

Pastor Search Committee Workbook

(Designed by Dr. Lynn Eckeberger and Ed Hale)

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***Church Personnel Information Services
Church & Membership Resourcing Center
Baptist General Convention of Texas***

Pastor Search Committee Workbook

(Designed by Dr. Lynn Eckeberger and Ed Hale while serving as Director of Missions)

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

Most churches view the time between the resignation of one pastor and the call of another as unproductive. Some feel it is wasted time. Others fear the congregation will lose members or dollars. Still others are in a rush to call a new pastor as quickly as possible so those things can return to normal.

Significant studies of hundreds of interim congregations over the past twenty years are now showing that the interim between pastors can be an important time in the congregational life. R. Neil Chafin, an experienced consultant to congregations, says, "The way a congregation chooses to use its interim time will shape congregational growth, identity, and health for years to come. We also know that what is done in the interim time really determines whether the new minister and congregation will form a solid ministry team."

Congregations that fail to make wise use of the interim time tend to repeat their history with the new minister. This can lead to pain and confusion for the minister and prevent the congregation from meeting its goals of spiritual growth for its members and ministry to its community.

Expectations of ministers and churches vary enormously. Membership in many churches is either plateaued or declining. Many congregations are unsure of their future. Each generation differs on expectations for the church. The interim is the best time to talk about and clarify these hopes and questions about church life.

*The **Minister/Church Relations Office** of the Baptist General Convention of Texas has developed a specialized process called the "**Intentional Interim Ministry**" that can help a congregation work through five crucial developmental tasks in search of a new pastor. If congregational members do these tasks thoroughly with wide participation, the chances for effective ministry with a new pastor are greatly enhanced.*

The five developmental tasks are: (1.) Coming to Terms with History; (2.) Examining Leadership and Organizational Needs; (3.) Rethinking Denominational Linkage; (4.) Developing a New Identity and Vision; and (5.) Commitment to New Leadership.

*For more information and help call **toll free 1-888-446-1453**.*

Whether your congregation chooses to use an "Intentional Interim Pastor" or a "Traditional Interim Pastor", this Pastor Search Committee Workbook can guide you through the steps of securing a new permanent pastor.

If you choose to secure an Intentional Interim Pastor, it is best for your Search Committee to wait until the five tasks are completed before attempting to find a pastor. The valuable information gained from the Intentional Interim process can greatly enhance their ability to find the right pastor for the church.

Electing A Pastor Search Committee

A Pastor Search Committee is usually elected by secret ballot by members of the congregation, but review your Church Constitution for guidelines set forth by your church. You must follow them.

Here are some practical suggestions. The congregation plans in advance to set a date at which the election shall be held. When the announced date arrives, the congregation should be called to prayer.

Note - *It is a good practice to ask that children and youth sit with their parents, and very clear instructions should be given to them for seeking God's will. A few minutes should be given for parents to discuss this important occasion with their children prior to the vote.*

A ballot with blank lines is then given to each member of the congregation. The members individually write-in the names of those members whom they believe would serve well on the Pastor Search Committee. (See Appendix 1 for a sample ballot.)

A Pastor Search Committee is selected by the congregation and shall report to the congregation. It should have no power to itself. It should work on behalf of the congregation to suggest a possible pastor to the congregation, but it does not have the power to make the choice of the new pastor.

Election Ballot Pastor Search Committee

As an active member of _____ Baptist Church, I prayerfully offer these names for election as our Pastor Search Committee. The five names receiving the largest number of votes will be asked to serve on the committee. If anyone declines the opportunity, the person receiving the next highest number of votes will be asked. This process will be followed until five currently active members of the congregation agree to serve. The committee member receiving the greatest number of votes will be asked to serve as chairperson. After five persons have accepted the responsibility of service, the next two persons having received the most votes will be asked to serve as alternate committee members. Duties and responsibilities of the search committee are outlined on the reverse of this ballot.

With prayer, I offer these names:

1. _____
2. _____
3. _____
4. _____
5. _____

Search Committee Duties and Responsibilities:

1. *Serve until the church votes approval of a new pastor.*
2. *Secure a pulpit supply or interim pastor to preach every public worship service offered by the congregation during the absence of a pastor.*
3. *Refer to the Church Council any matters necessary to the well being of the congregation during the interim period.*
4. *Lead the congregation to declare its expectations of the new pastor and provisions regarding the support of the pastor and family.*
5. *Prayerfully and confidentially conduct the search for God's choice of our next pastor in a progressive, orderly, and timely manner; reporting periodically to the church.*
6. *Prepare the candidate and the church for the opportunity to pray and choose the next pastor in cooperation with the policies of the church.*
7. *Submit the candidate to the church in "view of a call" as pastor by committee recommendation.*
8. *Upon securing the pastor, lead the congregation to follow his leadership. Having fulfilled your task, disband the committee and individually support the work of the congregation and its new pastor.*

Alternate committee members will meet regularly in prayer and consultation with the committee and shall provide counsel, without voting privileges; share the prescribed responsibilities of committee members; remain active in church services (will not customarily travel with committee or be absent from church services); will replace a committee member who permanently relinquishes committee service, such action being announced to the church body. Alternate committee members will not be replaced without church vote.

Checklist for Pastor Search Committee's First Meeting

1. ___ Review the duties and responsibilities of the committee, if needed.
2. ___ Determine your process of securing someone to preach next Sunday and the weeks to follow during this interim time.
3. ___ Make sure there is a chairman, vice chairman, and recording secretary, (a correspondence secretary might also be needed). Take good minutes at every meeting!
4. ___ Discuss thoroughly the "Critical Agreements and Considerations", and review the "Code of Ethics" and "Pastor Search Committee Expenses with the entire committee.
5. ___ A specific place and consistent time for weekly committee meetings should be agreed upon with the strongest priority commitment possible.
6. ___ Determine how often you will report to the congregation. (Example: every third Sunday, once a month, etc.)
7. ___ If at all possible, a committee retreat of one or two days away from the church in a relaxed setting would give you a three to four week advantage to praying, sharing, and meshing together for organized future tasks.
8. ___ Determine to pray for one another regularly. A specific covenant of prayer should be agreed upon, and each member pledges to pray daily for all members:
 - The Holy Spirit should be invited to guide and lead in discernment of this task.
 - Each member will function to full capacity in the secular responsibilities at hand; in family matters; and that God will protect from distractions so as to aid in a careful search for His chosen pastor.
 - Communication will be honest and with love in all matters, both personal and organizationally among committee members.
9. ___ Determine the best day and time you will conduct the Church Questionnaire, to receive input from the congregation (see Appendix 2 – Church Questionnaire).
 - Develop, distribute, review and report on a **questionnaire** to be completed by the congregation that seeks to outline the expectations the congregation has regarding its new pastor.
 - This would include: Personal factors describing the new pastor (age, education, experience, etc.) and tasks which are the most important to be conducted by the pastor such as visitation, preaching, teaching, administration, etc.

First Report to the Congregation

Announcement: "Thank you for your confidence in us. Please pray for us as we seek to serve the church in this capacity."

