in attendance to the State Convention and the Southern Baptist Convention annually. This includes the cost of travel, lodging, meals, and any materials or event fees.

C. Books Reimbursement: Our pastor is encouraged to stay at pace with developments in social, community, and convention ministries as well as personal preparation for proclamation of the gospel. This allows for periodic updates to such material.

d. Continuing Education Reimbursement: As with all professional fields, continuing education opportunities such as seminars, workshops, skills enhancement, and briefings are necessary to stay at pace with developments.

e. Hospitality Reimbursement: It is a regular occurrence for pastors, as representatives of the congregation, to be required to attend meals or banquets on behalf of the church or to be provided a meal while discussing matters of church business. This allows a partial reimbursement.

## 2. Protection Coverage

A. Insurance (Life, Medical, Disability): The church provides the standard health care, comprehensive medical, term and disability protection for our pastor and comprehensive medical for his family. We view this as a protection to the integrity and reputation of care of the church body to one of its primary ministering families.

The true compensation to a minister is his salary cash pay, housing allowance, utilities allowance, and social security equivalent. These terms constitute true personal or family income. Retirement provisions are assessed from these items at 10% or higher, based upon the age and margin of years prior to retirement (10% of Salary, Housing & Utilities, and S.S. Equivalent).

B. Social Security Equivalent: Ordained ministers are treated as self-employed and not employees for social security purposes. Non-ordained employee wages are subject to a matching payment of social security tax. The employee's 7.65% and employer's 7.65% of FICA taxes are each comprised of two components: 6.2% is social security tax; 1.45% is for Medicare hospital insurance. (Verify the accuracy of percentages with government publications.) The church provides one-half this cost so as to provide equal treatment by the employer to the ordained and the non-ordained. This is reported as income and subject to income tax as with all such employees (7.65% of Salary, Housing & Utilities, and S.S. Equivalent).

## 3. Personal Income

A. Cash Salary: Education, experience, responsibilities and expertise should be considered when determining basic compensation.

B. Housing Allowance: Section 107 of the Internal Revenue Code offers housing allowance to ministers. This allowance cannot exceed the fair rental value of the furnished house in which the minister resides.

## Appendix F

PLEASE ATTACH A RECENT  
PHOTOGRAPH

### MINISTER'S INFORMATION FORM

Today's date: \_\_\_\_\_ Ministry position sought: \_\_\_\_\_ ☐ Full time ☐ Bi-vocational ☐ Part-time

#### PERSONAL INFORMATION:

Name: \_\_\_\_\_ Date of birth: \_\_\_\_\_  
Address (street, city, state, zip): \_\_\_\_\_  
Telephone: \_\_\_\_\_ (home) \_\_\_\_\_ (cell) Email: \_\_\_\_\_ Use Facebook? ☐ yes ☐ no  
Spouse's name: \_\_\_\_\_ Years married: \_\_\_\_\_  
Ever divorced? ☐ yes ☐ no (if yes, year) \_\_\_\_\_ Spouse ever divorced? ☐ yes ☐ no (if yes, year) \_\_\_\_\_  
Number of children at home: \_\_\_\_\_  
Hobbies/special interests: \_\_\_\_\_

#### MINISTRY INFORMATION:

Ordained? ☐ yes ☐ no Licensed to preach? ☐ yes ☐ no Age accepted Christ as Savior: \_\_\_\_\_ Age baptized: \_\_\_\_\_  
Primary spiritual gifts: \_\_\_\_\_

#### Last three ministry positions:

**Ministry title:** \_\_\_\_\_ Dates of service (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time ☐ Non-paid  
**Church/ministry name:** \_\_\_\_\_ **City/state:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_ **Supervisor:** \_\_\_\_\_  
Significant accomplishments: \_\_\_\_\_

Do you give us permission to contact? ☐ yes ☐ no

**Ministry title:** \_\_\_\_\_ Dates of service (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time ☐ Non-paid  
**Church/ministry name:** \_\_\_\_\_ **City/state:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_ **Supervisor:** \_\_\_\_\_  
Significant accomplishments: \_\_\_\_\_

Do you give us permission to contact? ☐ yes ☐ no

**Ministry title:** \_\_\_\_\_ Dates of service (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time ☐ Non-paid  
**Church/ministry name:** \_\_\_\_\_ **City/state:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_ **Supervisor:** \_\_\_\_\_  
Significant accomplishments: \_\_\_\_\_

Do you give us permission to contact? ☐ yes ☐ no

Other ministry service and significant ministry experience:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Special ministry trainings completed:

---

---

---

Ministry-related conferences attended in the last five years:

---

---

---

How have you supported the Cooperative Program and your local Baptist association?

---

---

Denominational service/positions held:

---

---

**EDUCATIONAL INFORMATION:**

High school (name, city, state): \_\_\_\_\_ Year graduated: \_\_\_\_\_

College/university (name, city, state): \_\_\_\_\_ Year graduated: \_\_\_\_\_  
Degree/major: \_\_\_\_\_

Seminary/Bible School (name, city, state): \_\_\_\_\_ Year graduated: \_\_\_\_\_  
Degree/concentration: \_\_\_\_\_

Seminary (name, city, state): \_\_\_\_\_ Year graduated: \_\_\_\_\_  
Degree/concentration: \_\_\_\_\_

Other education/training: (name, city, state): \_\_\_\_\_

---

**MAJOR SECULAR EMPLOYMENT EXPERIENCE:**

Job title: \_\_\_\_\_ Dates of employment (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time  
Company name: \_\_\_\_\_ City/state: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Job title: \_\_\_\_\_ Dates of employment (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time  
Company name: \_\_\_\_\_ City/state: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Supervisor: \_\_\_\_\_

Job title: \_\_\_\_\_ Dates of employment (from/to) \_\_\_\_\_ ☐ Full time ☐ Part-time  
Company name: \_\_\_\_\_ City/state: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Supervisor: \_\_\_\_\_

**MILITARY SERVICE:**

Branch: \_\_\_\_\_ Dates of service (from/to) \_\_\_\_\_ Type of discharge: \_\_\_\_\_

**CIVIC ORGANIZATIONS/ACTIVITIES:**

---

---

**OTHER QUESTIONS:**

Do you use tobacco or alcohol? ☐yes ☐no (if yes, please include information on page 4)

Have you ever been convicted of a criminal offense? ☐yes ☐no (if yes, please attach explanation on page 4)

Have you ever been terminated or asked to resign from any place of employment? ☐yes ☐no (if yes, please attach explanation on page 4)

Have you ever filed for bankruptcy? ☐yes ☐no (if yes, please attach explanation on page 4)

**PERSONAL STATEMENT (how you came to receive Christ, your call to ministry):**

**REFERENCES:****Ministry-related:**

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Address (street, city, state, zip:) \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Address (street, city, state, zip:) \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Address (street, city, state, zip:) \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

**Non-ministry related:**

Name: \_\_\_\_\_ How do you know this person? \_\_\_\_\_

Address (street, city, state, zip:) \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

## **ADDITIONAL INFORMATION**

## **Appendix G**

### **Initial Interview Questions**

It is important to ask “open ended” questions, as opposed to “yes” and “no” questions. The following list is not exhaustive, but is intended to highlight important areas that are worthy of exploration by the Pastor Search Committee.

#### **Christian Sojourn:**

1. Ask the candidate to share his conversion experience. Tell about the last time he shared his faith.
2. Ask the candidate to talk about his call to ministry.
3. Ask the candidate where his calling has led him to this point.
4. Ask the candidate why he would be open to a move at this time.
5. Ask the candidate to share about his personal devotional time and Bible reading.

#### **Family:**

1. Invite the candidate to talk about where he grew up.
  - A. Parents.
  - B. Schools/Involvement.
  - C. Church Experience (may have been covered above).
2. Invite candidate to talk about his commitment to his family.
3. Invite candidate to talk about how he plans to spend time with his family (if not covered in his previous response).

#### **Preparation for Ministry:**

1. Ask candidate to briefly describe his formal training for ministry (this will likely be reflected on his resume); however, it is important for the committee to verify the educational credentials of the candidate.
2. Follow-up with questions that may be Preparation for Ministry, e.g., questions raised by his resume or oral presentation.
  - A. What is his commitment to continuing education, e.g., certificates, diplomas, specialized training opportunities, etc.?
  - B. Which three books (other than the Bible) have shaped his ministry?
  - C. What books has he read recently?
  - d. Does he provide personal counseling? If so, on what level, and what training does he have in this area?

#### **Ministerial Experience:**

1. Ask the candidate to talk about where he has served and his most significant accomplishments.
2. Ask candidate to describe his leadership style.
3. Ask candidate how he would characterize his ministry at his current church.
4. Ask candidate if he has ever left a church under unfavorable circumstance. If so, why?
5. Ask what role committees have played in his churches and how he has related to them.
6. Ask candidate to describe his relationship with deacons in his previous churches.
7. Ask how he has been involved with the associations where he has served, the state convention and the national convention.

**Theological Orientation:**

1. Ask the candidate what he believes about the Bible.
2. Ask about his beliefs regarding salvation, election and predestination.
3. Ask about his beliefs regarding the Lord's Supper and Baptism.
4. Ask about his beliefs and practices regarding church discipline.
5. Ask how he sees his role as pastor of the church.
6. Ask how he views the role and ministry of women in the church.
7. Ask what he believes about missions (Cooperative Program, International Missions, North American Missions, State Missions, etc.) and how he has led his churches to support missions.
8. Ask how he understands pastoral authority.
9. Ask about his beliefs regarding church polity and decision-making.
10. Ask how he understands the relationship between church and community.
11. Ask about his views of the Baptist Faith and Message 2000. Does he have any points of disagreement with the BF&M 2000?

## Appendix H

### Reference Authorization Form

I hereby authorize \_\_\_\_\_ Baptist Church of to contact references on my resume and others who may know of my qualifications for ministry.

Further, I authorize any person, school, past employer(s) and organization(s) who might know my qualifications for ministry to provide \_\_\_\_\_ Baptist Church with relevant information and opinion that may be useful to \_\_\_\_\_ Baptist Church in making a decision about considering me as a candidate for a ministry position in \_\_\_\_\_ Baptist Church.

