



Pastor Search Committee Guide

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Pastor Search Process

1. Check the Church Constitution and By Laws for direction regarding the election of the Pastor Search Team. Which leaders, group, committee are deemed responsible for providing ongoing pulpit supply and an interim pastor?
2. Once the Pastor Search Team is in place, the members of the team need to elect a Chairman, Vice Chairman, Secretary, and Prayer Coordinator for the search process. The team will decide on the roles for each of these officers (see document 1).
3. Make a commitment to confidentiality. Due to the sensitive nature of the search process, at the end of each meeting the team will decide what can be shared with the church. The Pastor Search Team will be considering candidates who are still on another church staff. It is not ethical to allow the names of the candidates to be public until the final stage. The team may find out personal data about a candidate that needs to stay private so be extremely careful with all information and keep this information within the team. It is always best to allow one person to speak for the team. The church needs to be informed of progress of the search team's work, however there are some things that need not be shared until the end of the process.
4. Assign needed tasks to team members based on skills, interests and passions. Some needed tasks include the following: making copies of resumes, setting up a special email account to receive resumes, tabulating the Congregational Survey, making inquiries for advertising the position, sending out letters to the individuals who have sent resumes, returning phone calls, checking references and getting background check information.
5. At the earliest time possible make sure there are no unresolved issues that need to be dealt with before a new pastor comes. There may be policies, procedures or practices that need to be addressed at this point.
6. Survey the congregation. This will involve the membership in the process by obtaining their input regarding their preferences in the next pastor (age, education, family, ministry experience, etc.) and names of potential candidates they wish to share (see document 2). The Search Team may want to complete a search team survey to begin open discussion regarding each team members' perspective regarding the selection of the next pastor (see document 3).
7. Begin the resume gathering process.
 - a. Note the various places to acquire resumes (see document 4).
 - b. Designate a place for resumes be sent. Options include: To the church address; To a special P.O. Box; To an address of one of the search team members; To a special email address.
 - c. Determine an ending date for receiving resumes. A time frame needs to be set for accepting resumes, in most cases a six to eight week window.
 - d. Determine if and where the team will advertise or post their position. Western Recorder? With Southern Seminary placement?
8. Develop a Job Description (see document 5) and Benefit Package Range that will be embraced by the church. Refer to the SBC Ministers Compensation Study as a guide (see documents 5, 6, and 7).
9. Develop a Church and Community Profile to be used as a tool for top candidates. This tool will be the first introduction to your church and community (see document 8).
10. After the final date of collection for resumes, begin opening the resumes (it is recommended not to review resumes as they come in). Only after the ending date is past does a team begin the narrowing process. This allows each resume to have the same opportunity to be viewed. Send candidates an initial letter upon receiving their resume (see document 9).

- 11. Provide a copy of each resume for every person on the search team.
- 12. Pray over the resumes asking each member to choose their top 10 (not in any order). This will allow for a more manageable number of prospective candidates (see documents 10 and 11).
- 13. Mail the team's top ten candidates a questionnaire with a date to get them back to the team. This step provides two things: first it allows you get to know the candidate better; secondly it shows the person's punctuality in meeting a deadline (your team may want to date the questionnaire upon its return from a potential candidate (see document 12).
- 14. In the next meeting bring in your top 5 out of the 10. In this meeting the team will put them in order from 1 to 5. As a team you must come to agreement on the order.
- 15. Select your top 3 resumes in order
 - a. Pray fervently
 - b. Check References from Resumes. Also check second tier references (those not on the resume but those close enough to give good objective information about the potential candidate). This is the one thing that search teams do not devote the needed time and work to and later they regret not doing this (see document 15).
 - c. Mail a release form that will allow your team to do a Criminal and Financial Background check.
 - d. Conduct background checks (see document 14).
 - e. Interview the candidates (see document 13).
 - f. Hear them preach.
- 16. Focus on one top candidate at a time. If your number one candidate is no longer available or he has closed the door on discussion, move to your number two candidate.
- 17. Set a time for the candidate to come in view of a call. Make this a time for the congregation to meet the prospective pastor and his family. Set up meetings with various groups, one for the deacons, one for other leadership, and an open one for membership. Schedule for the candidate to preach a trial sermon. At this point develop some type of informational packet for the congregation that tells about the potential pastor candidate. It may still be wise to withhold the name of your candidate publically until just a few days before the visit, especially if the candidate is currently in close proximity of your church.
- 18. Vote on the Pastoral Candidate as stated in Constitution and By-laws. Will the members vote by ballot? Voice vote? Or show of hands? Will there be absentee balloting?
- 19. On the new pastor's first Sunday conduct a special service. Ask your Pastor Search Team to be involved in the service. You may want to invite your Director of Missions to be part of the service to lead in a charge to the church or responsive reading of commitment.
- 20. Over the next year The Pastor Search Team needs to make sure the pastor and his family feel connected to the church family. The team should be an advocate for the new pastor to help him establish strong relationships with the congregation. It is also a good practice to help the church celebrate the Pastor's anniversaries, birthday, and significant issues in the life of his family.