- Confirm the preaching arrangements for the interim period and call the congregation to special commitment during this time.
- Distribute the **Pastor Search Questionnaire** to the congregation. ("Here's a questionnaire for you to describe to us your expectations in our next pastor.")
- The Search Committee will use this profile to help narrow the list of candidates.

Who Will Preach for Us?

The period in which the congregation is without its pastor is called the "interim period." This means, "between the time 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." One of the duties of the Pastor Search Committee is to provide the one who will preach in the worship services (unless this duty is assigned to another group of members by your Church Constitution).

During the absence of a pastor, everyone wonders who might be preaching in his place. Here are two methods that are used by congregations to "fill the pulpit:"

- a. A recognized and experienced minister is asked 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." Using this method requires a constant enlistment of ministers and can be a difficult job.*
- b. A recognized and experienced pastor is asked 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." His work is completed when the congregation secures its new pastor. It is often understood when a retired or inactive pastor agrees to serve as interim pastor, he also agrees not to allow himself to be considered as a candidate for the pastor position.*

Note – By contacting the **Minister / Church Relations Office** of the Baptist General Convention of Texas at **toll free 1-888-446-1453**, you can request information about and/or receive help with securing a "Traditional" or an "Intentional Interim." (See "Now That Our Pastor Has Left, What Should We Do First?")

Appendix 2

Church Questionnaire

Our new pastor will best serve our congregation's needs if he were: (Please help us by checking your opinions)

Age: Younger than 30yrs. 30-40yrs.
 40-50yrs. 50yrs.+ Age doesn't matter

Previously pastor for: none previous 1-3 yrs.
 3-6yrs. 6yrs.+ Doesn't matter

Marital status: Single Married Divorced
 Married with children Married status doesn't matter

Education background:

High School grad Some college College Grad
 Seminary Graduate (Master Degree)

Pastor Search Committee Reporting

Procedures:

Please check all that applies:

Reports should be: written articles announcements

Reports should be: weekly monthly as they say

Prayer Support:

I commit to pray often for our Pastor Search Committee.

Pastoral Ministry Priorities:

I know a pastor can't do everything, but I think these are the three most important ways our pastor could spend his time:

visit the sick visit the lost visit members

spend time with the youth spend time with aged

preparing to preach and teach private family time

supervising volunteers church committee meetings

counseling church members praying

visiting prospective members and community residents

administrating church program, building, office responsibilities

other (please explain) _____

My Personal Suggestion for a Pastoral Candidate:

Minister's name: _____

Name of Church: _____

Town: _____ State: _____

The primary reason for suggesting this minister as a possible candidate for our pastor is:

In case you might need more information regarding my suggestion, I'm giving you my:

Name: _____ Phone: _____

Who Develops the Job Description and Compensation Package?

These matters must be clearly outlined and agreed upon by the congregation prior to searching for a new pastor. With regard to the duties (job description), be sure to involve the committee or body that will supervise the pastor (to whom he is responsible). See Appendix 3 – Sample: Pastor’s Job Description. Also, use the information received from the Church Questionnaire to make sure that the job description addresses the concerns and expectations of the congregation.

The Finance Committee should be responsible for determining the budget allocations for the compensation package of the pastor. The Search Committee should be prepared for negotiations with the Finance Committee and the pastor in regard to the appropriation of the total compensation package. It is a difficult task to represent both the pastor’s needs and the financial ability of the church in regard to compensation. (See Appendix 4 - Compensation Worksheet.)

*The **Texas Baptist Leadership Center, Inc.** of the Baptist General Convention of Texas at **toll free 1-888-447-5143** can be helpful with getting compensation reports of similar size churches for the committee to consider. Make sure you research the subject thoroughly from both the pastor’s perspective and the reality of your church budget.*

*After negotiating both the job description and the compensation package, provide a **written recommendation** to the congregation for an official vote to avoid any misunderstandings. It should include:*

- *Duties of the pastor.*
- *Specific tasks expected by the congregation.*
- *Salary and provisions of the congregation for pastoral support.*

Appendix 3
Sample: Pastor's Job Description

Principle Function

The pastor is responsible to the church to proclaim the gospel of Jesus Christ, to teach the biblical revelation, to engage in pastoral care ministries, to provide administrative leadership in all areas of church life, and to act as the chief administrator of the paid staff.

Responsibilities:

- 1. Plan and conduct the worship services; prepare and deliver sermons; lead in observance of ordinances.*
- 2. Lead the church in an effective program of witnessing and in a caring ministry for persons in the church and community.*
- 3. Visit members and prospects.*
- 4. Conduct counseling sessions; perform wedding ceremonies; conduct funerals.*
- 5. Serve as chairman of the Church Council to lead in planning, organizing, directing, coordinating, and evaluating the total church program.*
- 6. Work with deacons, church officers, and committees as they perform their assigned responsibilities; train and lead the deacons in a program of family ministries.*
- 7. Act as moderator of church business meetings.*
- 8. Cooperate with associational, state, and denominational leaders in matters of mutual interest and concern; keep the church informed of denominational development; represent the church in civic matters.*
- 9. Serve as chief administrator of the paid church staff; supervise the work of assigned paid staff workers.*

ANNUAL BUDGET FIGURES

A. Church Ministry Related Expenses

- 1. Automobile Reimbursement _____
- 2. Convention Reimbursement _____
- 3. Book/Tapes/Periodicals Reimbursement _____
- 4. Continuing Education Reimbursement _____
- 5. Hospitality Reimbursement _____

TOTAL EXPENSES _____

B. Protective Coverage

- 1. Insurance
 - A. Term Life _____
 - B. Comprehensive Medical _____
 - C. Disability _____
- 2. Retirement _____
- 3. Social Security Allowance _____

TOTAL BENEFITS _____

C. Personal Income

- 1. Cash Salary _____
- 2. Housing Allowance _____
- 3. Utilities Allowance _____

Total Personal Income _____

TOTAL PERSONNEL COST _____

APPENDIX 4 (Part 1)
COMPENSATION
WORKSHEET
FOR
PERSONNEL COSTS

Worksheet for Financial Support (Appendix 4 – Part 2)

A. Church Ministry Related Expenses

1. Automobile reimbursement _____

The Internal Revenue Service sets a standard mileage rate for business miles each year (approx. 35-36 cents / mile). 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.

2. Convention reimbursement _____

This provision allows our congregation to be represented by our pastor in attendance to the annual State and National Conventions. This includes the costs of travel, lodging, meals, and any material or event fees.

3. Books/Tape/Periodicals 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.

4. 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.

5. Hospitality reimbursement _____

It is a regular occurrence for pastors, as representative 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.

B. Protection Coverage

1. Insurance (Term Life, Comp. Medical, Disability) _____

The church provides the standard health care, comprehensive medical, term life 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.