I hereby release such persons and organizations from any legal liability in providing such information and opinions.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix I

### Letter to Candidate's References

(Send this to the references noted on the resume. Enclose a self-addressed, pre-stamped envelope for return on church letterhead.)

Date

Dear \_\_\_\_\_:

The Pastor Search Committee of \_\_\_\_\_ Baptist Church has been given your name as a reference for Rev. \_\_\_\_\_, who is a candidate for pastor of this church.

Our committee is particularly interested in your evaluation of this candidate and will be awaiting your earliest reply before proceeding with further consideration of this candidate. We would greatly appreciate your forthright and honest opinion of his current and past ministry, as you know it. Please rest assured we would handle your comments with the utmost care since we recognize the importance of so doing. Any narrative or additional information you might give us beyond the questions asked regarding his pastoral skills, giving both positive and negative factors, would be very insightful and useful to this church.

The committee would appreciate it if we could have this vital information within the next fifteen (15) days. Thank you for your help and please join our church in prayer that the church and the man will know God's will when He calls.

Yours in His service,

\_\_\_\_\_  
Chairperson, Pastor Search Committee

\_\_\_\_\_ Baptist Church

Enclosure

## Appendix J

### Letter for Use in Checking References

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Dear \_\_\_\_\_:

The Pastor Search Committee of (name of church ) in ( name of city ) is interested in Mr. \_\_\_\_\_. We have received his permission (copy enclosed) to contact references to check his personal and ministerial background.

We would greatly appreciate it if you would take just a few minutes to respond to the following questions. You can be assured that what you share will be guarded with the utmost confidentiality. Please return this form in the stamped, self-addressed envelope. Thank you for your time and cooperation.

1. How do you know Mr. \_\_\_\_\_?

2. How long have you known him?

3. Following are several areas that our committee feels are very important. Would you please evaluate Mr \_\_\_\_\_ by using the following categories: P = Poor F = Fair G = Good E = Excellent D = Don't Know

A. Family Man	P	F	G	E	D
B. Spiritual Maturity	P	F	G	E	D
C. Work Ethic	P	F	G	E	D
d. Pastor	P	F	G	E	D
C. Loves People	P	F	G	E	D
d. Gets along well with most people	P	F	G	E	D
e. Preacher	P	F	G	E	D
F. Teacher	P	F	G	E	D

g. Administrator	P	F	G	E	D
h. Emotional Maturity	P	F	G	E	D
i. Handles Conflict	P	F	G	E	D
j. Dependable	P	F	G	E	D
k. Handles money well	P	F	G	E	D
l. Able to compromise	P	F	G	E	D
m. Warm/friendly	P	F	G	E	D
n. Flexible	P	F	G	E	D

4. What would you consider his greatest ministry assets?

5. Why do you think he is open to leaving his current church at this time?

6. To your knowledge, has he ever been asked to leave a former church? If yes, for what reason?

7. Are you aware of any skeletons in his closet, be it personal or professional?

8. Would you be able to give me the name and telephone number of one or two other people who know Mr. ?

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

9. Can you recommend Mr. \_\_\_\_\_ without reservations? YES NO

10. Any additional information you can provide would be appreciated.

\_\_\_\_\_  
Signature:

\_\_\_\_\_  
Date:

## Appendix K

### Personal Reference Information Form

Name of Church:

Address:

Reference for:

Completed by (Name/Title): \_\_\_\_\_

THE ABOVE NAMED INDIVIDUAL IS UNDER CONSIDERATION FOR THE POSITION OF \_\_\_\_\_. PLEASE ASSIST OUR SEARCH COMMITTEE BY ANSWERING THE FOLLOWING QUESTIONS AS FULLY AND AS OPENLY AS POSSIBLE. YOUR ANSWERS WILL BE HELD IN THE STRICTEST OF CONFIDENCE.

1. How long have you known the candidate and under what circumstances have you known him?
2. What can you tell us about his family?
3. How does the family contribute to his ministry?
4. Are there any problems relating to their children that would be distracting from his ministry?
5. In what capacity of the church have you worked with this pastor? Circle one or more:  
Church Member      Sunday School      Deacon      WMU      Choir  
Committee      Baptist Association      Convention      Other \_\_\_\_\_
6. How did this pastor relate to you and your group in the area of your involvement as mentioned above?
7. Do this prospect's sermons have substance? Are the sermons delivered in a manner, which holds the attention of the congregation?
8. What do you consider his strengths as a pastor?
9. What do you consider his weaknesses as a pastor?

10. Does the prospect's worship leadership help those attending services to experience worship in both the church services and their personal lives?

11. Does the prospect organize and challenge the staff and communicate well with committees and offices of the church?

12. Additional comments:

13. Please give contact information of at least (1) other person who could provide an objective appraisal of this candidate:

Name:

Address:

Telephone:

Email:

14. The following items, listed in alphabetical order, include many responsibilities of a pastor. All of the responsibilities are important. Would you please rank the candidate as to his strengths regarding responsibilities, roles, and attributes of a pastor. We ask you to rank him in what you believe to be his greatest strength by numbering 1 to 11, with "1" being the greatest strength and "11" being the weakest. Because the tasks of a pastor are multi-dimensional, an overview of each category (listed below the questionnaire) may be helpful in completing the questionnaire.

\_\_\_\_\_ Administrator. The pastor should possess good administrative skills; capable of leading the church staff, the deacons, and lay leaders to carry out effectively their respective ministries.

\_\_\_\_\_ Community Relations Supporter. The pastor should be aware of and concerned with community needs, activities and affairs and knowledgeably capable of addressing these concerns from a pastoral perspective; thus establishing respect in the community.

\_\_\_\_\_ Counselor. The pastor should be an effective counselor, setting aside a portion of his time for counseling, and making referrals when appropriate.

\_\_\_\_\_ Denominational Relations. The pastor should be knowledgeable of and concerned about the church's efforts to cooperate and maintain historic values with sister churches in missions, education, evangelism, and other denominational activities.

\_\_\_\_\_ Evangelizer. The pastor should be involved personally in evangelism, sharing the gospel with those inside and outside the church.

\_\_\_\_\_ Leader. The pastor should be a leader capable of inspiring, encouraging, and motivating church members to use their time and talents in doing the work of the church.

\_\_\_\_\_ Missionary Vision. The pastor should be excited about his calling to the ministry and to our church; should exhibit a vision for doing God's work here; and should enthusiastically share

it with the church. The pastor should support home and foreign missions; be aware of local community needs and lead the church in ministering to those needs.

\_\_\_\_\_ Prayer and Worship Leader. The pastor should arouse all people to prayer. His worship leadership should help members and those attending services to experience worship in both the church services and their personal lives.

\_\_\_\_\_ Proclaimer. Each sermon should have substance and should be delivered in a manner, which holds the attention of the congregation. He must prepare well and then forth-tell God's Word from the pulpit.

\_\_\_\_\_ Student. The pastor should have an ongoing program of study (including, but more than personal Bible study and prayer) to develop new skills and knowledge and participation in activities, which renew his physical, emotional, and spiritual energy and zest for his ministry.

\_\_\_\_\_ Visitor. Within the limits of his time, the pastor should visit the church membership, including times of hospital care, grief, personal crisis and joy. The pastor should be friendly, approachable, and personable and should relate well to each age group in the church.

An Administrator is one who sees that people are organized and challenged to be involved in Ministry for Christ. The ministry is a heavenly pursuit but also an earthly task; he should organize the staff into a team, be a good communicator to all segments of the church body and good manager of time, all to the Glory of God. In I Corinthians 9, Paul writes of disciplining his body for the pursuit of excellence for Christ. He labored in the ministry because he believed the consequences were eternal. Like Paul, the godly minister should be a team-oriented leader, relying on others when necessary as Paul did with Silas, Barnabas, Luke, Mark and Timothy, working together and demonstrating love: "By this shall all men know that you are my disciples, if you love one another." (John 13: 35)

A Community Supporter works in the civic and denominational areas, reflecting Christian principles on important issues. According to Acts 5:28, the early church's pattern was one of involvement: "You have filled Jerusalem with your doctrine..." Further examples abound: Acts 13:44, 14:1, 16:5, and 17:3-4.

A Counselor is one who can effectively deal with and help troubled people. It may involve listening, comforting and guiding. As Romans 13:14 suggests, scriptural counseling involves focusing on Jesus, denying self, and emphasizing a view toward changing behavior.

An Evangelizer works to reach the lost for Christ. There is a need to be both faithful and focused. Paul admonishes Timothy to "keep your head in all situations, endure hardships, do the work of an evangelist, discharge all the duties of your ministry" (II Timothy 4:5). There are two ways to evangelize: 1) through our lives and 2) through our words. He is to be salt and light to a lost world by living an evangelistic lifestyle, and is to evangelize through speech, "be ready always to give an answer to every man that asks you a reason for the hope that is in you with meekness and fear" (I Peter 3:15).

A Leader guides others towards God's way, in the same way a shepherd guides his flock. This includes both knowledge of what is right and an intimate knowledge of his sheep. I Peter 5:2 says, "Feed the flock of God, which is among you, taking the oversight of it..."

A Missionary Vision Proverbs 29:18 says, "Where there is no vision, the people perish..." A pastor should see the opportunity of enlarging God's Kingdom and should lead the church to see that the field is white unto harvest, to enlist the unchurched, to minister in a loving and caring way to the senior citizens, singles, divorced, and the young people in an ever-changing, immoral world.

A Prayer and Worship Leader should arouse all people to prayer, and work with other staff members to insure an organized and meaningful service by inspiring the body of believers to: "...worship in the Spirit of God, who glory in Christ Jesus..." (Philippians 3:3) so that we may draw near to God, and He will draw near to us.

A Proclaimer must prepare well and then forth-tell God's Word from the pulpit. II Timothy 4:2 states, "Preach the Word; be prepared in season and out of season; correct, rebuke and encourage with great patience and careful instruction." Arouse within Christians and non-Christians alike the urgency to know and serve Jesus Christ with gladness day and night.

A Student is one who continues to learn, improving his skills as well as increasing his understanding of the Word. For example, I Timothy 4:6 challenges Timothy to denounce apostate teachings. This becomes possible by being a diligent, prayerful student of scripture.