Responsibilities of the Pastor Search Committee officers

• **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.

Document 2

CONGREGATIONAL SURVEY

Dear Church Member:

You are the church. Your pastor (staff) search committee wants your suggestions and recommendations in regard to the search of a pastor (staff minister). Please give this response sheet your prayerful, careful, and thoughtful attention.

1. How much experience should our new pastor (staff minister) have?

- Less than 5 years 10–20 years Does not matter
 5–10 years More than 20 years

2. While age should not be a major factor, approximately what age pastor (staff minister) do you feel our church should call at the present time?

- 20–30 years 40–50 years 55+ years
 30–40 years 50–55 years Does not matter

3. How do you feel about the educational qualifications of our future pastor (staff minister)? Should the minister have...

- High School Seminary
 College Other graduate work
 Would you consider someone just out of college?
 Would you consider someone just out of seminary?
 Does not matter

4. A pastor (staff minister) has many important responsibilities. While he or she ought to be interested in each of the following, which ones do you feel should receive most of the minister's time (please check only five): Note to committee: Substitute/change according to ministry position being considered.

- Sermon preparation Counseling
 Visiting prospective members Leadership/Administration
 Personal Bible study and prayer Personal soul-winning
 Visiting members (includes the sick, homebound, and those in crisis.)
 Attending denominational meetings (association, state, and national)
 Civic affairs Promoting church ministries/programs
 Reading, current events Continuing education (professional development)

5. What do you feel is the most important quality our pastor (staff minister) should possess? Please feel free to express your feelings about other characteristics you want to see. (Use the back of this page, if necessary.)

6. I want to submit the following name to the committee:

Name _____

Church _____

City _____ State _____

Why do you recommend this person?

Signed _____

PASTOR SEARCH COMMITTEE SURVEY

The following items, in alphabetical order, include the many responsibilities of a pastor. All of the responsibilities are important. Carefully consider the needs and staff of our church, then mark these items according to the relative importance of each. Please be discriminating in your response. Please check no more than six items in any column. On the back, comment further on any particular category in which you have additional thoughts inclusive of why you feel one category is of greater or lesser importance. Additional comments are often of more value than simple checkmarks.

RELATIVE IMPORTANCE

	Very Important	Important	Less Important
<p>Leadership/Administrator: The pastor should manage the affairs of the congregational organization through planning, decision making, delegating, evaluating, and managing conflict and stress. He should capably lead the church staff.</p> <p>Community Leadership: 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.</p> <p>Counseling: The pastor should set aside time to assist persons facing problems or decisions.</p> <p>Crisis Ministry: Ministering in the midst of crises, for example death, sickness, or other traumatic events of individual lives.</p> <p>Denominational Leadership: Serving or having served in a position of leadership within the local association or state denominational ministries.</p> <p>Evangelism and Missions: Personally sharing the Christian faith, enabling laypersons to witness, and supporting denominational missions.</p> <p>Family: The pastor should spend ample time with his family and be a positive leader in his own family.</p> <p>Pastoral Care: Ministering to, befriending, nurturing, supporting, reconciling, and affirming church members in their homes, informal contacts, and at church.</p> <p>Personal Growth: Strengthening himself and the church through private and public devotions, prayer and Bible study, availing himself of ongoing educational opportunities.</p> <p>Preaching: Making the gospel relevant to people's lives through clarity in preaching.</p> <p>Social Ministry: Enabling persons within the congregation to become aware of and participate in issues of social concern.</p> <p>Stewardship Leader: Leading laypersons to develop and use individual and congregational resources.</p> <p>Teaching (Bible Theology): Communicating a comprehensive understanding of the Bible and Christian theology.</p> <p>Worship Leader: Planning and conducting worship services as a central event of the congregation in gathered community.</p> <p>Vision: The pastor should be excited about his calling to the ministry and to our church. He should exhibit a vision of doing God's work here, and should enthusiastically share it with the church.</p>			

Approximately what age pastor should our church call?

Name the most important qualities and characteristics our pastor should possess.

How much ministry experience do we want our next pastor to have?