2. Retirement _____

The true compensation to a minister is his salary cash pay, housing allowance, utilities allowance, and social security equivalent. These items 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)

3. Social Security Equivalent _____

Ordained ministers are treated as self-employed and not employees for social security purposes only. Non-ordained employee wages are subject to a matching payment of social security tax. The employee's percentage and employer's percentage of FICA taxes are each comprised of two components: social security tax and Medicare hospital insurance. (Verify the accuracy of percentages with government publications.) The church should provide 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. (_____ Percentage of Salary, Housing & Utilities, and S.S. Equivalent)

C. Personal Income

1. Cash Salary _____

Education, experience, responsibilities and expertise should be considered when determining basic compensation.

2. 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. (SECTION 107 APPLIES TO THE COSTS OF UTILITIES AND FURNISHINGS. THIS LINE ITEM COULD CONTAIN ALL SUCH COSTS, OR A SEPARATE LINE ITEM COULD BE USED FOR EACH, IE. UTILITIES; FURNISHINGS; LAWN CARE, ETC.)

3. Utilities Allowance _____

Section 107 of the Internal Revenue Code offers utilities allowance to ministers. Allowance cannot exceed actual cost.

Putting Together A Church Information Packet

Make assignments to committee members to put together a packet of information on the church and community. Have several copies of the packet available to send to each viable candidate about the time you schedule your first interview visit. 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 you may have.*
- *Information about the parsonage, if the church owns one (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 your last few business meetings.*
- *Various church statistics that would give the candidate information about your church (can be taken from the ACP- Annual Church Profile).*
- *List of organizations in the church.*
- *Information about your town (can be gotten form the chamber of commerce).*

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 or No)

- a. We will require a unanimous vote of the Search Committee regarding the final recommendation of a pastor to our congregation.*
- b. We will maintain full confidentiality in all matters (including spouses, or not?).*
- c. We will coordinate all expenditures of the search by committee approval.*
- d. We will secure resumes on all ministers we consider as prospects. No contact or dialogue will be initiated until such resumes have been distributed to and reviewed by the committee.*
- e. All recommendations must be in writing, and an effort should be made to know something about the character of the reference.*
- f. We will use the pastor profile we assemble as the primary source of evaluating the priority listing of our prospects.*
- g. No individual will be recommended to the church until the committee has interviewed the candidate; heard the candidate preach (in his own church if possible); and has been thoroughly investigated to the committee's satisfaction.*
- h. We will use the stated financial provisions approved by the church for the position of pastor. If we feel this must be altered, we will first gain approval of the church well in advance of making a final recommendation of a pastor.*
- i. We determine a prospective pastor or church member will not "rush" us.*
- j. We agree a candidate will not preach before our congregation until the committee is ready to recommend him to the church as pastor.*

Code of Ethics for Pastor Search Committee Members:

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

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 which bear impact upon our task, but will with careful attention to the honor and testimony of our brothers and sisters, 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 opportunities, 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 accordingly, submit attentively in prayer to His direction.*
- 5. In order to protect the integrity of our covenant, we pledge to uphold all confidentialitys, taking care not to expose them to spouse and/or closest confidante.*
- 6. We will undertake this task as a spiritual challenge, recognizing our personal and corporate need for prayer and spiritual alertness (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. There may not be enough in the budget to cover a long time of pulpit supply. You may also need this expense to 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 in route to interview a prospective pastor. (Gasoline can be purchased for the vehicle, or mileage could be paid. Discuss with local businessmen the allowed reimbursement cents 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 of the candidate to and from the church field. (A suggested amount for car expenses would be 30 to 34 cents per mile.)*
- 6. Any other expense related to searching for a pastor that is approve by the church. The committee should be fair and frugal with expenses. The search could last for several months.*

QUESTIONS A SEARCH COMMITTEE SHOULD BE PREPARED TO ANSWER

1. *How would you describe your church?*
2. *Why was the church started?*
3. *What is this church's purpose? What is the church's unique role in this community?*
4. *How would you describe the atmosphere of:*
 - *worship services?*
 - *small group Bible studies (Sunday School, etc.)?*
 - *deacon meetings?*
 - *business meetings?*
 - *special events?*
5. *What is the church's position regarding:*
 - *the denomination & the Cooperative Program?*
 - *the community*
 - *doctrinal/moral matters (e.g. divorce, etc.)?*
 - *tithing (or fund-raising by other methods)?*
 - *the association (support & participation)?*
 - *Other (_____)?*
6. *What is the church's concept regarding growth? Does the church have a plan for growth? What is the single biggest obstacle to growth in the church?*
7. *What efforts have been made in the recent past in visitation and outreach?*
8. *When did your last new members join?*
9. *How open is the church to new ideas, concepts, and programs?*
10. *What strong ministry does the church have? What new ministry initiatives has the church launched in the last five years?*
11. *Is there any conflict in the church now?*
12. *How are decisions made in the church? (Note to the prospective pastor: Observe this, too!)*
13. *How active are the deacons (in visitation, etc.), and how do they perceive their role (support/ministry/authority/etc.)? To what extent do they support the pastoral leadership? Do they tithe?*
14. *What are the things that unite this church?*
15. *Where does the church want to go? What are the essential things you believe you need to be doing to get there? What is the greatest need?*
16. *Has the interim period been redemptive and healing?*

17. *Will I have complete freedom to preach the Word of God without restrictions?*
18. *What administrative responsibilities will I have? What administrative authority will I have?*
19. *What will be my responsibilities and authority in regard to worship services, and outside speakers/musicians coming to the church?*
20. *What are you looking for in a Pastor? Why?*
21. *What were the strengths and weaknesses of your previous pastor? Why did the last pastor leave?*
22. *What are your expectations of my family?*
23. *Others:*

The Process of Finding A Pastor "Search Etiquette"

The Pastor Search Committee's conduct and practice is the first impression many candidates and their families will have regarding your church. As in all areas of life and work of the church, the highest standard should be followed. The process to locate, interview, evaluate, and pursue a potential pastoral candidate effects his current ministry field regardless if the candidate eventually serves as your pastor. A set procedure gives confidence to your committee members, to your church, and to the prospective candidate. The following should be considered:

- 1. Determine a process to secure someone to "fill the pulpit" and secure a committee to assume responsibility for this process.** *During the absence of a pastor, everyone wonders who might be preaching in his place. (See "Who Will Preach For Us?")*
- 2. Use the Pastor Search Committee Questionnaire to get an idea of the congregation's expectations of the pastor.** *(See Appendix 2: Church Questionnaire).*
- 3. Draft an updated Pastor's Job Description (a statement of a pastor's tasks and expectations) and Pastor's Compensation Package, and have them approved by the appropriate committee(s) and then the congregation** *(See Appendix 3: Sample: Pastor's Job Description and see Appendix 4: Compensation Worksheet for Personnel Costs). These are formal expectations any candidate should understand before serving as your pastor. Develop a pastoral profile to be used by the committee in its search. State the obvious, leave no assumptions. Develop a written information piece to be used with each candidate, giving as full and succinct description of the church and its community as possible.*
- 4. Make assignments to committee members to put together a packet of information on the church and community to give to prospective candidates.** *Assemble several packets and keep them as current as possible. (See "Putting Together a Church Information Packet")*
- 5. Discuss and approve a Code of Ethics that your Search Committee will use in their conduct through the entire search process.** *Deal with matters such as confidentiality, honesty, and relationships with other committee members, and common courtesy among members.*
- 6. Conduct the search for a pastor.**