A Visitor visits with the members of the church, including the hospitalized, shut-ins and the bereaved. James reminds us that "Pure religion and undefiled before God and the Father is this: to visit the fatherless and widows in their affliction..." (James 1:27). He should also show hospitality, good-natured, extending kindness to strangers and not just friends. (Hebrews 12:14; I Peter 4:9)

## **Appendix L**

### **Questions to Ask a Prospective Pastor**

Instructions: Each member of the committee should have a copy of these questions. Carefully choose from the following list the questions that your committee feels are pertinent to your church. Check the questions that you would like to ask.

1. Ask for the account of his conversion testimony.
2. The Pastor as a Minister.
  - A. Ask for the account of his call to ministry.
  - B. What have you learned in the congregation you now serve that will make you a better pastor? Describe a ministry experience within the congregation you now serve that captures your greatest strengths.
  - C. Describe the mission of your present congregation. In what ways has your ministry influenced this mission?
  - D. Describe your personal vision for ministry. Is there any particular congregation presently reflecting this vision for ministry?
  - E. What attracts you to this church? How long would you like to stay at this church?
  - F. Describe your leadership style. To what extent are you self-directed in your ministry responsibilities? Give an example of how you have relied on someone else to give you direction.
  - G. Churches desire a pastor who has personal integrity. What does this mean to you? How do you respond to criticism?
  - H. Describe a grievance you have had with any of the churches you have served. How was it resolved?
  - I. Describe several ethical principles that guide your work.
3. The Pastor as a Student.
  - A. What skills do you bring to this position that you believe will serve you and the church well? How did you obtain these skills?
  - B. How do you apply these skills to your work?
  - C. Do you have plans regarding future education? What role do you believe the church should play in your continuing education?
4. The Pastor as a Theologian..
  - A. Describe a personal experience that has significantly shaped your own theology.
  - B. To what degree, if any, do you differ with the historical doctrinal positions of this church?
  - C. Are you Reformed in your theology? If so, “how Reformed?” are you? (Are you a “5-point Calvinist?”)
5. Congregational Life.
  - A. What changes may be in store for our congregation if you become our pastor?
  - B. What church structure do you view as best in helping a congregation to achieve its mission?

- C. What planning model do you use in guiding the mission of a church? (How do you set goals, prioritize plans, define and evaluate success?)
- D. Describe your operational strategy during the first six months with this congregation. (What would be your most important priorities?)
- E. How have you approached the issues of finance and stewardship with your present congregation? How do you conduct business meetings?
- F. What is your understanding of the scripture relative to women serving in positions of leadership in the church?
- G. What is your understanding of the Biblical qualifications of deacons?
- H. What is the primary role of the deacon body? What responsibilities, priorities, or boundaries should the deacon body have in defining our church ministry?
- I. What accountability should exist between the deacon body and the pastoral staff members? How would you describe your working relationship with your present deacon body? Have you ever experienced conflict with a deacon body; how was it resolved?
- J. What training and orientation have you provided for deacon bodies in the past?

6. The Pastor as a Worship Leader.

- A. Describe a typical worship service which you would plan to lead. Do you use an order of service? Describe the style of music you prefer and share its role in the service.
- B. What special services do you like to conduct throughout the year?
- C. How do you balance worship so it addresses the needs of different age groups?

7. The Pastor as a Preacher.

- A. Describe your routine process of preparing sermons.
- B. How do you select sermon topics? Are there any topics you feel uncomfortable preaching about, such as finances or current moral issues?
- C. How much time do you devote each week to sermon preparation? How does that compare to time spent counseling or administration?
- D. How long do you typically preach?
- E. How do you feel about other ministers preaching at our church?
- F. Do you have strong beliefs relative to the various translations of the Bible?

8. The Pastor as a Shepherd and Counselor.

- A. What role does pastoral care and counseling have in your present position? Give an example of a typical week of pastoral care activities.
- B. What duties are more important than pastoral care? What duties are less important?
- C. Do you consider yourself a counselor? What type of counseling do you perform?
- D. More recently, sexual misconduct within the church has become a more visible issue. What safeguards have you initiated to protect yourself and the church from such misconduct?
- E. If a middle-aged man asked you to counsel him about divorce at his home, would you? What if it was a woman?
- F. How do you equip church members to provide care to other congregational members?
- G. How do you view your role in visiting members and church guests (visitors)?
- H. Do you have any restrictions on the performance of marriages? Describe your approach to premarital counseling.

- I. Do you feel a pastor should have an unlisted phone number? Why or why not?
- J. Do you like visiting in hospitals?
- K. Can you keep a confidence?

9. The Pastor as a Christian Educator.

- A. Do you encourage participation in state and associational training?
- B. Describe your present model of education for the church.
- C. What successful approach have you found to adult education (preschool, children, youth)?
- D. What is your role in Christian education?
- E. What Bible study curriculum do you currently use for the different age groups within your church? How do you determine which to use?
- F. What educational programs, other than Sunday School, do you emphasize?

10. The Pastor as an Evangelist.

- A. What role does evangelism play in your current church (worship, activities, etc.)? Do you view some activities or services being more focused on evangelism than others? Which ones?
- B. What types of outreach programs do you feel are important and relevant to this congregation? How do you view the responsibility of world missions in your current church?
- C. How do you now allocate financial resources to the local association, state and national mission endeavors?
- D. Some people believe a church can become too big. Others feel that every church should become as large as possible. What's your view?

11. The Pastor as an Administrator.

- A. Do you believe in business meetings? How often?
- B. Who should moderate?
- B. How do you feel about definitive church constitutions?
- C. How do you feel about using committees, including the church council?
- D. How would you describe your style of leadership?
- F. Do you like administration?
- H. Do you prefer a church with lots of written policies and procedures or a few or no written policies and procedures?
- I. Do you have a job description now? What parts of it do you feel confident about performing, and with what parts of it do you feel uncomfortable?
- J. Have you had a positive or negative experience with a church building program?

12. Staff Relationships.

- A. Describe how your management or leadership style affects your relationship with other church staff members?
- B. What accountability would be expected among staff members?
- C. How comfortable are you in providing direction to staff members?
- D. Who should be included in staff meetings?

- E. What type of conflicts have you experienced with other staff members, and how was it resolved?
- F. How do you feel about a church member being employed as the church secretary, janitor, etc.?
- G. Have you ever had to terminate a church staff member? If so, how did you handle it?
- H. How would you respond to other staff members who in your opinion are doing a poor job?
- I. Do you believe in “elder-led” church government, or a plurality of elders leading the church? If so, how have you worked with elders in the past?

13. The Pastor as a Steward of Possessions, and Financial Issues.

- A. Do you tithe?
- B. Do you give above the tithe to other offerings?
- C. Do you pay your debts?
- D. Have you ever filed bankruptcy?
- E. What are your beliefs regarding tithes and offerings?
- F. What are your salary expectations?
- G. On what basis would you expect future raises?
- H. How many weeks of vacation do you presently receive?
- I. Do you have a retirement plan?
- J. What insurance plans do you have?

14. The Pastor as a Steward of His Time:

- A. How do you compute your time responsibilities to the church?
- B. Do you believe in maintaining regular office hours?
- C. Do you support a scheduled weekly outreach program?
- D. On what basis do you establish priorities regarding the allocation of your scheduled work day?
- E. Using the following interconnected and interrelated tasks to express the major and significant things a pastor actually does, how would you allocate your time in the fulfillment of the full scope of ministry?
  - A. Proclaiming
  - B. Leading
  - C. Caring
- F. What would a church be doing with its time if you felt it were effective and successful?

15. The Pastor as a Member of the Community.

- A. What responsibility do you feel the church has to respond to the social problems affecting our community?
- B. What organizations are you currently involved with outside the church?
- C. Have you worked with ecumenical activities (with non-Baptist churches) within your community?
- D. How have you been involved in non-church related community activities?

16. The Pastor as a Family Man: the Candidate

- A. Tell us about your family.
- B. How does your family feel about the possibility of this job change?
- C. What things would you like the church to do to provide support to your family?
- D. If you were to move here, what type of housing would you be looking for?
- E. If you were to die or become disabled, how would your family be provided for?
- F. Have you been divorced? If so, tell us the circumstances.
- G. Have you been previously married, and your spouse passed away? How long ago?
- H. Do you have any severe problems with your children or teenagers?
- I. What do you and your family enjoy doing together?

17: Family Life: the Candidate's Wife

- A. Do you support your husband's work?
- B. Have you been married before?
- C. What do you like the most about being a pastor's wife?
- D. What do you dislike the most about being a pastor's wife?
- E. Are you a Southern Baptist by conviction?
- F. Ask for the account of her testimony.
- G. How do you measure success?

18. Personal Matters.

- A. Why are you a pastor?
- B. What motivates you as a pastor?
- C. What spiritual disciplines guide your life?
- D. How do you cope with stress?
- E. When you face a personal problem, whom do you turn to for support and counsel?
- F. Have you had any health problems in the past few years? How is your current health?
- G. Do you take regular vacations?
- H. Have you ever been charged and/or convicted of a crime?
- I. Have you ever had financial difficulties? Will you give permission for a credit check?
- J. Do you have outstanding debts with which you are struggling?
- K. Do you have any outside business involvements? If so, how involved are you?
- L. Who are your closest friends?
- M. How do you measure success?
- N. Do you know when you have done a good job or a bad job?
- O. Are you in good health?
- P. What do you consider your strong suit?
- Q. What are your weaknesses?
- R. Do you use tobacco, in any form?
- S. Do you use alcohol or any type of narcotic?

19. Questions About Our Church.

- A. How familiar are you with the history of our church? Do you have any questions about our past?
- B. How familiar are you with the current life of our church? Do you have any questions?
- C. What do you like about our church?
- D. What questions do you have about this position that have not been answered?

E. Are there any concerns about which we have not asked, which might be of a sensitive nature for you or our church?

20. Commitment to Southern Baptist work:

- A. Are you a Southern Baptist?
- B. How long have you been a Southern Baptist?
- C. What other denominations or parachurch groups have you served?
- D. What do you like about Southern Baptist?
- E. What do you dislike about Southern Baptist?
- F. Which doctrine, or teaching of our faith means most to you?