Search Committees Resources

Resumes

- *Your Local Baptist Association Director of Missions*
- Peggy Berry (Resumes Services) Ministry Transition Specialist
Kentucky Baptist Convention Peggy.berry@kybaptist.org 502-489-3382
- Southern Seminary Ministry Connections <http://www.sbts.edu/students/center-for-student-success/ministry-connection/>
- Southern Baptist Convention
Online posting you will need your church SBC ID number for your log in (Free)
<http://www.sbc.net/jobs/login.asp>

State Papers

Kentucky: Western Recorder: www.westernrecorder.org or 866-489-3535

Tennessee: Baptist & Reflector: (615) 371-2003

Background Checks

Kentucky Baptist Convention

<http://www.kybaptist.org/safechurch>

Protect My Ministry

Sondra Smith

Risk Management Specialist

800 319-5581 ext 289

ssmith@protectmyministry.com

www.protectmyministry.com

Group Publishing has Shepherds Watch

<http://www.group.com/shepherds-watch>

Lifeway Christian Resources

www.lifeway.com/Article/composite-home-background-checks

Staff Package Helps

Additional information is available at www.kybaptist.org/financialbenefits or by contacting:

Donald Spencer, CFP®, Financial Support Specialist

Church Financial Benefits Department,
Kentucky Baptist Convention

Phone: 502-489-3384

Email: don.spencer@kybaptist.org

Ministry Assistant

Pam.stallard@kybaptist.org

502-489-3385

PASTOR 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.

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. Work with deacons, church officers, and committees as they perform their assigned responsibilities; train and lead the deacons in ministry.
 6. Act as moderator of church business meetings.
 7. Cooperate with association, state, and denominational leaders in matters of mutual interest and concern; keep the church informed of denominational development; represent the church in civic matters.
-

JOB DESCRIPTION—SENIOR PASTOR

Primary function —To provide kingdom leadership to the members of this church enabling them to focus on the Great Commission, and equipping them to carry out the five functions of the New Testament church: evangelism, discipleship, ministry, fellowship, and worship.

RESPONSIBILITIES

Leading

The senior pastor will lead and develop the pastoral team in equipping the congregation to fulfill the Great Commission and accomplish the purpose statement of this church. The senior pastor will lead and equip the body of deacons so they can effectively lead the ministry teams of the church.

Administering

The senior pastor will provide direction and oversight to the administrative ministries of the church and will give leadership to the administrative ministries team of the congregation. The senior pastor will administer the pastoral team of this church.

Ministering

The senior pastor will use his spiritual gifts to edify and build this local body of believers. The senior pastor will provide appropriate pastoral care to members of the church and the community and will equip the members of the pastoral team and the deacon body to do the same.

Communicating

The senior pastor will preach and teach the Bible, believing that it has God for its author, salvation for its end, and truth without any mixture of error for its matter. The senior pastor will communicate the vision for ministry that God gives to this congregation.

Expectations

The senior pastor is expected to be a servant leader. The senior pastor is expected to live an exemplary life modeling the call, character, and competencies becoming a minister of the gospel of Jesus Christ. The senior pastor will demonstrate a servant spirit as a growing disciple of Jesus Christ.

Source: Frank R. Lewis, *The Team Builder* (Nashville: Convention Press, 1997).

What Does the Bible Say About Financial Support for Ministers?

To the Church

The Lord directed those who proclaim the gospel to get their living from the gospel. (1 Cor. 9:14)

God's plan is that those who preach the gospel shall be supported by those receiving it. As Jesus sent out the seventy, they were not to think of themselves as objects of charity. The hospitality of those to whom they ministered was payment for services rendered. He said:

"...stay in that house, eating and drinking what they give you; for the laborer is worthy of his wages." (Luke 10:7a)

"...let the one who is taught the word share in all good things with him who teaches." (Gal. 6:6)

Paul taught churches to support those who ministered. According to the New Testament, people who are called to serve a church should receive their support from the church. When a church calls a pastor or staff member, the church has the responsibility to provide for financial needs to the best of the congregation's ability.

In addition to cash salary and housing, financial support for ministers includes protection coverages (insurance and retirement) and covering ministry-related expenses. This should be done with love and Christian generosity.

Ministers and church staff will have difficulty performing effectively without this support. 1 Timothy 5:17-18 reminds us that while ministers who serve well are not necessarily to receive double pay, they are worthy of it and should receive adequate financial support.

To the Minister

In 1 Timothy 5:8, the apostle Paul shared a thought provoking statement:

"...if any one does not provide for his own, and especially for those of his own household, he has denied the faith, and is worse than an unbeliever."

In the original language there is an added dimension to his words that may not be evident in most translations. When Paul said, "provide for his own," it included in his thinking "with forethought for the future."

The implications of this for a minister's financial support plan should be obvious. Life, disability and medical insurance are important to the well-being of one's family. Adequate retirement planning now is essential for one to provide security in retirement years. Appropriate provision for retirement and insurance are a major part of "providing for one's own with forethought for the future."

Basic Financial Support Guide for a Bivocational Pastor

Step 1 – Decide How Ministry Related Expenses will be covered and budget adequate amounts.

Expenses should be paid by a church separate from the “pay package”. Typically this includes travel expense using the IRS mileage rate, costs of ministry related materials and sometimes expenses for conventions and/or continuing education.

These should be paid using accountable reimbursement. If not, payments for expenses become taxable income. To be tax free accountable reimbursement of expenses cannot be funded by a reduction in salary.