The Pastor Search Committee should agree upon the process of the search. A variety of methods are used in the process of the search:

 - *The committee travels to visit with prospective pastors.*
 - *Prospective pastors are asked to travel to a neighboring church arranged previously, in which he will preach as a demonstration of his preaching style, focus and demeanor.*
 - *More recently, pastor search committees have made use of videotapes or audiotapes of preaching from various candidates prior to either 1 or 2 above.*
 - *The Pastor Search Committee should agree with and gain approval from the congregation in advance of expenditures regarding any use of congregational funds necessary to the expected search. (See "Pastor Search Committee Expenses")*
 - *The Pastor Search Committee should develop its own sense of confidentiality and schedule regarding their responsible search. Meetings of the committee should be held regularly, with all members fully informed of the expected agenda. The Chairman (elected by the congregational secret ballot as having received the most votes) should lead in a careful sharing of all concerns among the committee. The committee should agree upon the report to be shared periodically with the congregation, being careful not to divulge individual names or current pastorates of possible candidates, but equally calling for the fervent prayer of the congregation toward the committee's efforts in the search.*

IMPORTANT: The chairman should be the primary spokesperson of the committee in all matters (with the congregation, with the potential candidates, and with any outside influences).

7. **Develop a list of names of prospective pastors.** Several candidates will be shared with you from a variety of sources. Each should be graciously accepted. One of the very best FREE resources to find resumes specific to your church is the www.CPIS.org website (Church Personnel Information Services from the Baptist General Convention of Texas). You will need the BGCT Church ID number from your monthly Cooperative Program giving form to log onto the website and complete a church profile that will help you to find resumes matching your church profile. Resumes may also be received from the association office, seminaries, colleges, other pastors or friends of candidates, etc.
8. **Preferably, such recommendations would include a written reference from the source and accompanied by a resume of the candidate.** In receiving recommendations of potential pastors, those providing such suggestions or recommendations should be informed that each suggestion would be treated in the same procedure as all others.
9. **A letter of acknowledgement should be sent to each candidate,** briefly stating receipt of the information and verification of any interest by the candidate. (see Appendix 5: Acknowledgement of Resume Received)
10. **By use of the pastoral profile, develop a list of prospective pastors.** Send a brief note to those whose information do not fit the profile developed, letting them cordially know at this time your search will take you in a different direction (see Appendix 6: Letter: Does Not Fit Profile). Send a letter to those who do fit the profile and ask them to complete an evaluation for further information (see Appendix 7: Letter: Continued Consideration; and see Appendix 8: Personal Evaluation).
11. **By committee assignment, thoroughly investigate available information on the most likely candidates by contact to their references.** Respect the prospect's current ministry field. In every contact made, please be sensitive as not to disturb the church currently served. Making random inquiries to those other than references could be disruptive to the fellowship of fellow believers. Caution. Develop a standardized, written means of inquiry to be used with each reference and with the candidate directly (see Appendix 9: Letter: Candidate's References; and Appendix 10: Personal Reference Information Form). Check all references. Ask each reference if he knows one other person who might know the candidate that could give a good objective report. **Make sure you obtain at least one weakness of each candidate.**
12. **In evaluation of the written responses, narrow the list of candidates again.** (Careful to be inclusive of those candidates being suggested at subsequent times.)
13. **Notify by brief acknowledgement, those no longer under consideration.** A statement of their obvious gifts and an explanation that at present, your search takes you another direction (see Appendix 11: Second Level Notice of no Further Consideration).
14. **Prioritize your short-list of candidates.** At this point, deal with one person at a time. Follow the process to its conclusion. Never consider bringing more than one candidate at a time before your church for consideration as a pastor for the congregation.
15. **Contact each viable candidate directly for an initial visit.** Keenly respect the present ministry of the candidate. **Do not speak to the church secretary** about an initial visit or any other subject. Speak to the pastor personally and arrange an appointment for the committee to visit at length with him (prior to hearing him preach, if possible). A drop-in committee is more likely to have expended tremendous effort in arranging their own schedules, using travel resources, building up expectations; only to discover the absence of the pastor or a very busy pastor who does not have time to give the attention deserved. Make appointments directly with the candidate and be sensitive about the meeting place so as not to arouse suspicion.

16. **Keep the appointment.** *If emergencies require changes, communicate the problems and reschedule. Try to schedule the meeting away from the office for privacy sake.*
17. **Be honest, even if it is humbling.** *Be descriptive of all things: faults and successes of the church. Do not obscure the bad with an over emphasis of the good.*
18. **Try not to be conspicuous while visiting in services.** *After making sure the pastor will be preaching, arrive as friends, making a visit among brothers and sisters in Christ. Sit in various places among the congregation, not as a board of inquiry. Take good notes on the sermon and worship experience. It is hard to recall your evaluation from memory (see Appendix 12: Prospective Minister's Sermon Evaluation Form). Do not linger, but make a point before leaving to share privately with the pastor that you will be back in touch. Information and details can be shared by phone earlier or later, but not at the dismissal handshake.*
19. **Make an immediate follow-up phone call that afternoon to relieve the candidate's anxiety about your conclusions of the visit with him.** *Even if the news is "no news," it is more caring to communicate with honesty than to be silent.*
20. **Make arrangements for a second visit to the candidate's church.** *Use good judgment as to whether or not the entire committee should attend the worship service. However, for the second visit, all committee members should attend the interview with the pastor and his wife. (See "Making a Second Visit With a Viable Candidate")*
21. **Determine how the Search Committee will present the candidate to the congregation.** *This is a very important step in the process and should not be overlooked because first impressions are always critical. (See "How to Present the Candidate to the Congregation")*
22. **Determine how the Search Committee will make the official recommendation to the congregation.** *Refer to your Church Constitution for official guidelines. (See "How to Make a Recommendation and Vote on the Pastoral Candidate")*

Appendix 5

Letter: Acknowledgement of Resume Received

(Secretary: This is an initial acknowledgement to all prospective candidates. Use church letterhead for this letter. However, it is suggested that you hand write on a plain envelope using the Search Committee chairperson's name in the return address instead of the church name. Writing "personal" on the envelope may also help with confidentiality.)

Dear Rev. _____

The Pastor Search Committee of _____ Baptist Church has been provided your name as a possible candidate for pastor.

We are in the initial stages of our task. We are gathering several bits of information from our local church members. We are asking everyone to pray for our search to be directed by our Lord. We are confident of His direction in these matters.

At this point, we simply desire to acknowledge we have received your name. If you would rather us not give the slightest consideration of you as a pastoral prospect, please drop us a note to remove your name from our search.

We pray God directs you in all you do in service to Him.

Sincerely,

Chairman, Pastor Search Committee

Appendix 6
Letter: Does Not Fit Profile - Rejection

(Secretary: This is a first level notice that no further consideration of this prospect is expected. Use church letterhead for this letter. However, it is suggested that you hand write on a plain envelope using the Search Committee chairperson's name in the return address instead of the church name. Writing "personal" on the envelope may also help with confidentiality.)