## **Appendix M**

### **Possible Areas of Exploration by the Candidate.**

1. What kind of pastor does your church need?
2. What action/conduct would your church not be willing to forgive the pastor?
3. If it were in your power, what one thing would you change about your church?
4. What are the two or three things about your church that are doors through which people enter?
5. How does your church handle conflict?
6. What role do deacons play in the church?
7. What role do women play in the ministry of your church?
8. What were the circumstances under which your last pastor left? How long did he serve the church?
9. What issues/problems will your next pastor need to address?
10. What are the strengths of your church?
11. What are the weaknesses of your church?
12. How would you describe your worship services?
13. How are decisions made in your church?

## Appendix N

### Interview Summary

**Date:** \_\_\_\_\_

**Name of Candidate:** \_\_\_\_\_

Assessment Rating Scale: 1 = lowest 10 = highest

<i>category</i>	<i>rating scale (1-10)</i>
1. Conversion Testimony.	
2. The Pastor as a Minister.	
3. The Pastor as a Student.	
4. The Pastor as a Theologian..	
5. Congregational Life.	
6. The Pastor as a Worship Leader.	
7. The Pastor as a Preacher.	
8. The Pastor as a Shepherd and Counselor.	
9. The Pastor as a Christian Educator.	
10. The Pastor as an Evangelist.	
11. The Pastor as an Administrator.	
12. The Pastor as a Leader of Staff.	
13. Steward of Possessions, and Financial Issues.	
14. The Pastor as a Steward of His Time:	
15. The Pastor as a Member of the Community.	
16. The Pastor as a Family Man: the Candidate	
17: Family Life: the Candidate's Wife	
18. Personal Matters.	
19. Questions About Our Church.	
20. Commitment to Southern Baptist work:	

**Overall Impression of Candidate:**

**Excellent      Good      Possible      Poor**

**Comments:**

## Appendix O

### Listening Guide for Evaluating Sermons

Following are areas to be considered in listening to a sermon on CD. The committee may wish to add other areas. These areas may not fit every sermon. This form is simply an aid to help create intentionality and purpose to the experience of listening to sermon CDs.

Sermon Title: \_\_\_\_\_

Scripture Text: \_\_\_\_\_

Heard by ☐ CD ☐ DVD ☐ in person

Please score the items by using:

(1) Below Average; (2) Average; (3) Above Average; (4) Excellent

1. \_\_\_\_\_ Solid Bible teaching
2. \_\_\_\_\_ Well Prepared
3. \_\_\_\_\_ Clear Message
4. \_\_\_\_\_ Points Well Made
5. \_\_\_\_\_ Good Use of Scripture
6. \_\_\_\_\_ Good Doctrine
7. \_\_\_\_\_ Good Application
8. \_\_\_\_\_ Good Illustrations
9. \_\_\_\_\_ Good Invitation
10. \_\_\_\_\_ Good Grammar
11. \_\_\_\_\_ Appropriate Humor
12. \_\_\_\_\_ Appropriate Length
13. \_\_\_\_\_ Positive Attitude
14. \_\_\_\_\_ Radiates Warmth
15. \_\_\_\_\_ Inspiring
16. \_\_\_\_\_ Motivational
17. \_\_\_\_\_ Helpful
18. \_\_\_\_\_ Challenging

Other:

#### **For on-site visits:**

- ☐ Did you sense the presence of the Lord in the service?
- ☐ Would this style of preaching meet the needs of your church?
- ☐ Other:

## Appendix P

### Authorization for Background Check

TO THE CANDIDATE: Please read and sign this form in the space provided below. Your written authorization is necessary for completion of the application process.

I, \_\_\_\_\_, hereby authorize \_\_\_\_\_ Church to perform a criminal background and credit check, for purposes of evaluating whether I am qualified for the position for which I am applying. I understand that \_\_\_\_\_ Church will utilize an outside firm or firms to assist it in checking such information, and I specifically authorize such an investigation by information services and outside entities of the church's choice. I also understand that I may withhold my permission and that in such a case, no investigation will be done, and my application for employment will not be processed further.

Candidate's Full Name (printed): \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Mailing Address ( if different than above):

Street Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Social Security #: \_\_\_\_\_

Driver's License Number: \_\_\_\_\_ State: \_\_\_\_\_

Date of Birth (mm/dd/yyyy): \_\_\_\_\_

Candidate's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix Q

### Sample Covenant

Between \_\_\_\_\_ Baptist Church

And

Reverend \_\_\_\_\_

#### **The Pastor's Expectations of His Church**

1. Trust in him as a person of integrity dedicated to the work of the ministry and as a competent professional person who can manage the use of his time wisely.
2. Support for him as leader by faithful stewardship in coming, giving, and serving in the church along with recognition when his work is well done.
3. Consultation with him about church affairs before decisions are made so that the church can benefit from his training and experience and that the work of the church can be coordinated.
4. Concern for him and his family by annual review of the pastoral compensation package.
5. Authority for him to approve or disapprove the coming of other ministers and religious groups to the church and to supervise all paid employees of the church.

#### **The Church's Expectations of Its Pastor**

1. Competency in ministry through well-prepared sermons, regular visitation where there is a need, pastoral care in crisis situations, administrative and organizational leadership, and the improvement of pastoral skills through continued study.
2. Availability by having it announced when and where he can be contacted during the week and by letting it be known how he can be contacted while he is away from the church field.
3. Leadership in worship services, evangelistic outreach efforts, the development of a Christian education program, and the administrative work of the church in cooperation with the church's leaders.
4. Loyalty to Baptist beliefs as specified in the Baptist Faith and Message, attendance at denominational meetings, and support for the Southern Baptist Convention's Cooperative Program.

#### **The Pastor's Obligation to His Church**

1. To fulfill the duties of the office of pastor as a servant of the church.
2. To seek to meet the spiritual needs of his people through Biblical preaching and teaching and to refrain from proclaiming his own opinions as the word of God.

3. To meet the reasonable expectations of the congregation for him as its minister while at the same time living his own life as he believes God would have him to do.
4. To manage his money with integrity so as not to bring reproach upon the church.
5. To accept the church as an imperfect organization composed of imperfect people who must be loved and forgiven, to work with the elected leaders of the church, and to try to be the pastor of all the people in the church.
6. To acknowledge that constructive criticism from the congregation can be helpful and to be open enough to accept it and profit by it.
7. To recognize the need for help from outside the church, such as the association or state convention, when his role as pastor is endangered and to avoid actions that would harm the church.

### **The Church's Obligation to Its Pastor**

1. To respect the office of pastor and to support his ministry for as long as he holds that office to which the church has called him.
2. To guarantee the freedom of the pulpit so that the pastor can preach his convictions in his own manner and style as the Spirit of God leads him.
3. To allow the pastor to be himself instead of trying to fit him into some ministerial mold and to expect no more of his family than any other family in the church.
4. To provide for the pastor's support to the best of the church's ability and to review annually the pastor's compensation as evidence of the church's care and concern for his welfare.
5. To recognize that because the pastor is human he makes mistakes and needs forgiveness like everyone else, and that because of the limitation of time he cannot fulfill everyone's expectations.
6. To confer with the pastor about any accusation made against him instead of discussing it in secret, and to refrain from passing judgment upon him until he has had the opportunity to defend himself.
7. To counsel with the pastor when there is a disruptive conflict involving him and to give him adequate time to relocate if he needs to move.

### **Matters of Mutual Agreement**

1. This covenant shall be administered by the Personnel Committee. They will work with the pastor in keeping this covenant up to date, abiding by the guidelines adopted for the relationship; reviewing compensation and time arrangements; arranging for mutual evaluation sessions; handling criticisms of the pastor and hearing his complaints; helping with staff difficulties; and dealing with any problems that may arise. The effectiveness of the personnel committee's administration shall be reviewed at each annual meeting of the church.

2. When the pastor moves to the community in which the church is located, the church shall pay the moving expenses.
3. If there is a disruptive conflict in the church, the pastor and the deacons shall mutually agree to seek competent help from outside the church membership to meet with them and advise them about solving their problems.
4. If the pastor is dismissed or resigns under pressure for other than moral, ethical, or doctrinal reasons, he shall be paid three months salary as severance pay and shall not be expected to fill the pulpit or perform pastoral ministries during that time. Under ordinary circumstances the pastor shall give the church thirty (30) days notice to his resignation.
5. Allowances and expenses shall be for the current calendar year only. Requests for Convention expense reimbursement shall be limited to the budget allocation. The pastor shall be authorized to include his wife in determining his actual expenses to the Southern Baptist Convention and/or state conventions.
6. In the event of disability of the pastor, the church will continue full financial arrangements up to a maximum of six (6) months.

### **Annual Time Arrangements**

1. Vacation shall be dependent on years of full-time service after completion of college and/or seminary as follows:

0 – 4 years = 2 weeks vacation  
5 – 14 years = 3 weeks vacation  
15 or more years = 4 weeks vacation

A pastor called to or leaving the church shall receive vacation prorated on 1/12th for each month served during that calendar year. Vacation shall be scheduled thirty (30) days in advance with the deacons. Exceptions can be made for reasons satisfactory to the personnel committee.

2. Two days per week mutually agreed to by the personnel committee shall be considered days off.
3. The following holidays shall be observed:
  - New Year's Day
  - Memorial Day
  - July 4th
  - Labor Day
  - Thanksgiving Day & the Friday following Thanksgiving Day
  - Christmas Day
4. Unused vacation shall not be carried over to the following year.
5. Three additional weeks away from the church, not including vacation, will be granted for purposes of attending conventions, seminars or conducting revivals in other churches.

6. While the church acknowledges that the pastor's work cannot be rigidly regulated because of the nature of ministry, it is anticipated that consistency in office hours will be maintained. Crisis situations and emergencies, along with meetings and a heavy schedule may alter the pastor's schedule and sometimes necessitate arranging his work and leisure at his own convenience. Despite weekend work and evening obligations, the pastor must find some time to spend with his family and for his own personal needs.