Step 2 – Determine Amount of Compensation.

For ministers, this includes Salary and Housing. Make sure the amounts are adequate for the requirements of the job. The SBC Compensation Study can provide information on what churches of similar size and financial resources pay their pastor.

Step 3 – Determine What Protection Benefits will be provided.

The decision on what benefits will be provided should be a matter of church policy. Three types of benefits are possible.

- **RETIREMENT** – Every church should always include some contribution to retirement through the Church Retirement plan at Guide Stone. There are tax benefits, potential protection benefits, and other advantages in this plan that a minister cannot get in any other retirement plan. Even if the pastor has a secular retirement plan, there are numerous advantages to the pastor in utilizing our denominational plan for some added retirement contributions.
- **SOCIAL SECURITY** – Although an employee for income tax purposes, ministers are self-employed for social security. A church can provide (taxable) funds to the minister to help offset the added cost the minister has in paying the self-employment social security rate.
- **INSURANCE** – This can sometimes include medical, dental, life and disability insurance. Needs will vary depending on the insurance the minister has at their secular employment.

Step 4 – Total and Re-Examine the Plan

Review the support plan as a total package. Check for any areas needing additional discussion or adjustment. Is the plan appropriate for the church and for the minister?

Sample Plan for a Bivocational Pastor

Below is a sample Financial Support Plan for a minister serving as a bivocational pastor.

This church has an average Sunday attendance of 47 and annual church receipts of \$ 41,500. This church does not own a parsonage.

This pastor has life, medical and disability insurance through his secular employment. Due to many significant advantages to the pastor through the Church Retirement Plan, the church includes contributions towards retirement. By participating in the Church Retirement Plan, this pastor will receive matching retirement contributions from the Mission-Church Assistance Fund and he will have up to \$ 100,000 in a life insurance type of benefit and up to \$ 500 per month disability benefit.

Compensation

Salary	\$ 4,250
Housing Allowance	<u>\$ 10,750</u>
TOTAL COMPENSATION	\$ 15,000

Protection Benefits

Retirement	<u>\$ 1,200</u>
TOTAL PROTECTION BENEFITS	\$ 1,200

TOTAL “PAY PACKAGE”	\$ 16,200
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Additional amounts are budgeted to cover Ministry Related Expenses on an Accountable Reimbursement basis.

Car Expenses (@ IRS Mileage Rate)	\$ 1,300
Expenses for conventions, conferences or continuing education	\$ 600
Ministry Related Books, Tapes & Periodicals	<u>\$ 300</u>

TOTAL AMOUNT BUDGETED FOR MNISTRY RELATED EXPENSES	\$ 2,200
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TOTAL COST TO CHURCH	\$ 18,400
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Basic Financial Support Guide for a Full-Time Minister

Step 1 – Decide How Ministry Related Expenses will be covered and budget adequate amounts.

As a responsible employer, expenses incurred to “get the job done” should be paid by a church separate from the “pay package”. Typically this includes travel expense using the IRS mileage rate, costs of ministry related materials, expenses for conventions and/or continuing education, cell-phone if provided for non-compensatory purposes, and sometimes ministry related hospitality expenses.

These should be paid using accountable reimbursement. If not, payments for expenses become taxable income. To be tax free accountable reimbursement of expenses cannot be funded by a reduction in salary.

Step 2 – Determine Amount of Compensation.

For ministers, this includes Salary and Housing. Make sure the amounts are adequate for the requirements of the job. The SBC Compensation Study can provide information on what churches of similar size and financial resources pay their pastor.

Step 3 – Determine What Protection Benefits will be Provided.

The decision on what benefits will be provided should be a matter of church policy. Three types of benefits are possible.

- **RETIREMENT** – Every church should always include a contribution to retirement through the Church Retirement plan at GuideStone. There are tax benefits, potential protection benefits, and other advantages in this plan that a minister cannot get in any other retirement plan. For a church to do its part to provide adequate retirement income for a minister or other full-time employee, a contribution equal to 10% of compensation is suggested.
- **SOCIAL SECURITY** – Although an employee for income tax purposes, ministers are self-employed for social security. A church can provide (taxable) funds to the minister to help offset the added cost the minister has in paying the self-employment social security rate.
- **INSURANCE** – This can include medical, dental, life and disability insurance. Some of these coverage can be provided by an employer on a tax-free basis.

Step 4 – Total and Re-Examine the Plan

Review the support plan as a total package. Check for any areas needing additional discussion or adjustment. Is the plan

Sample Plan for a Full-Time Pastor

Below is a sample Financial Support Plan for a minister serving as a full-time Pastor.

This church has an average Sunday attendance of 160 and annual church receipts of \$ 245,400. This church does not own a parsonage.