Dear Rev. _____:

The Pastor Search Committee of _____ Baptist Church was provided your name as a prospect for our pastor.

The Search Committee has been diligently evaluating, discerning, and praying about the needs of our congregation and their expectations in a new pastor. We realize that all expectations are legitimate in the eyes of our people, but not always immediately a clear direction from our Lord.

It continues to prove a challenging and difficult task. Ultimately, we will secure only one man to serve as our pastor. This has required a great deal of prayer and action on our part.

We gathered input from our people, put together a profile of needs based upon this input, and have tried as best we could to anticipate in faith the best composite to expect with God's next man for our church.

This profile causes us to significantly narrow the pastoral prospects. As a courtesy to you and with full intention of affirming your ministry where God has you at this time, we must respectfully notify you that our search will take us in a different direction from you at this time.

We are grateful God has called all of His servants to service in His name.

Respectfully,

Chairman, Pastor Search Committee

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Appendix 7

Letter: Continued Consideration as Candidate

(Secretary: This is a notice this prospect will potentially move into consideration as a candidate. Use church letterhead for this letter. However, it is suggested that you hand write on a plain envelope using the Search Committee chairperson's name in the return address instead of the church name. Writing "personal" on the envelope may also help with confidentiality.)

Dear Rev. _____

The Pastor Search Committee of _____ Baptist Church has been working diligently at our task of discovering God's man for our congregation.

The Search Committee has been evaluating, discerning, and praying about the needs of our congregation and their expectations in a new pastor. We realize that all expectations are legitimate in the eyes of our people, but not always immediately a clear direction from our Lord.

It continues to prove a challenging and difficult task. Ultimately, we will secure only one man to serve as our pastor. This has required a great deal of prayer and action on our part.

We gathered input from our people, put together a profile of needs based upon this input, and have tried as best we could to anticipate in faith the best composite to expect with God's next man for our church.

This profile causes us to significantly narrow the pastoral prospects. At this time, though very preliminary to our search, we feel you remain as a viable prospective candidate to our search. As a courtesy to you and with full intention of affirming your ministry where God has you at this time, we ask you to further assist our search by completing the enclosed evaluation. If you would rather us not give further consideration of you as a pastoral prospect, please drop us a note to remove your name from our search. Otherwise, as God directs, please return this information to us within fifteen days.

We will understand by your positive response to our request that we may continue by contacting your references to gain further appreciation of your ministry.

Respectfully,

Chairman, Pastor Search Committee

Making a Second Visit With A Viable Candidate

Since you were evidently greatly impressed with him the first time you heard him preach, this second visit should be more lengthy and thorough. The committee should phone in advance, talk to the prospective pastor only, and make plans to hear him a second time. By all means, hear him in his own pulpit if he is presently pastor of a church. (It may be that you heard him the first time in another church building when he was on vacation, in a revival meeting, or, by your committee's arrangement, in another pulpit.) But by all means visit and hear him in his own church pulpit--on his own turf. Make sure the entire committee is at this meeting if at all possible.

Perhaps you may want to take him out for a meal and a time of fellowship and discussion prior to the Sunday worship hour. Be sure to include his wife if he is married. This is "a must" for your committee. However, if the prospect's church is in a very small town or rural area, where everybody knows everybody, it may be wise not to take him and his wife out to a meal to avoid the risk of his members drawing the conclusion that "he must want to leave." You do not want to jeopardize his present ministry. The same would be true if the pastor has small children where the wife would naturally be more concerned about feeding her children than she would in conversing with your committee.

In either of these cases, it might be prudent to arrange with the prospect in advance to meet in the pastor's home around two o'clock for a relaxed time of conversation and discussion. Or advance arrangements could be made for a baby-sitter, and your committee could take the couple to a nearby city or town for a fellowship meal where you could have more privacy.

What should you discuss with the prospect? Somewhere in your conversation you should ask many questions of this candidate to get to know him personally and professionally. (See Appendix 13: Important Questions to Ask a Prospective Pastor)

Give him an opportunity to ask questions about your church. He may want to know about:

The unity of your church

Why the last pastor left

If there is freedom in your church pulpit (freedom to preach as God leads)

The church staff--if you have one

Support of missions

The church's concept of the work of the pastor

The growth potential

Your outreach and witnessing program

The church plant

The strongest program of your church

The weakest program of your church

The greatest thing your church has done in the last five years.

(See "Questions the Search Committee Should Be Prepared to Answer".)

Be open with him. Never try to hide the facts and condition of your church. And be kind to him. Do not interrogate him!

Finally, talk about "money matters" and other benefits (see Appendix 4: Compensation Worksheet for Personnel Costs). God-called men are not in the ministry for money, but it does take money to meet financial responsibilities, and "the laborer is worthy of his hire." Since he already has a copy of the church budget which you mailed to him in the packet of materials, now would be a good time to discuss what the church has agreed to offer a pastor in the way of salary, housing, utilities, protection benefits (such as retirement and insurance) and service ministries (such as car expenses, convention expenses, books, and continuing education).

Talk about the amount of vacation offered, number of revivals and teaching or conference opportunities permitted, moving expenses paid by the church, what the church would provide in additional staff personnel, and any other matters of mutual concern. After talking with the pastor, increases may need to be made in some areas. **It would be wise for the committee to give the prospective pastor a written copy of these matters, even if on a tentative basis.** Later, if the committee should recommend calling him as their pastor, **a firm, written agreement** should be made between the prospective pastor and the church. This will avoid any misunderstandings at a later time.

Have a conversation at this time about what the church expects of a pastor (see Appendix 3: Sample: Pastor's Job Description). Use the results from the Church Questionnaire. There should be an honest and free conversation about a working schedule, office procedures, and other mutual concerns about pastor-church relations you have not already discussed.

Give him an opportunity to talk with you about some expectations he would have for the committee and the church. These expectations should be conveyed to the congregation **before** the church votes to call him as pastor.

By this time your committee should have some "signals" from the prospective pastor about his interest in your church. If he does not show any real positive feelings about your church, ask him to make it a matter of genuine prayer. Commit yourselves to do the same and tell him you will contact him later.

Should the candidate agree to continue the process, it is strongly suggested that you consider conducting appropriate background checks. (See Appendix 14: Authorization For Release of Records) The candidate should complete this notarized form and send it back to you before you conduct any investigations. Experience has shown us that you cannot do too many background checks. We would suggest at least the following checks: Credit, Criminal (national and state), Sexual Offender, Identity Verification, and Education Verification. Others are available according to your needs. Check out the www.CPIS.org website for background check agencies under the "Resources" tab or contact the CPIS office toll free at 1-800-443-5065 for assistance with names of agencies.

Stay in contact with this candidate until he agrees to come in view of a call or he decides that it is not God's will for him to come to your church. If at any time your committee does not feel that you should proceed with this candidate, let him know immediately explaining why you are not going to consider him any longer as a candidate and proceed to the next viable candidate.