### **Compensation Package**

The pastor shall begin his ministry with the following compensation. (It is anticipated that the pastor will receive at least an annual "cost of living" compensation increase, based upon the local inflation index):

#### **1. Church Ministry Related Expenses**

a. Automobile Reimbursement	_____
b. Convention Reimbursement	_____
c. Books/Tapes/Periodicals Reimbursement	_____
d. Continuing Education Reimbursement	_____
e. Hospitality Reimbursement	_____
<i>total ministry expenses</i>	_____

#### **2. Protective Coverage**

a. Insurance	_____
1) Term Life	_____
2) Comprehensive Medical	_____
3) Disability	_____
b. Retirement	_____
c. Social Security Allowance	_____
<i>total benefits</i>	_____

#### **3. Personal Income**

a. Cash Salary	_____
b. Housing Allowance	_____
c. Utilities Allowance	_____
<i>total personal income</i>	_____

<b>TOTAL PERSONNEL COST</b>	_____
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## **Appendix R**

### **A Covenant Service of Installation** **“A Wonderful Beginning”**

#### **PRELUDE**

#### **CALL TO WORSHIP**

“He shall feed his flock like a shepherd: he shall gather the lambs with his arm, and carry those that are with young.” (Isaiah 40:11)

INVOCATION (A prayer that God will bless both the pastor and congregation and give them a long and meaningful ministry together.)

HYMN “God of Grace and God of Glory”

SCRIPTURE READING I Timothy 3:1-7 (Explain that some New Testament scholars believe “Elders” refers to “Pastor”)

#### **GREETINGS AND WELCOME**

Welcome to guests

Welcome to Pastor and His Family

Chairman of the Pastor Search Committee

Community Representative (Mayor, Fellow Clergyman, etc.)

Director of Missions

State Denominational Representative

HYMN “Serve The Lord With Gladness”

#### **PRAYER OF GRATITUDE**

#### **SPECIAL MUSIC**

CHARGE TO THE PASTOR: Layman: Do you covenant before this Congregation and God to strive so to live that you may honor Christ and His Church by your life; and do you covenant, in the presence of this congregation, to accept the pastoral responsibility of Servant-Leader in this church, and to the best of your knowledge and ability to discharge all duties of this office?

Pastor: I do.

CHARGE TO THE CHURCH: Layman: Do you, members of \_\_\_\_\_ Baptist Church, acknowledge that God has led Bro. \_\_\_\_\_ to serve as Pastor of our church, and do you covenant to encourage and pray for him, and to cooperate with him in fulfilling the Great Commission?

Congregation: We do.

HYMN OF COMMITMENT "Take My Life and Let It Be"

BENEDICTION

POSTLUDE



"Looks like our new preacher is big on praise!"

## Appendix S

### Additional Search Committee Resources

1. *Pastor Search Resource Guide*(pdf) free download  
Tennessee Baptist Convention  
<http://www.tnbaptist.org/pdf/pastor-search-res-guide.pdf>
2. *A Step by Step Walk Through the Pastor/Staff Search* (pdf) free download  
Illinois Baptist State Association  
<http://www.ibsa.org/connect/article267898c6546474.htm>
3. *Pastor Search Manual* (pdf) free download  
Baptist State Convention of North Carolina  
<http://www.ncbaptist.org/fileadmin/ministries/pastoral/resources/2013/pdfs/files/pastor-search-man-01.pdf>
4. *Pastor Search Committee* (pdf) free download  
Sacramento Association of Southern Baptist Churches  
[www.sacbaptist.org](http://www.sacbaptist.org)
5. *The Work of the Pastor Search Committee*(pdf) free download  
Baptist General Convention of Oklahoma  
<http://www.bgco.org/wp-content/uploads/2010/11/Pastor-Search-Committee-Workbook-Tom-Owens.pdf>
6. *Seeking God to Seek a Pastor: Vital Steps for Search Committees and Their Congregations*  
by Gregory Reed Frizzell. Master Design Publishing, 2014.
7. *When the Word Leads Your Pastoral Search: Biblical Principles and Practices to Guide Your Search* by Chris Brauns. Moody Publishers, 2011.

### Background Screening Resources

*Check with the insurance company that insures your church for background check resources they recommend and/or provide as a service to their customers.*

1. Protect My Ministry (Fee based upon service requested)  
18946 N. Dale Mabry Hwy, Ste. 101 Lutz, FL 33558  
[www.protectmyministry.com](http://www.protectmyministry.com) Phone: 800-319-5581 Fax: 800-319-5582
2. backgroundchecks.com (via LifeWay Christian Resources)  
<http://www.lifeway.com/Article/composite-home-background-checks>

## Seven tips for better pastor searches

By Marv Knox, Editor, Baptist Standard

Published: September 24, 2011

How should a church behave when it's seeking a pastor? That's a more complicated question than you might think. Unfortunately, many congregations bungle the process.

Too be fair, few laypeople ever seek enough pastors to become professionals at the task. Most search committee members are complete novices. No wonder they make mistakes. Just think how well you perform when you try a job for the first time without clear instructions or a mentor.

So, the latest focus **package of articles** produced by the *Baptist Standard* and our New Voice Media partners provides help for search committees and the pastors they seek. Also, here are a few direct tips for search committees, based on hundreds of conversations with pastors and personal experience as a search committee member. (By the way, pastors, keep this package and get "a friend" to send it to search committees the next time you're talking to them.)

OK, search committees, here you go:

- **Communicate early and often.** Many search committees fail to acknowledge receipt of resumes and recommendations, fail to follow up once they have spoken with or written to candidates, and never tell prospective pastors they no longer are being considered.

This is bad manners. Whether you receive two resumes or 200, you're dealing with people's lives. Once they know they are on your "list," they invest time, emotion and prayer in you and in the possibility of serving as your pastor. They have families whose uncertain futures hang on your deliberations.

So, when you receive resumes or recommendations, let the candidates know whether they are under consideration. Then, keep them up to date. Even when the process is slow, a call or email with a brief progress report helps. And finally, when you remove candidates from consideration, let them know right away. They realize you're only going to call one pastor, and even bad news is better than no news.

- **Don't ask more than you give.** Increasingly, pastors are telling me they receive long questionnaires and surveys from search committees. This is a good start, because the more you know, the stronger your decisions.

But remember, communication is a two-way street. When you send a questionnaire, include a packet of materials for the candidate. Send information about your church, its ministries, budget, financial reports for several years, history and challenges. Send material about your community, including housing, schools, industry and significant events.

- **Describe your church as it is.** Many pastors think search committees lie. I disagree, but not because committees always tell the truth. A search process is potent, passionate and personal. A committee can get so caught up in thinking about the potential of its church that it presents its ideal

future, not the present reality. So, it should ...

- **Provide references.** You expect references from pastoral candidates; reciprocate. Give them contact information for community leaders who don't attend your church; church members of all backgrounds who aren't on your committee; other pastors in the area, including non-Baptists; your director of missions; and your previous pastors.

- **Consider candidates' families.** Offer information and contacts to help the spouse and children envision God's leadership for them in your church and community.

- **Deal with compensation up front.** Sure, pastoral selection is a divine process. But pastors experience the same physical needs as every family in your church. Don't pull them through a long process, only to learn you won't pay enough to educate their kids, or prepare for retirement, or simply maintain a decent standard of living. Pastors don't go into ministry for the money, but they can't stay in ministry without a fair salary and benefits.

- **"Sell" your church.** Just because you receive scores of resumes to choose one pastor, don't assume the best pastor for you is going to jump through hoops to join you. Part of the discernment process is helping your next pastor glimpse a vision of what you believe God has in store for your church.

--*Marv Knox is editor of the Baptist Standard. Visit his blog at [www.baptiststandard.com](http://www.baptiststandard.com).*

## **5 Issues That Bother Pastors About Search Committees**

By: Bill Wilson

Posted: Tuesday, July 31, 2012 5:57 am

A recent column about some of the positive experiences of clergy who have recently moved motivated some responses around the theme of "things that have not gone well."

Here are some common ethical issues search committees must deal with.

### **Poor Communication**

The perennial complaint clergy have about search committees is their lack of common courtesy in the realm of communication. Many a minister has sent their resume to a committee and never received an acknowledgement of receipt or any response at all.

Along the journey through a call process, committees are often guilty of promising to get back with a candidate and never bothering to do so.

Everyone understands that committees are comprised of volunteers with limited time to give to the process. However, that does not negate the need to treat potential candidates with appropriate courtesy.

As is true with any relationship, it is difficult to interpret silence. Healthy search committees pay attention to the way they communicate and take it seriously. Please, we can do better in this regard.

### **Lack of Clarity**

One respondent lamented the lack of focus and training most committees seem to display. Unfocused position titles, shallow questions, and outdated methods are just some of the frustrations for clergy.

Many committees operate today as they did decades ago. So much has changed in the realm of communication and sharing of information that unhealthy practices are more obvious and damaging than in the past.

Healthy search processes start with intense self-study that produces clarity and focus for the search. If you think this is a step you cannot afford to take the time to do well, please think again.

You must come to terms with your past, your present and your honest hopes for the future if you are going to do your job well. Expectations that are fuzzy or filled with archaic language trip up many a process.

Integrating your search with your congregation's vision and dream for its future is a must.

Consider the search process an opportunity to learn on multiple levels. If an issue arises in the midst of a conversation, hit "pause" with a candidate and seek clarity before going further.

### **Lack of Integrity**

One of my correspondents was dismayed to find that committees gave vague, cryptic responses to questions in an effort to string him along while they talked with another candidate.

While clergy can be just as guilty of this, it is usually committees that must manage multiple candidates simultaneously. An unhealthy practice is to be deceptive about what your committee is doing.

Much preferred is a level of honesty in which you say: "Hey Bill, right now we're moving in another direction, but we'd still like to leave our options open with you in case things don't work out. Is it OK for us to contact you later if that's what we want?"

That way the choice is mine, and I don't feel like I'm being led on.

### **Lack of Mutuality**

It's tempting for a search committee to fall into "hiring mode" rather than engage in a spiritual discernment process.

One correspondent put it this way: "Some search committees seem astonished that I have questions for them or may not even be interested in the job. I guess it's a tough job market, but I'm still operating under the belief that a pastor should go to a church not because it's the only thing available, but because they feel called by God to do so. Likewise, I think the search committee should understand that every candidate does not desperately want to come to their church. There is prayerful discernment involved. Ideally, I see the pastor-church relationship as a partnership, not a favor that's being bestowed on me by a search committee."

### **Lack of Creativity**

Far too many committees settle for ordinary when they could have something extraordinary.

Candidate profiles that simply report out congregational demographic preferences are nearly useless. Most end up at the same, unrealistic place.