This church provides the pastor life, medical and disability insurance and includes contributions towards retirement. As part of the Church Retirement Plan at GuideStone, the pastor will have up to \$ 100,000 in a life insurance type of benefit and up to \$ 500 per month disability benefit at no cost. The church also provides a social security equivalent equal to what the church would have to pay toward social security for any non minister employees.

Compensation

Salary	\$ 43,000
Housing Allowance	<u>\$ 13,500</u>
TOTAL COMPENSATION	\$ 56,500

Protection Benefits

Retirement	\$ 5,650
Social Security Equivalent	\$ 4,322
Life, Medical & Disability Insurance	\$ 11,231
TOTAL PROTECTION BENEFITS	\$ 21,203

TOTAL “PAY PACKAGE” \$ 77,703

Additional amounts are budgeted to cover Ministry Related Expenses on an Accountable Reimbursement basis.

Ministry Car Expenses (@ IRS Mileage Rate)	\$ 3,700
Expenses for conventions, conferences or continuing education	\$ 1,200
Ministry Related Hospitality Expenses	\$ 350
Ministry Related Books, Tapes & Periodicals	<u>\$ 500</u>

TOTAL AMOUNT BUDGETED FOR MINISTRY RELATED EXPENSES \$ 5,750

ANNUAL TIME ARRANGEMENTS

The church acknowledges that the minister's work cannot be rigidly regulated because of the nature of the ministry. Crisis situations and emergencies along with meetings and a heavy schedule may alter the minister's schedule and sometimes necessitate arranging the work and leisure at his/her own convenience. Despite weekend work and evening obligations, the minister must find some time to spend with family and for personal needs.

1. Day(s) off each week:

2. Weeks for vacations:

3. Church-approved holidays:

4. Study-leave time:

5. Revivals or Sunday engagements:

6. Total number of Sundays for church-paid pulpit supply:
 - a. Vacation
 - b. Conventions or conferences
 - c. Study leave
 - d. Revivals and/or speaking engagements

7. Sick-leave arrangements

8. Any other arrangements

Source: Stephen Parks, Sonny DePrang, Bruce Parrish, David Williams, Pastor Search Committee Workbook (Shreveport, LA: Northwest Louisiana Baptist Association, nd)

CHURCH AND COMMUNITY PROFILE

One of the most helpful things that you as the pastor search committee will do for your next pastor is to prepare a profile which can be shared with a potential minister. The profile will also help the potential pastor to pray about God's will concerning his becoming your pastor. If the process breaks down and you no longer are interested in that minister, ask for the profile back so that you might share it with the next minister. The following items are suggestions for the portfolio:

Church Information

1. Constitution and bylaws
2. History of the church
3. Church budget
4. List of all church officers
5. Church's Annual Church Profile: last 3–5 years (can be acquired from KY Baptist Convention)
6. Pictorial directory
7. Copies of recent worship bulletins
8. Church's mission/vision statement
9. Copies of recent newsletters
10. Pictures of the church and community
11. Church's long-range goals

Associational Information

1. Associational annual report
2. Recent copy of associational newsletter
3. Associational history
4. Biographical profile of the director of missions

Community Information

1. Most recent census statistics (KY Baptist Convention can provide area demographic)
2. Chamber of Commerce promotional pieces
3. Map of the community, especially a map of the church field (mark the location of the church)
4. Information about schools
5. Free magazines of homes for sale in local area

A sample letter for potential candidates

Date

Dear

We received your resume for consideration in our search for our next pastor. We have received a number of profiles and will be spending the next few months studying the information we have received and seeking God's leadership in finding the right person for this important ministry position. When we have completed this process, we will be scheduling interviews with the candidates that we feel match the needs of our church.

You do not need to do anything at this time. We will contact you if we would like to meet personally with you and your spouse or when we have made a final decision. We appreciate your interest in our church. We pray that God will guide both you and us as we seek to serve Him.

Sincerely,

SAMPLE LETTER—NON-ACCEPTANCE LETTER

Date

Dear

Thank you for your interest in the position of (ministry position) at our church. We have received biographical information from a number of qualified, committed persons and have sought to consider each one prayerfully.

God has led us in another direction. We trust that God will continue to lead you as you seek to serve Him. Thank you for your prayers for our congregation. We, too, pray for you and your family.

Sincerely,

LETTER TO POTENTIAL CANDIDATE

Date

Inside Address

Dear (name of recipient):

Our church is in the process of searching for a new (ministry position). (Name of person submitting name) has highly recommended you to us for consideration.

A brief description of our church and its ministries is enclosed. After reading it, if you feel that this description of our needs complements your gifts and interests, we encourage you to complete the enclosed biographical profile. If you have a biographical profile prepared, we welcome that, too; but we ask that you complete the enclosed form so that we will have equivalent information from everyone.