Appendix 8
Personal Evaluation Form

Name: _____

Instructions: On a scale of 1 - 10, please circle the degree to which you evaluate yourself.

CHRISTIAN CHARACTER AND ATTITUDE

1. Christian Character:

Consistently demonstrates love, patience, and forgiveness toward others.

Does not demonstrate a real understanding of Christian standards.

10 9 8 7 6 5 4 3 2 1

2. Personal Discipleship and Witness:

Consistently demonstrates a maturing Christian discipleship based fellowship and service.

Does not give evidence of spiritual growth in his daily walk.

10 9 8 7 6 5 4 3 2 1

3. Cooperation:

Actively seeks ways to work with others to achieve desired results.

Selfish, never seeks to work with others.

10 9 8 7 6 5 4 3 2 1

4. Attitude:

Consistently demonstrates a positive, edifying attitude.

Very poor; is critical, sarcastic, or moody much of the time.

10 9 8 7 6 5 4 3 2 1

5. Relating To People:

Consistently demonstrates a capacity and willingness to work harmoniously with staff, workers, and laymen.

Alienates others, is distant and uncaring in relationships.

10 9 8 7 6 5 4 3 2 1

PROFESSIONAL SKILLS:

6. Quantity of Work:

Consistently produces more than is required.

Does not meet minimum standards.

10 9 8 7 6 5 4 3 2 1

7. Quality of Work:

Excellent; always top-notch demonstrates good thought, planning, and follow-through.

Very poor; results are far below standard most of the time.

10 9 8 7 6 5 4 3 2 1

8. Organization and Planning:

Always plans his work and then works his plan; delegates involves others.

Flies by the "seat-of-his pants" never involves others in the planning process.

10 9 8 7 6 5 4 3 2 1

9. Knowledge of Job:

Above average education and experience for current position; continues to grow in the job.

Below standard; does not demonstrate a clear understanding of what can or should be done.

10 9 8 7 6 5 4 3 2 1

10. Work Habits:

Energetic; good manager of time and other resources; punctual.

Lazy, wastes time and other resources; not punctual.

10 9 8 7 6 5 4 3 2 1

11. Responsibility:

Very dependable; always gets the job done within the quality, quantity, cost and time limits required.

Cannot be trusted to perform within predetermined limits; requires constant supervision.

10 9 8 7 6 5 4 3 2 1

12. Initiative:

A self-starter; looks for ways to improve or help the situation.

Must always be prodded into action; does not initiate on his own.

10 9 8 7 6 5 4 3 2 1

13. Communication:

Clear, consistent, and effective.

Confusing, unclear, and inconsistent.

10 9 8 7 6 5 4 3 2 1

14. Confidentiality:

Can be trusted to hold confidences; loyal.

Tells all to all.

10 9 8 7 6 5 4 3 2 1

15. Creativity:

Consistently develops new ideas or new ways of doing old tasks.

Never attempts new ideas or methods, only relies on "the way we've always done it."

10 9 8 7 6 5 4 3 2 1

Appendix 9
Letter: Candidate's References

Send this to the references noted on the resume.

Enclose a self-addressed, pre-stamped envelope for return on church letterhead

Dear Mr. Reference:

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 here as to his pastoral skills, given 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 in the next 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,

Chairman, Pastor Search Committee
_____ **Baptist Church**

Appendix 10

**Personal Reference Information Form
for
Pastor of _____ Baptist Church (Address)**

Reference of: _____

Form Completed by: _____

PLEASE ASSIST OUR SEARCH COMMITTEE BY ANSWERING THE FOLLOWING AS FULLY AND AS OPENLY AS POSSIBLE. YOUR ANSWER WILL BE HELD IN STRICTEST OF CONFIDENCE.

1. How long have you known the candidate and under what circumstances have you known him?

2. What do you consider his strengths as a pastor?

3. What do you consider his weaknesses as a pastor?

4. What can you tell us about his family?

5. How does the family contribute to his ministry?

6. Are there any problems relating to their children that would be distracting from his ministry?

7. In what capacity of the church have you particularly worked with this pastor? Circle one or more: Sunday School, Discipleship Training, Deacon, WMU, choir, committee, Baptist Association, Convention, member, other (specify) _____

How did this pastor relate to you and your group in the area of your involvement as mentioned above.

8. Does this prospect's sermons have substance? Are the sermons delivered in a manner which holds the attention of the congregation?

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

10. How does the prospect demonstrate his enthusiasm for ministry?

11. Does he exhibit a vision for doing God's work? Can he share his vision enthusiastically?

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

13. Describe the prospects involvement in ongoing mission activities.

14. Additional comments:

15. The following items, 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 - number 1 through 11 (1. being the most important). See reverse side for explanation of categories.

	<p>ADMINISTRATOR <i>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.</i></p>
	<p>COMMUNITY RELATIONS SUPPORTER <i>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.</i></p>
	<p>COUNSELOR <i>The pastor should be an effective counselor, setting aside a portion of his time for counseling, and making referrals when appropriate.</i></p>
	<p>DENOMINATIONAL RELATIONS <i>The pastor should be knowledgeable of and concerned about our church's efforts to cooperate and maintain historic values with sister churches in missions, education, evangelism, and other denominational activities.</i></p>
	<p>EVANGELIZER <i>The pastor should be involved personally in evangelism, sharing the gospel with those inside and outside the church.</i></p>
	<p>LEADER <i>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.</i></p>
	<p>MISSIONARY VISION <i>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 these needs.</i></p>
	<p>PRAYER AND WORSHIP LEADER <i>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.</i></p>
	<p>PROCLAIMER <i>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.</i></p>
	<p>STUDENT <i>The pastor should have an ongoing program of study (including, but more than personal Bible study & prayer) to develop new skills and knowledge and participation in activities which renew his physical, emotional, and spiritual energy and zest for his ministry.</i></p>
	<p>VISITOR <i>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.</i></p>

Because the tasks of a pastor are multi-dimensional, the following overview may be helpful in completing the questionnaire.

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, that you love one another" (John 13:34-35).

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.

A Denominational Relations Supporter works through the local, state and worldwide organizations of our denomination to further the cooperative goals of meeting both the spiritual and earthly needs of the people in our world. The Christians in Antioch exhibited this when, "The disciples, each according to his ability, decided to provide help for their brothers living in Judea." Acts 11:29

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 Tim. 4:5) There are two ways to evangelize: through our lives and 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 a 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 "where there is no vision, the people perish." A pastor should see the opportunity of enlarging God's Work and lead the church to see the field is white unto harvest to enlist the unchurched, minister in a loving, and caring way to senior citizens, the singles, the 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..." (Phil. 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 Tim. 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 TIM. 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. (Heb. 12:14; I Peter 4:9)

Appendix 11
**Letter: Second Level Notice of No Further
Consideration**

(Secretary: This is a second level notice of no further consideration. Use church letterhead for this letter. However, it is suggested that you hand write on a plain envelope using the Search Committee chairperson's name in the return address instead of the church name. Writing "personal" on the envelope may also help with confidentiality.)