Another missed opportunity is that many committees go for the candidate they want rather than the candidate they need.

The Bible is filled with examples of God using the unlikely, and healthy churches are not afraid to entertain such ideas.

Rather than settle for the safe and predictable, invite your committee to be open to the Spirit's leadership, even if it challenges convention or precedent.

Committees would be wise to stretch themselves with regard to age, gender, experience, traditional position titles, time commitments and so on.

Some of the most interesting and engaging ministry taking place today has emerged from churches willing to step outside the box of conformity and invite God to do something unique and special among them.

Search committees face a daunting and challenging task. When they go about it with the right

spirit, God is able to do some amazing things. I pray that will be your experience.

*Bill Wilson is president of the Center for Congregational Health in Winston-Salem, N.C.*

- See more at: <http://www.ethicsdaily.com/5-issues-that-bother-pastors-about-search-committees-cms-19849#sthash.U5QTB91K.dpuf>

## **4 Pastors Describe a Healthy Search Process/Bill Wilson**

The search process for a new pastor is both an exhilarating and a risky time for a congregation.

Healthy congregations go at this task from the framework of a spiritual discernment process that is unique to the free call tradition of congregational life.

Every search is unique, but some guiding principles apply to all of us. While there is a good bit of generic material on the market, best practices remain an excellent way to learn from one another.

Recently, I asked four pastors who have transitioned to new churches in recent months a series of questions about their experience.

The pastors are: Mike Smith (Central Baptist, Fountain City, Tenn.), Bob Setzer (Knollwood Baptist, Winston-Salem, N.C.) Charity Roberson (Sharon Baptist, Smithfield, N.C.) and Doug Dortch (Mountain Brook Baptist, Birmingham, Ala.). Here is a glimpse at some of their observations.

What about the search process impressed you?

Smith: "The committee took time to research and report back to me on difficult questions. They did not attempt to rush me, but actually prayed and reflected with me about the decision."

Dortch: "During the introductory weekend, the committee planned a Saturday morning reception. This activity served to 'lower the temperature' of the weekend and gave that time a much more relaxed feel."

Setzer: "Using video conferencing allowed us to 'meet' one another without the expense, trouble and exposure of a trip. Having not done this in 15 years, I was surprised at how much harder we had to work to maintain confidentiality about the search process. The committee did an extraordinary job with this."

Integrating a new pastor into an established staff is one of the most perilous aspects of a call. How did you approach this?

Setzer: "I was blessed to meet with the staff ministers at length at a midpoint in the process. They had long tenure at the church, and knew the church far better, in some ways, than the search committee."

Smith: "I spent one full day meeting with each staff member individually and with the entire group twice. Each had prepared and shared a written document outlining their backgrounds, current work, aspirations and what each was looking for in the next pastor. These documents helped make our conversations quite meaningful."

What worked well for you in terms of your entry into the life of your new church?

Roberson: "The pictorial directory was invaluable to me. I kept referring to it and 10 weeks in, I find myself still going back to it regularly."

Dortch: "I was fortunate to come during Advent and was able to meet with a number of small groups that had already planned Christmas socials. One way or another, I would recommend small group gatherings."

Smith: "My first two months on the job, the staff assumed responsibility for Wednesday programming so that I was free to move around and observe what was going on, talk with persons as I had opportunity, etc. This arrangement was valuable in helping me get a feel for programs and become acquainted with a sizable segment of the church leadership."

Setzer: "An intentional interim process had identified and begun to work with some of the hot-button issues in the congregation. Also, the church held a big installation service several weeks after my arrival that was an important celebration for them and for me."

What advice would you give other clergy involved in a search process?

Dortch: "The chairman of the search committee formalized the terms of the call with a 'Memo of Understanding,' something I had never been given in other situations. It served to clarify for all parties all aspects of my transition."

Roberson: "Don't be afraid to slow down the process. When a search committee gets to the point of having narrowed down to a candidate, sometimes I think they are just really ready to move forward and be done with the job. It's a great game of wait, wait and then hurry up."

Setzer: "Ask for whatever you feel you need and want at the front end prior to your arrival. I negotiated a sabbatical that included 'credit for accrued service' that took into account my service at my previous church. Also, try to cobble together a good chunk of time between pastorates. It was invaluable to us as we prepared a house for sale, said goodbye to good friends, and regrouped and retooled for the next leg of the journey."

Smith: "Don't want the new place too much. Force yourself to take your time and discern the health and honesty of the potential situation, to pray and reflect honestly to discern if your gifts and skill set fit their needs and if God might be in this."

Let those who have ears, hear.

- See more at: <http://www.ethicsdaily.com/4-pastors-describe-a-healthy-search-process-cms-19780#sthash.uUTxYHg6.dpuf>

## 10 Guidelines for a Pastor Search Committee/Tom Cocklereece

Most pastors and church staff I know say that one of their least favorite things to do is to go through the process of seeking a new place of ministry. Each staff or pastor search committee is different as they reflect the personalities of the committee and the culture of the church. The committee places candidates “on trial” in a time consuming rigorous process in order to call the right person to serve their church. Here are six insights into how your search committee can improve the process:

### 1. **Should the interim pastor be a candidate for the position?**

Question 1 presents a dilemma and there are strong differences of opinion. Some denominational leaders favor excluding the interim pastor from consideration from the start and have sometimes set themselves up as the *de facto* human resources department for churches in their association. This writer believes that the interim pastor can be considered as a candidate BEFORE the committee gets started with advertising the position and looking through résumés. After that point, the interim pastor should not be considered for the position. In the secular business world, temporary employees are often recruited for permanent positions based on their good performance. Some companies hire most of their people this way as it weeds out most of the unsatisfactory workers. Using this process with an interim pastor allows the committee, church, and interim pastor to see if there is a good fit into the church culture and ministry requirements. This can be a win-win opportunity for all parties involved. Once, the interim pastor has been excluded as a potential candidate the committee should move on with the process of advertising and receiving résumés. Perhaps this method works best for churches under 200 in attendance.

### 2. **Send a positive note to all candidates who are not selected.**

Staff/pastor search committees are among the least courteous and most unprofessional on this point; large and mega-churches included. Committees are busy working through the process but should send a kind notification to all candidates not selected for the position.

### 3. **The committee must be aware that their search for a pastor is a two way street kind of process.**

Prospective staff/pastors or “candidates” seek the Lord’s will as they try to discern whether to proceed to each step of the calling process and finally whether to accept a call to a specific church. The candidates measure the tone and mood of each step of the process and at any point either party may decide not to go further. The result is that the pastor loses a potential opportunity and the committee loses a candidate and all of the time and/or expense they have invested to that point. Some pastor search committees dissolve after a couple of candidates suddenly drop out of advanced stages of the process. Committees see themselves as evaluators of the candidate but often forget that the candidate (and his wife) is evaluating them and their church.

### 4. **The committee should be as diligent to answer the questions of the prospective pastor as they expect him to be in answering their questions.**

Pastor search committees often spend great time and effort crafting a questionnaire to send to their top candidates. Some committees prepare short questionnaires while others craft long questionnaires with multiple layers of queries. Prospective candidates look over the

questionnaire to see what it reveals about the church. Some questions may reveal recent conflicts in the church. Other questions may reflect certain theological positions. It is best to ask questions that maintain a neutral bias so as to find out what the candidate actually believes about any particular point of view. Some committees use questions to purposely “weed out” some candidates. An example of this is “What was the Sunday school attendance of your most recent church.” While this can be a good question, it may eliminate some good candidates. Extremely long questionnaires may suggest that the lay leadership desires to micro-manage their staff/pastor. When a committee fails to answer the questions submitted by a candidate, they are projecting a supervisory role and suggesting that the candidate’s concerns are unimportant.

**5. The committee should be careful about some types of questions asked in an interview.**

Once the questionnaire responses have been received, the committee may choose to proceed with an interview, either in person or online using Skype. The point of the interview is to begin to actually get to know the candidate and for the candidate to begin getting to know the people on the committee. Both are evaluating one another. Another purpose of the interview is to get behind the resume and questionnaire. Résumés usually tell all positive things about the individual and the questionnaire will likely show that the candidate holds traditional beliefs. The committee should devise skilled questions ahead of time. The chairman of the committee should instruct the members ahead of time to maintain a positive tone in all questions. A critical mood or tone may end the process for the candidate. The committee should refrain from questions about health, age, and politics. One candidate stated that the first question in an interview was, “How’s your health?” In this case there was no reason for a committee member who was 70+ years old to ask such a question as it came off as somewhat intrusive and critical.

**6. The committee should communicate with the prospective pastor about his availability before scheduling any dates for interview, visit, or preaching.**

Committees often portray themselves as being the potential “boss” of the staff or pastor candidate. This posturing should be discouraged. Committees sent one candidate a message saying they had reserved a date less than two weeks away for an interview or other event, without conferring with the candidate first about his availability. It is a professional courtesy to communicate with the candidate in order to find mutually agreeable times for interviews, visits, or other events.

**7. The committee should maintain a positive tone in each step of communication.**

Many candidates have encountered “porcupine” committee members asking negative or critical questions. The chairman and committee must mitigate this so that it does not communicate that it reflects the overall church culture. The tone and mood of each communication, interview, and meeting are essential and must project a positive tone and mood.

**8. The committee should be sensitive to the needs and feelings of the pastor’s wife.**

Indeed, the committee and church are calling a staff or pastor and not the spouse but they should be sensitive to the needs and feelings of the spouse. Doing so is not only professional but it is the Christian thing to do. To exclude the spouse, especially the wife of the pastor candidate, is a major *faux pas*. To do so suggests an expectation for her to quit her job, leave current family and friends, move out of her home and to go to a place where she may feel unwelcome. If the committee wants to involve the candidate in a meeting without his wife, create an event just for

her. For example, the pastor's wife is often perceived as a leader among the women of the church so create an event where she can meet the wives of the deacons. One committee did not want to pay for travel expenses of the wife of a pastor candidate for a preaching event. Of course this served to hurt the feelings of the pastor's wife and alienate her from the start. It may be difficult for a church to overcome such an offense if that particular pastor family is called and accepts.