Sincerely,

Name

Chair, Search Committee

Encl: Church Information Form

Biographical Profile Form

Self-addressed, Stamped Envelope

RESPONSE TO MINISTER EXPRESSING INTEREST

Dear

We appreciate your sharing your availability and interest in the position of (ministry position).

So that we may have similar information from each candidate, we are asking that each candidate complete the enclosed biographical profile. We have also included some basic information about our church so that you can more fully determine if you feel your gifts and experience match the needs of our church. If you are still led in our direction, we encourage you to complete the profile and return it to us as soon as possible.

Sincerely,

Chair, Search Committee

Encl: Church Information Form

Biographical Profile Form

Self-addressed, Stamped Envelope

Overview of the Resume Review Process

A. First Review of Resumes

After the deadline has expired to accept resumes, the committee will begin their First Review of these candidates. One person from the Pastor Search Committee will need to make copies of each resume for every member of the committee. Another person should be given the task of sending an email to every candidate to thank them for sending their information to the committee. Once everyone on the committee has received their copies of the resumes, set aside some time for each person to read over them, pray through this process, and return with their top candidates (give at least a week or more depending on the number of candidates) to the next meeting.

Information for individual committee members to use to review resumes:

Look at personal information to see if there are gaps of time not reported (like employment, marriage, locations.)

Pay attention to the ministry area, how many different places has the candidate ministered, how long has he served at each ministry position (some may say they have been in ministry 25 years but their average tenure is only 3 years, showing the candidate may not be a long term minister)

What size churches have they served? Has the candidate been on a larger church staff in the same position?

What is the candidate's denominational involvement with their state convention or local association?

Where does the candidate currently live? His current location could say something about the culture he has ministered in and would impact the church's consideration of relocating the family.

What is the candidate's education or training? Is the person a lifetime learner?

One question the committee needs to ask about each resume is, "Why do we need to move this person to the next level in our process?"

At least a week after each member receives their resume packets, set up two stacks of resumes. One for those candidates that are "likely" to move to the next step in the process and one stack for those "not likely" to make the next step. After the committee comes to an agreement on which stack these resumes belong, begin a prayer time over those that are in the "not likely" stack. Ask God to guide these which have been taken out of your prospective stack to where He needs them. Someone will need to contact those individuals in the "not likely" stack to inform them they are not moving to the next level.

In some cases the number of resumes could be too large to copy each one. The time used to make individual copies for each search committee member would be wasteful. One way to handle this first review task would be have two stacks, one for those who could "likely" be a candidate and one for those "not likely." After the first review of the resumes, those candidates that are in the "likely" stack will need to be copied for the team. At this time the team begins a more in depth process of moving toward God's preferred candidate.

B. Second Review of Resumes

At the second review of the "likely" resumes, each team member will spend time alone carefully reviewing this smaller group of resumes. As the team begins to narrow the field, they will want to spend time in personal prayer and contemplation of each of these more likely individuals.

As the team is sifting through resumes they will give impressions regarding about each of these candidates. One option for the team is to give each individual resume a score from their most likely to least likely (1 being least likely to 10 for most likely.) The individual team members could come back to the next Pastor Search Team meeting with each resume scored and the collective score could be used as a way to get the selection down to a more manageable number of candidates. The objective is to get the individuals to a number where surveys could be mailed for a third reviewing in the narrowing process. A good outcome for this step would be agreement of the team for their Top Ten individuals. The team will also begin the process of calling references of these top candidates to acquire more information about each individual. This step could require an additional meeting before the third review of resumes begins because a discovery from their references could keep a person from being considered in the next step of the search process.

When the team is in agreement each of the top candidates will be sent a questionnaire to be used in the next step of the process. The information sent to these top individuals should include a brief introduction of the church, explanation of the next steps in the search process, and deadline to get the questionnaire back to the committee.

At this point the individuals who are not the Search Team's top candidates need to be sent a letter or e-mail thanking them for their interest and explaining that the committee has chosen not to include them from the next step of the team's search process.

C. Third Review of Resumes

After the deadline for the top candidates' surveys, the Pastor Search team will reassemble to receive a copy of each candidate's answers to the questionnaire. The team should set their next meeting to hear feedback from each team member's perception of the top candidates. Once again the process could use a scoring system (if you have 10 top individual's questionnaires then score them similar to the first system and ask them to be prepared to report at the next meeting.) The team should be given at least a week to read over and think through the answers from each candidate.

At the second meeting each team member will bring their report of their top candidates. It is not important at this point to get the candidates into their top 1, 2, or 3. The outcome is only to help the team to agree on their top 3 candidates (not in order) for the next step. It is now time to contact each of the top 3 to set up a time and place for the first face to face interview.