Rev. _____
_____ (home address if possible)
_____, _____

Dear Brother _____:

Our committee prays with a greater appreciation for you and other servants of our Lord. We have certainly learned empathy for the time, care and patience required as a pastor learns to discern the will of God for himself and for his church family.

We pray our momentary contact to you has not distracted you from your current service for our Lord. It is our prayer that this time together has resulted in an affirmation of your current service in His name and to the ministry to which He has called you. We certainly know there is a vast difference between His call and His field of service.

As best we can discern, our search will take us in a different direction from you at this time.

We pledge to pray for you as we are reminded of your service in His name, "Being confident of this very thing, that He who hath begun a good work in you will perform it until the day of Jesus Christ."

May God be pleased with all we attempt in His name,

Chairman, Pastor Search Committee
_____ *Baptist Church*

Appendix 12

Prospective Minister's Sermon Evaluation Form

Pre-visit Arrangements:

Five Simple Questions Directed to the Candidate:

1. Will you be preaching in your pulpit this Sunday?
2. Would it be convenient for our committee to visit your church and hear you preach?
(Some special emphases are not convenient times. Perhaps a more customary service would be more practical, and you might have more time for us.)
3. Are you dealing with another pastor search committee at the present time?
(If so, simply explain: "We appreciate your honesty. It would be wise for use not to disrupt that process at the present time. Perhaps, if it does not work out and you would allow us to know, then we may still want to visit with you.")
4. May we meet you prior to hearing you preach; or take your family to lunch; or visit privately sometime in the afternoon?
5. What time does your worship hour begin?

Name of Minister _____
 Church _____
 Location _____ Date _____

Points in the sermon that impressed me: _____

My impressions of the prospect and his sermon:

	Yes	No		Yes	No
Positive	___	___	Obvious preparation	___	___
Enthusiastic	___	___	Speaks distinctly	___	___
Clear	___	___	Stayed with subject	___	___
Personal warmth	___	___	Inspiring	___	___
Good illustrations	___	___	Doctrinally sound	___	___
Humor	___	___	Appeal to the mind	___	___
Good personal appearance	___	___	Appeal to emotions	___	___
Good intro.	___	___	Good conclusion	___	___

Did he apply the sermon to everyday life? Yes / No

Did you sense God's presence and power during the service?
Yes / No

Would this kind of preaching meet the needs of your church?
Yes / No

Use of notes? Excellent__ Good__ Fair__ Not detectable__

What about pulpit mannerisms? Good__ Fair__

Approximate length of sermon? _____minutes

Other comments: _____

Committee member's name: _____

Appendix 13

Important 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. Add your own. The list is not intended to be exhaustive, or to be used in its entirety, or in a particular order, although it could be. Take notes during the interview and rate the candidate on a scale of 1 to 10 for each category. Once the interview is over, transfer your scores to the Interview Summary on the last page.

Name of Candidate: _____ **Date:** _____

Ministry Experience:

What have you learned in the congregation you now serve that will make you a better pastor?

Describe a ministry experience with the congregation you now serve that captures your greatest strengths.

Describe a grievance you have had with any of the churches you have served. How was it resolved?

Have you had a positive or negative experience with a church building program?

Describe your weaknesses and your strengths.

Education:

*What skills do you bring to this position that you believe will serve you and the church well?
How did you obtain these skills? How do you apply these skills to your work?*

Do you have plans regarding future education? What role do you believe the church should play in your continuing education?

Philosophy of Ministry:

Describe the mission of your present congregation. In what ways have your ministry influenced this mission?

Describe your personal vision for ministry. Is there any particular congregation presently reflecting this vision for ministry?

What attracts you to this church? How long would you like to stay at this church?

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.

Churches desire a pastor who has personal integrity. What does this mean to you?

How do you respond to criticism?

Theological and Ethical:

Describe a personal experience that has significantly shaped your own theology.

To what degree if any do you differ with the historical doctrinal positions of this church?

Describe several ethical principles that guide your work.

Do you identify yourself with any particular religious political group?

Do you consider yourself a Southern Baptist? Why or why not?

Congregational Life:

What changes may be in store for our congregation if you become our pastor?

What church structure do you view as best in helping a congregation to achieve its mission?

What planning model do you use in guiding the mission of a church? (How do you set goals, prioritize plans, define and evaluate success?)

Describe your operational strategy during the first 6 months with this congregation. (What would be your most important priorities?)

How have you approached the issues of finance and stewardship with your present congregation?

How do you conduct business meetings?

Worship Leader:

Describe a typical worship service for which you plan to lead. Do you use an order of service?

Describe the style of music you prefer and share its role in the service.

What special services do you like to conduct throughout the year?

How do you balance worship so it addresses the needs of different age groups?

Preaching:

Describe your routine process of preparing sermons.

How do you select sermon topics?

How much time do you devote each week to sermon preparation? How does that compare to time spent counseling or administration?

How long do you typically preach?

How do you feel about other ministers preaching at our church?

Are there any topics you feel uncomfortable preaching about, such as finances or current moral issues?

Pastoral Care and Counseling:

What role does pastoral care and counseling have in your present position? Give us an example of a typical week of pastoral care activities.

What duties are more important than pastoral care? What duties are less important?

Do you consider yourself a counselor? What type of counseling do you perform?

More recently, sexual misconduct within the church has become a more visible issue. What safe guards have you initiated to protect yourself and the church from such misconduct?

If a middle-aged man asked you to counsel him about divorce at his home, would you? What if it was a woman?

How do you equip church members to provide care to other congregational members?

How do you view your role in visiting members and church guests (visitors)?

Do you have any restrictions on the performance of marriages? Describe your approach to pre-marital counseling.

Do you feel that a pastor should have an unlisted phone number? Why or why not?

Christian Education:

Do you encourage participation in state and associational training?

Describe your present model of education for the church.

What successful approach have you found to adult education? (preschool, children, youth)

What is your role in Christian education?

What Bible study curriculum do you currently use for the different age groups within your church? How do you determine which to use?

What educational programs, other than Sunday School, do you emphasize?

Missions and Evangelism:

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?

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?

How do you now allocate financial resources to the local association, state and national mission endeavors?

Some people believe a church can become too big. Others feel that every church should become as large as possible. What's your view?

Administration:

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?

What is the primary role of the deacon body? What responsibilities, priorities or boundaries should the deacon body have in defining our church ministry?

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?

What training and orientation have you provided for deacon bodies in the past?

Staff Relationships:

Describe how your management or leadership style affects your relationship with other church staff members?

What accountability would be expected among staff members?

How comfortable are you in providing direction to staff members?

Who should be included in staff meetings?

What type of conflicts have you experienced with other staff members, and how was it resolved?

How do you feel about a church member being employed as the church secretary, janitor, etc.?

Have you ever had to terminate a church staff member? If so, how did you handle it?

How would you respond to other staff members who in your opinion are doing a poor job?

Financial Issues:

What are your salary expectations?

On what basis would you expect future raises?

How many weeks of vacation do you presently receive?

Do you have a retirement plan?

What insurance plans do you have?

Community Relations:

What responsibility do you feel the church has to respond to the social problems affecting our community?