**9. The committee should not dissolve upon calling the new pastor or staff member but should meet with him in six to twelve months.**

A best practice is for the committee to meet with the new staff member or pastor six months to a year later. The purpose of such a meeting is to insure that the family has settled in properly, to inquire of any needs they may have, to be sure all employment promises have been fulfilled, and to inquire of their impressions of the process, committee, and the church.

**10. (Write additional guidelines in the comment section below)**

The job of a staff or pastor search committee is already difficult so don't make it more stressful for all. The committee chairman must set the tone and provide good leadership throughout the process. It is important that the committee reflect a positive image and avoid losing candidates while never learning why.

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<http://www.simplifiediscipleship-wordpress.com/2014/07/16/10-guidelines-for-a-pastor-search-committee/>

## **Eight Things You Need to Know about Pastor Search Committees/Thom Rainer**

Not all churches use pastor search committees to call a pastor. Some congregations belong to a denomination that uses an appointment process. Other churches depend on elders to find the next pastor. But a large number of churches today still use the pastor search committee process to find their next pastor.

Even though this process is in use in as many as 200,000 congregations in the U.S., there still seems to be a mystery about its work and decision-making processes. To be certain, pastor search committees are not identical from congregation to congregation. Those differences explain some of the mystery and confusion. There are often great inconsistencies from one committee to another.

Perhaps the primary reason for the apparent mystery of search committees is their own evolution. Not too long ago, their task was to cull through a pile of paper resumes; find three or four prospective pastors to hear preach in the respective pastors own church; and then present the finalist to the church.

Much is changing in the pastor search committee process. Some of it is due to the availability of information in the digital age. The waning of denominational influence also is a key reason this process has changed.

While I could write pages on the history, current reality, and future of pastor search committees, I narrowed the major points to just a few highlights. Here are eight key things you need to know:

1. The process of finding a pastor is taking much longer. There are two key reasons for this development. First, the process itself is no longer as simple as I noted above in the third paragraph. Second, the challenge of shorter pastoral tenure leads committees to be more diligent to secure a longer-term pastor.
2. More search committees work through formal and informal recommendations and referrals. A church is more likely to find a pastor through both formal and informal recommendations than unsolicited resumes.
3. Search committees are utilizing the services of outside experts more often. They seek help from both denominational services and independent search organizations. Those organizations are typically well worth the expense to help a search committee find good candidates. That is their area of ministry expertise.
4. Four out of five search committees receive no training. My number is based on informal surveys rather than scientific polling, but it is nevertheless indicative. Many search committees start their processes with no experience and no training.
5. The multi-site movement will cause a decrease in the number of search committees. Church acquisitions are common today. Churches that are acquired are not likely to have their own autonomous search committee to find a pastor. Leadership in the mother church will choose their pastors.

6. The first place most pastor search committees will evaluate a prospective pastor is podcasts. Instead of visiting and possibly disrupting the pastor's current church, the committee is more likely to listen to sermons on the church's website.

7. The second place most pastor search committees will evaluate a prospective pastor is the church's website. For many search committee members, the website is a reflection of the pastor and the pastor's leadership.

8. The third place most pastor search committees will evaluate a prospective pastor is social media. Before a prospective pastor is ever contacted, many search committees will research thoroughly that pastor's blog and other social media. There are a number of outside firms that offer this service at a reasonable price. Some pastors and other church staff are not getting a second look because of their negative presence on social media.

<http://thomrainer.com/2015/01/eight-things-need-know-pastor-search-committees/>

## **Finding an Interim or Transitional Pastor**

## **The pastor's gone...now what?**

Your pastor has just announced his resignation.

Feelings in the congregation run the gamut of emotions. Some saw it coming. Some are surprised. Some feel grief. Others feel jubilation. If the pastor has left under duress, some may blame others for his exodus.

Regardless of the emotions, life goes on—the church must face the future. There are a couple of things that need to happen—and the sooner the better.

First, the church should consider the question of who will step up to lead the congregation.

Nature abhors a vacuum. The exodus of the pastor may result in a scramble among those in the church who want to “take over the reins.” If the pastor has left in response to growing conflict, the problem is exacerbated. Which “side” will fill the vacuum? The potential for loss is great. It is to be hoped that there are mature lay leaders in the congregation who will recognize the critical need for a balanced decision leading to interim leadership.

Second, the church should elect a Pastor Search Committee or Team.

Care should be taken that the steps followed in this process are in compliance with the church's Constitution and By-laws. There is a tremendous amount of preparation that goes into getting the Search Committee/ Team ready to do its work.

During a time of transition, many churches tend to move too quickly. Churches passing from the leadership of one pastor to another may be well served by transitional pastors who help the passage be as positive and constructive as possible, gaining momentum and productivity in the process of changes.

## **Who Will Preach for Us?**

The period in which the congregation is without its pastor is called the "interim period" or "transitional period." This refers to “the time between the former pastor leaves and the new one comes.” Providing someone to preach in each worship service during the interim is referred to as "filling" or "supplying the pulpit."

During the absence of a pastor, everyone wonders who might be preaching in his place. Most churches “fill the pulpit” in one of three ways:

**“Pulpit supply”**—Some churches ask a minister to preach on a variety of different occasions. This is often referred to as "supplying the pulpit" and the one who preaches is said to be the "pulpit supply." Ministers who pulpit supply do just that—they preach during worship services.

They are generally not expected to perform other pastoral functions (visiting the sick, presiding at meetings, etc.)

**“Temporary/interim pastor”** Some churches ask a minister to serve as temporary pastor. This does not mean he will become the new pastor. It merely means he will be the primary person preaching in all services of the congregation and serving in ways common to a pastor (sometimes making hospital visits, counseling needs, etc.). This is often referred to as an "interim pastorate," and the one who serves is said to be the "interim pastor." He is not a candidate to become the next pastor, and his work is completed when the congregation secures its new pastor.

**“Transitional pastor”** The Transitional Pastor is not just an “interim preacher.” A Transitional Pastor is a temporary shepherd who is trained to lead a church through specific steps toward a healthy beginning for the arrival of the new pastor. Transitional Pastors come from a variety of ministerial backgrounds, but they all have these things in common:

- He is a seasoned minister who has a wealth of experience, training, and skills with which he can move a church forward during the interim period.
- He provides pastoral leadership to the church during the interim period.
- He performs ministerial duties (leading worship, counseling, visiting the sick, conducting funerals, weddings, etc.) as agreed upon in consultation with the church.
- He helps the church clarify her purpose and vision.
- He provides training and guidance to the church-elected Transition Team.
- He works with the Transition Team in helping the church deal with matters that affect future health and progress.
- He provides training and guidance to the Pastor Search Committee/Team.
- He readies the congregation to accept a new pastor.
- He is not a candidate to become the next pastor.

The church is well advised to call an interim pastor or a transitional pastor to help the church move through the transition from pastor to pastor. During a time when the members are anxious about the future of the church, the interim or transitional pastor strives to be a “non-anxious” presence for the congregation. It should be understood that when a person agrees to serve as interim pastor, he also agrees not to allow himself to be considered as a candidate for the position of pastor.

The Missouri Baptist Convention offers training for men who wish to serve as Transitional Pastors. Contact Dr. Gary Mathes, Pastoral Ministries Specialist at 800-736-6227 ext. 338, (gmathes@mobaptist.org) for a current list of those who have completed this training.

## **Next steps...**

First, when the pastor announces his resignation, it would be helpful to invite the Director of Missions to come and speak to the church. He can help the church adjust to being without a pastor by clarifying what to expect, spiritually and emotionally, in the days ahead.

Second, review the church's by-laws and constitution, to determine guidelines such as:

- Who is responsible to invite the pulpit supply and call an interim/transitional pastor?
- How is the church instructed by the constitution to select the Pastor Search Committee/Team and Transition Team?
- Who serves on the committees/teams?
- What size should the committees/teams be?

Third, gather a list of prospective interim/transitional pastors. The Director of Missions or Missouri Baptist Convention Pastoral Ministries Specialist may be helpful in securing names of ministers available to serve as an interim/transitional pastor.

Fourth, interview the prospective interim/transitional pastor to determine his qualifications for the position (according to the church's by-laws and constitution.)

Fifth, define expectations and compensation. The team responsible for recommending the interim/transitional pastor, in consultation with the Budget/Finance Committee and the prospective interim/transitional pastor, will want to negotiate a Covenant of Agreement with the interim/transitional pastor. The covenant should include compensation details, expenses, expected duties, and any other conditions of his employment.

Last, the team will bring to the church a recommendation (including the signed covenant) for calling the interim/transitional pastor.

## **A Word to The Wise...**

- While many churches may have a person in the congregation who is able to serve as interim pastor, those responsible for calling an interim pastor need to review the pros and cons of calling a church member to serve in this role.
- It is strongly suggested that the Pastor/Staff Search Committee (hereafter referred to as the search committee) not consider the interim pastor as a candidate for pastor. In the event the search committee decides to consider the interim pastor as a candidate, he should resign immediately. His resume would be considered first, but will be evaluated based on the profile developed by the search committee.

## What do we want him to do?

### Sample Job Description Worksheet for Interim/Transitional Pastor

Principle Function: The Interim or Transitional Pastor is responsible to the Chairman of Deacons and the Chairman of the Personnel Committee and shall provide pastoral and administrative leadership for the church and shall use his skills in proclamation and pastoral care to minister to the needs of persons in the church and community as negotiated in a covenant agreement.

Responsibilities to be Negotiated between the Interim or Transitional Pastor and the Church:

\_\_\_\_\_ 1. Prepare for and preach at worship services on Sunday morning and Sunday evening — (3 units) {Note: 1 unit = 4 hours}.

\_\_\_\_\_ 2. Prepare for and lead mid-week prayer/Bible study service — (1 unit).

\_\_\_\_\_ 3. Administer office responsibilities, including the preparation of bulletins, newsletters, financial reports, etc.) — ( $\frac{3}{4}$  units).

\_\_\_\_\_ 4. Supervise the church staff and other church employees — (2 units).

\_\_\_\_\_ 5. Minister to the sick in the hospitals and nursing homes — (1 unit).

\_\_\_\_\_ 6. Participate in church outreach and visit prospective members — (1 unit).

\_\_\_\_\_ 7. Visit the homebound — (1 unit).

\_\_\_\_\_ 8. Counsel with members in crisis — (1 unit).