D. Fourth Review of Resumes

The outcome of this step is to rank each individual candidate in the priority order. It is extremely important that each Pastor Search Team member is in attendance for these interviews. The team will have a similar set of questions for each person interviewed. It would also be important at this point to include the wife of the candidate in the process. (In this workbook there are questions to be used in interviewing both the candidate and his wife.) If your meeting location is the church, for privacy sake, make sure you plan a time when there are no other activities at the church. At this point the process is to determine where each person ranks so that the team can come to agreement on their number 1, 2 and 3 individual.

After the interview it would be best for the team to schedule their next meeting to talk through the interview and how the candidate would be placed in the search process. It is of most importance to get the agreement of the team for the placing of candidates. The next step will be working with the number one person until they cease to be a candidate, in that case the number two candidate is moved to number one.

E. Working with the Number One Candidate

At this point in the process it is very important to take good notes and gather pertinent information for the team and the candidate. A few things in this step are:

For Candidate

Background Check
Constitution and By Laws for candidate
Budget
Compensation and Benefits Package
Written Job Description
Moving agreement and arrangements for the candidates family

Pastor Search Committee

Final Report for Additional References
Church Calendar to set up possible meeting of leadership and time to preach

Calendar for a Saturday Event:

9:00 Meet at the church for a final Question Time

Show the Candidate the Facility

Overview the Job Description and Package (If this has not already been shared)

11:30 Lunch with Ministerial Staff

Leave time if needed for Candidate and each Staff to meet individually

3:00 Community Tour

Questions regarding concerns of search committee to recommend this candidate

Questions to answer from the candidate

Calendar for the View of Call Weekend

Friday Night: Supper with the Pastor Search Committee and their spouses and Ministerial Staff and Spouses

Saturday Morning: Meeting Deacons and Wives

Meeting with Church Leadership: Sunday School Teachers and Committees

Saturday Afternoon: Church Social a time to informally speak to perspective Pastor Candidate

5:00 Perspective Pastor Candidate sharing his Testimony and answering Questions

Sunday Morning: Worship with prospective Pastor preaching. Immediately after the service a called business meeting for the purpose of voting for the Pastor Candidate.

Reviewing Resume Guide

Look at personal information to see if there are gaps of time not reported (like employment, marriage, locations.)

Personal:

- Does the candidate give a clear indication of a call into ministry? Is there a clear indication of call to this church ministry role?
- Is the candidate married? If so how long have they been married? Do they have children? Some candidates have adopted children, this is a place to check the age of children and length they have been married.
- Where does the candidate currently live? His current location could say something about the culture he has ministered in and would impact the church's consideration of relocating the family.

Professional:

- How many different churches has the candidate served with?
- Does the candidate show accomplishments at each church?
- Are there lapses of time between ministries?
- Pay attention to the ministry area, how many different places has the candidate ministered? How long has he served in each ministry position? (Some may say they have been in ministry 25 years but their average tenure is only 3 years. This may indicate that the candidate may not be a long term minister.)
- What size churches have they served? Has the candidate been on a larger church staff?
- What is the candidate's denominational involvement with their state convention or local association?

Educational:

- Does the candidate indicate completion of some type of formal education?
- Verify degree completion with institutions where candidate has been enrolled. As you look at the schools, are they affiliated with the Southern Baptist Convention? By searching the internet your committee can determine the type of school the candidate has received his education from.
- Did the candidate graduate? Is the candidate currently enrolled in an institution? Has the candidate allowed time to lapse for his education journey?
- What is the candidate's education or training? Is the person a lifetime learner?

References:

- Does the candidate list references?
- If he does list references, how does the candidate know the references? How long have they known him?

One question the committee needs to ask about each resume, "Why do we need to move this person to the next level in our process?"

ANYTOWN BAPTIST CHURCH

Prospective Pastor Questionnaire

DOCTRINAL

Please share a *brief statement* on your personal convictions about the following:

- a. Scripture
- b. Trinity
- c. Person and work of Jesus Christ
- d. Salvation
- e. Baptism
- f. Gifts of the Spirit
- g. Church
- h. Evangelism

PERSONAL TESTIMONY AND CALLING

1. Briefly share your personal testimony.
(If you had your personal testimony in your resume there is no need to respond to this question.)

2. How would you describe your personality and temperament?

3. What do you believe the pastor's role is in a church?

4. What do you feel are your strongest gifts for pastoral ministry?

5. When was the last time you shared your faith with an individual?

6. Where do you see yourself in 10 years?

MINISTRY

1. What goals would you have for a church you were leading?
2. What strategy would you want to employ to reach these goals?
3. What do you believe is the most critical issue facing the church today?
4. How would you utilize volunteers?
5. What has been your experience in a church's outreach ministry?

STAFF RELATIONS

1. What you would hope for in other staff?
2. Volunteer leadership?
3. What has been the most difficult part of office relationships for you?

FAMILY

1. How does your family feel about transitioning?
2. What role has your spouse/children played in the life of the church?