What organizations are you currently involved with outside the church?

Have you worked with ecumenical activities within your community?

Family Life:

Tell us about your family.

How does your family feel about the possibility of this job change?

What things would you like the church to do to provide support to your family?

If you were to move here, what type of housing would you be looking for?

If you were to die or become disabled, how would your family be provided for?

Personal:

Why are you a pastor?

What motivates you as a pastor?

What spiritual disciplines guide your life?

How do you cope with stress?

Have you been previously married?

When you face a personal problem, whom do you turn to for support and counsel?

Have you had any health problems in the past few years? How about now?

Do you take regular vacations?

Have you ever been charged and/or convicted of a crime?

Have you ever had financial difficulties? Will you give permission for a credit check?

Do you have outstanding debts with which you are struggling?

Do you have any severe problems with your children or teenagers?

Do you have any outside business involvements? If so, how involved are you?

Questions about our church:

How familiar are you with the history of our church? Do you have any questions about our past?

What do you see that you like about our church?

What questions do you have about this position that have not been answered?

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

PASTORAL CANDIDATE *Interview Summary*

Date: _____

Name of Candidate: _____

Assessment Rating Scale: 1 = lowest rating; 10 = highest rating.

Category	Rating 1 to 10
1. Ministry Experience	
2. Education	
3. Philosophy of Ministry	
4. Theological & Ethical	
5. Congregational Life	
6. Worship Leader	
7. Preaching	
8. Pastoral Care & Counseling	
9. Christian Education	
10. Missions & Evangelism	
11. Administration	
12. Staff Relationships	
13. Financial Issues	
14. Community Relations	
15. Financial Issues:	
16. Family Life	
17. Personal	
18. Questions About our Church	
TOTAL	

INTERVIEW IMPRESSION:

- ___ Excellent Candidate
- ___ Good Candidate
- ___ Possible Candidate
- ___ Poor Candidate

AUTHORIZATION FOR RELEASE OF RECORDS

In order to confirm my suitability to serve as pastor of _____ Baptist Church , I understand that the Church is conducting a personal background investigation.

I, _____, do hereby authorize any law enforcement agency, military organization, doctors, insurance companies, educational institutions, governmental agencies, banks and credit agencies, former and present employers, and individuals, to furnish to _____ Baptist Church any or all available information regarding me, whether or not it is on their records. I hereby release them from any civil or criminal liability whatsoever for issuing the same.

My Social Security number is _____

My Driver's License number is _____ (State:_____)

Signature

Date:_____

*Sworn and subscribed before me, this
_____ day of _____, 200__.*

NOTARY PUBLIC OF

My commission expires: _____

How to Present the Candidate to the Congregation

This process is crucial to an informed decision by the church. The committee must do two things simultaneously, anticipate and meet the needs of a church decision; provide a clear invitation to the candidate and his family.

The church constitution and by-laws might provide a clear procedure for calling a pastor. If so, it should be strictly followed, but with personal warmth that is characteristic of the congregation. You are inviting its prospective lead family to be a part of its fellowship, ministry and life. Things must be in order.

A written recommendation and introduction of the candidate should be provided to the church at least a week prior to the vote on the candidate. This must be done in a manner that does not cause undue concern in the current pastorate of the candidate. The candidate must appreciate the need for your church to be informed and in prayer about this historic decision in the life of the church.

A brief biographical sketch with picture of candidate and family is very appropriate. A brief statement of the type of ministry in which the minister is currently serving and a succinct explanation as to the conviction of the committee in presenting this candidate should be shared. This explanation is not to be a campaign speech to sway the votes of the church, but rather an open explanation as to the process used by the committee to bring this particular candidate before the church.

How to Make a Recommendation and Vote on the Pastoral Candidate

The process of calling a pastoral candidate:

- 1. The committee should announce the vote two Sundays in advance of when the candidate will preach in "view-of-a-call." (See the Church Constitution for accurate guidelines for this Business Meeting.)*
- 2. The candidate should preach either the Sunday morning or Sunday evening service.*
- 3. Upon the conclusion of the service, the candidate and family members should be excused from the auditorium, escorted to a comfortable waiting place.*
- 4. The church moderator should call the church into an official business meeting according to the guidelines of the Church Bylaws. It is recommended that the church conduct a secret ballot vote regarding the call of the candidate as pastor. **(It is strongly suggested that children and youth be asked to immediately sit with their parents, and parents should be given a few minutes to discuss this important occasion with them prior to the vote.)***
- 5. According to church policy, the Pastor Search Committee should bring a motion to the church to issue a call to the candidate. It is strongly suggested that the motion include a written recommendation using the "Sample Recommendation For Presenting The Pastor To The Church" form. This will help to clarify the full motion and vote of the church, and keep misunderstandings to a minimum in the future.*
- 6. Pray with the congregation for God's will to be done in this matter, and the Search Committee should respond to an open and honest discussion following the motion before the vote is taken.*
- 7. Each active member should be provided a secret ballot and those voting should circle the vote **yes** or **no**, or instruct the congregation to write yes or no.*
- 8. It is suggested that the Pastor Search Committee should count the ballots.*
- 9. It is suggested that a vote to call the candidate as pastor should require at least 75% of the voting ballots (see Church Constitution and Bylaws for required percentages).*
- 10. The congregation should be prepared to sing a couple of songs or hymns until the votes are counted and the candidate is asked for a response.*

The results of the vote should be shared with the congregation waiting in the worship center. The candidate and family should be told the result of the vote in private. Should the vote be favorable, at that time he should be asked to announce to those in the worship center his acceptance of the call as pastor. The pastor should begin duties approximately one month after the call (or a time determined in his interview).

If the vote is not favorable, be prepared to make an announcement to the congregation immediately; and regroup the committee to proceed with your next candidate.

SAMPLE RECOMMENDATION FOR PRESENTING THE PASTOR TO THE CHURCH

(A recommendation similar to the one below should be presented to the church at a special-called business meeting. Following the motion [no second required], a time of discussion should be called by the acting moderator before the vote is taken [unless discussion has taken place preciously].)

We, the members of the Pastor Search Committee of _____ Baptist Church feel that God has led us to the right man to serve as our pastor.

Therefore, under the leadership of the Holy Spirit and with the approval of the prospective pastor himself, we unanimously present the following recommendation:

(1) That _____ Baptist Church extend a call to the Rev. _____ to become pastor of our church, beginning _____.

(2) That this call shall include the following "Job Description" and "Compensation Agreement" (including moving expenses) as discussed with the Pastor Search Committee and presented to the church membership:

(Some churches include the Job Description and Compensation Agreement agreed upon by both parties as part of the motion. If it is the policy of the church not to reveal the Compensation Agreement information on the business meeting floor, make sure the congregation understands that both documents will be entered into the business meeting minutes for future reference.)

(3) That the present church budget be amended to cover the financial commitments set out above.

(4) That a written copy of this recommendation be placed in the minutes of our church and also that a copy be presented to the Rev. _____ [prospective pastor].

The Pastor Search Committee:

_____, Chairman _____