\_\_\_\_\_ 9. Meet with the Deacons in their regular meetings — ( $\frac{1}{2}$  unit).

\_\_\_\_\_ 10. Meet with other church committees (e.g., church council, trustees, personnel committee, budget/finance committee, and search committee) — ( $\frac{1}{2}$  unit).

\_\_\_\_\_ 11. Conduct training for deacons and committees — (1 unit).

\_\_\_\_\_ 12. Prepare for and conduct funerals and weddings — (1 unit).

\_\_\_\_\_ 13. Prepare for and serve as moderator for church business meetings — ( $\frac{1}{4}$  unit).

\_\_\_\_\_ 14. Attend other church functions (e.g. class socials, anniversaries, prayer breakfasts, denominational meetings, etc.) — (1 unit).

What about compensation?

The average layperson in the church works 40 hours a week, or 10 4-hour quadrants of time.

The average pastor works 52-56 hours a week representing 13-14 quadrants of time.

The search committee should ask themselves what responsibilities they want the interim/transitional pastor to fulfill. Make a list and place an “X” in the appropriate quadrant when the interim/transitional pastor would complete that task. For example: We want our interim/transitional pastor to preach Sunday AM and PM and Wednesday PM. Place an “X” in those blocks.

The interim/transitional pastor will need to prepare his messages; allow 8 hours (2 4-hour quadrants) preparation time during the week for this work.

What other responsibilities will the interim/transitional pastor have: hospital visits, deacon and church committee meetings, etc. Place an “X” on these quadrants.

Now count the number of quadrants. Divide the number of quadrants you expect the interim/transitional pastor to work by the number of quadrants you would expect a full time pastor to work (in the above example 6/14, or 43%) to determine the percentage of full time compensation (including salary and housing) to be paid to the interim/transitional pastor. (Continuing with the above example, if the proposed annual full-time compensation is \$35,000, the interim/transitional pastor would be paid \$15,050.)

With this information in place, the church can begin to negotiate expectations and develop a covenant for the interim/transitional pastor.

In addition, the interim/transitional pastor should be reimbursed for mileage (56cents per mile in 2014 – see IRS Publication 463, Travel, Entertainment, Gift, and Car Expenses) and other expenses incurred as indicated by receipts.

## Clarify expectations.

### SAMPLE COVENANT WITH TRANSITIONAL PASTOR

Covenant between Transitional Pastor \_\_\_\_\_  
and \_\_\_\_\_ Baptist Church

#### I. TRANSITIONAL MINISTRY OBJECTIVES:

- Move through grief and frustration.
- Resolve unfinished business that may be crippling the church.
- Listen to hurts and ideas.
- Reinforce the ministry of volunteer leadership.
- Raise the trust level.
- Renewed appreciation for fellowship and reconciliation.
- Fresh understanding of the church's mission.
- Deal with special needs of the church.
- Prepare congregation for a positive experience with next pastor.

#### II. RESPONSIBILITIES OF THE TRANSITIONAL PASTOR

- Be directly accountable to the Church through the Deacon Body or its designate group.
- Under no circumstances be a candidate to become the next pastor.
- Consult with the Pastor Search Committee in the process of organizing/training the committee for its work, but without interference.
- Serve until the church has called a new pastor or until the congregation releases him of his service.
- Provide regular pastoral and administrative leadership as agreed upon.
- Maintain regular office hours and work schedule as agreed upon by Transitional Pastor and Congregation.

#### III. RESPONSIBILITIES OF THE CONGREGATION

- Pray for and support the church throughout the interim process.
- Pray for and support the Transitional Pastor.
- Work together to resolve any unfinished business and to establish healthy goals for ministries and missions.

#### IV. SALARY AND BENEFITS

The congregation agrees to provide the following salary and benefits:

1. Salary \_\_\_\_\_
2. Housing \_\_\_\_\_
3. Benefits \_\_\_\_\_
  - a. Medical insurance \_\_\_\_\_
  - b. Disability insurance \_\_\_\_\_
  - c. Life insurance \_\_\_\_\_
  - d. Retirement \_\_\_\_\_
4. Reimbursable expenses \_\_\_\_\_
5. Vacation and/or leave time \_\_\_\_\_

## V. TERMINATION OF THE COVENANT-AGREEMENT

Either the Transitional Pastor or the Church may terminate this Covenant-Agreement with thirty (30) days written notice.

The Covenant-Agreement is based on mutual trust and may be altered by mutual consent and agreement of both parties.

This Covenant-Agreement becomes effective \_\_\_\_\_.

(DATE)

(signed) Deacon Chairperson

(signed) Transitional Pastor

## SAMPLE COVENANT OF AGREEMENT WITH INTERIM PASTOR

Covenant between \_\_\_\_\_, Interim Pastor and the \_\_\_\_\_ Baptist Church to serve as Interim Pastor.

He is to begin to serve this congregation on \_\_\_\_\_, 20\_\_\_\_.

**Limitations:** The Interim Pastor will not be considered as a candidate for the position of pastor. In the event that he or others consider the Interim Pastor a candidate, this covenant shall be considered null and void and the position of Interim Pastor shall be considered vacant. Further, this agreement shall be considered completed when the call has been extended to and accepted by the new pastor.

**Goals:** During the interim period between pastors, our church recognizes the need for pastoral leadership to maintain the congregation's health and ministry. (Goals for the interim period are to be determined in consultation with church leadership and interim pastor.) List goals to be achieved here:

**Responsibilities of Interim Pastor:** (To be determined in consultation with church leadership and interim pastor) List below:

### Compensation

For services rendered by the interim pastor under this agreement, the Baptist Church will pay:

Salary .....	\$
Housing allowance .....	\$
GuideStone.....	\$
Monthly mileage expense (per mile) .....	\$
Other expenses .....	\$
Total .....	\$

#### Termination of Covenant

The interim pastor agrees to do all in his power to make the transition of the new pastor to the field as effortless as possible. In the event unforeseen circumstances occur, either party will have the right to cancel this covenant with a \_\_\_\_\_-week notice.

Interim Pastor

Date

Chairman of the Committee:

Date

#### **Notes:**

# Finding the Man after God's Own Heart

by Rev. Phillip Shuford  
Director of Missions, Tri County Baptist Association

## Bible Text: 1 Samuel 16:1-13

### Main Idea: God knows who He wants to lead His people.

**Introduction:** Things were going from bad to worse in Israel. The people had asked for a king, and God gave them a king, Saul—an impressive man, apparently a godly man—the kind of king that made you proud to be an Israelite. For a while things were going great. But then things started going wrong—something was just not right with this king—and the country started going downhill. Now, it was clear that God had abandoned Saul. And where did that leave the people? If God had abandoned the king, had God abandoned His people?

### 1. God sees. (verse 1) “provide” (KJV), “choose” (NIV)= HB--"to see"

- **Two things God saw:**

- God sees the **need**. (the people needed a king)
- God sees the **answer**. (God saw David out in the field)

*1 Samuel 13:14 the Lord has sought out a man after his own heart and appointed him leader of his people,*

*Philippians 4:19 But my God shall supply all your need according to his riches in glory by Christ Jesus.* (“supply” The Greek means “to cram full”)

### 2. Samuel questions. (verses 2-3)

Notice 2 things.

- **First, Samuel had questions.** "How can I go?" ("Do you want Saul to kill me?")
- **Second, God had a plan--**a specific, process for anointing His chosen one.

### 3. God calls. (verses 3-5)

*“The one I indicate” (NIV), “the one I name” (KJV)* Hebrew means “say, appoint, call, command, desire”

- **God to Samuel: "Choose the one I say"** (verse 3)  
How do you know what God wants? How do you know that the one chosen is God's choice--and not our choice? Here's how...

- **The prerequisite of discerning God's man.** (verse 5)  
"consecrate (sanctify) yourselves": Hebrew means "to be clean, dedicate, prepare, purify, sanctify"

#### 4. God knows the heart. (verses 6-10)

- **Samuel's mistake:** deceiving appearances (verse 6)
- Samuel was naturally impressed by outward things...and he was wrong!
- **A lesson for Samuel:** God doesn't look at what man looks (verse 7)  
*"I have rejected--refused--him"*
- **Samuel's dilemma:** all these sons, and no king! (verses 8-10)

#### 5. God speaks: "He is the one."

- **Samuel's question: "Are these all?"**
  - based on God's promise (verse 11)
  - Notice the sense of urgency of the task—"we will not sit down..."
- **A description of David** (verses 11-12)
  - youngest (11); tending sheep (11); physical appearance (12)

**What kind of person was David?** He was unique—a poet, shepherd, musician, soldier, far from perfect, yet...

*Psalms 78:70-72 He chose David also his servant, and took him from the sheepfolds: From following the ewes great with young he brought him to feed Jacob his people, and Israel his inheritance. So he fed them according to the integrity of his heart; and guided them by the skillfulness of his hands.*

- **The chosen one is announced** (verse 12)

#### 6. God's choice acknowledged. (verse 13; 1 Chronicles 11:3)

- **Samuel obeys God** and anoints David.
- David was **publicly set aside (anointed).**
- Through anointing a **special spiritual power** imparted.

*Psalms 89:19-21 Once you spoke in a vision, to your faithful people you said: "I have bestowed strength on a warrior; I have exalted a young man from among the people. I have found David my servant; with my sacred oil I have anointed him. My hand will sustain him; surely my arm will strengthen him.*

### **Application Points:**

- God knows your need and He knows how to answer that need.
- God knows that the church needs a pastor. And He knows who that person is.
- In the pastor search process, No problem is so big that God can't handle it.
- Jesse's family had to dedicate themselves before they were ready to find God's anointed one. We also must consecrate ourselves. The time of pastor search must be a time to dedicated, extraordinary prayer, in the Pastor Search Committee and the church as a whole. We must confess sin, repent of sin, and move forward with God's guidance.
- God's standard and our standard may be two different things; don't be swayed by what looks good to us.
- Don't choose just anybody--wait until God speaks
- When God speaks, it is for God's people to respond as well.
- Are we willing to ask God's will--and then to do it?
- Are we willing to consecrate ourselves in this time between pastors?
- Are we spiritually ready to receive the one God has chosen?

**Prayer of St Ignatius: "O Lord, reveal your will, and I will follow like a dog."**