INTERVIEW QUESTIONS

Please note: Good interview questions cannot be answered with a simple yes or no. Good questions call for some details in the answer. Do not be afraid to ask hard questions. Learn as much as you can about the prospect at this time. This is a comprehensive compilation of questions for a ministerial candidate. Select the questions that best fit your needs. Add others as appropriate to the position.

1. Tell about your conversion and call to ministry.
2. Describe important people in your life and tell how they influenced you.
3. Describe successes and failures in your ministry.
4. What strengths do you bring to ministry?
5. How have you grown since entering the ministry?
6. Where do you now need to grow?
7. How do you allot your time among pastoral ministries?
8. What do you like most about ministry?
9. What do you like least about ministry?
10. How do you fit in with the denomination?
11. Where is your theology in the parameters of our denomination?
12. Do you support the Cooperative Program?
13. What do you do for fun?
14. Describe your current family and tell how each member relates to the others and to the church.
15. Do any of your family members have special needs?
16. How do you encourage spiritual growth in your family?
17. What is your wife's role in your ministry?
18. Describe your personal financial situation.
19. What is your position concerning missions?
20. What is your conviction and policy concerning evangelism?
21. What is your policy concerning pastoral visitation?
22. What is your policy concerning pastoral counseling?
23. What do you consider, in the order of their importance, your chief duties as pastor?
24. Do you think your best work can be done in a relatively short or a relatively long pastorate?
25. What would the ideal decision-making model look like?
26. What method would you use in accomplishing the goals and business affairs of the church?
(E.g. self-led, committee led, team led, deacon led).
27. What will be your involvement with committees?
28. How do you see the role of deacon in the church?

29. What are your convictions concerning these issues?
- Alcohol and drugs
 - Gambling
 - Pornography
 - Racial prejudice
 - Divorce
30. How active are you in:
- Associational work?
 - State Convention work?
 - Southern Baptist Convention work?
 - Civic clubs/social organizations in the community?
31. The church allows you revivals, conventions, etc.
How many of these do you normally attend/conduct in a year?
32. What style of public worship and preaching do you prefer?
33. What would be your relationship with the staff?
34. Would you expect to make changes in the current staff?
35. Do you schedule office hours and days off?
36. Describe your effectiveness in reaching _____.
(Fill in the blank with the group of people you are trying to reach.)
37. Describe how you would communicate with _____.
(Fill in the blank with the group of people you are trying to reach.)
38. What are your hobbies? What do you do for entertainment?
39. How would you rate your interpersonal skills?
40. Describe your health.
41. How many and what books have you read in the past twelve months?
42. Describe your leadership effectiveness.
43. How do you go about making changes in the church?
44. Describe your spiritual health and your feelings about spiritual accountability.
45. Describe your personal, private devotional time.
46. What are your measurements for success in ministry?
47. How comfortable do you feel in working with all age groups that make up the membership of the church?
48. Discuss your work schedule and how you divide your time in the range of responsibilities.
49. How would you describe an effective worship service?
50. To what extent is your family involved in your ministry, and how would they feel about moving?
51. What do you and your family enjoy doing together?
52. Share your plans for personal and professional growth.
53. How do you relate to other denominations?

54. What doctrines do you think are essential?
55. What are your greatest strengths and your greatest weaknesses?
56. Four of the major elements of kingdom leadership are leadership, communication, administration, and ministry.
Of these areas, which do you consider your greatest strength in the ministry and why?
57. What is your personal belief about the nature and function of the church?
58. What is your concept of the role of the laity (both men and women) in the church?
59. What is your philosophy of stewardship and tithing? Do you a tithe?
60. How do you keep up-to-date with recent developments in church-related issues?
61. Map out for us the manner in which you use your time throughout the week.
62. Where does your family fit into your task as a minister? Does your family support your calling and vocation?
What role does your wife play in the church?
63. What is your concept of the Bible?
64. How do you measure success in ministry? How do you know when you have done a good or a bad job?
65. Who are your closest friends? How do you relate to other ministers?
66. How do you try to relate to the church staff? Do you see the staff as being called by the church?
Are you willing to work with the present church staff?
67. What is important to you in handling conflicts between yourself and a member of the congregation?
68. When you change churches, what do you think is the most important thing for you to do during the first year?
69. How do you work with the leadership of the church in planning?
What role do you see for the laity in the decision-making process of the church?
70. Give us your beliefs concerning the basic Baptist doctrines as stated in The Baptist Faith and Message.
71. Why would you consider moving to another church?
72. How do you classify/describe your preaching style?
73. Do you have outside business interests? If so, explain what they are.
74. Do you do personal counseling and, if so, on what level? How extensive is your training in this area?
75. How do you manage disagreements in your church?
76. Who are your mentors/models in ministry (past or present personalities?)

QUESTIONS FOR THE SPOUSE

1. Please share your conversion experience.
2. Were you aware of your spouse's call to ministry before marriage?
If not, explain how you have come to view this call to ministry?
3. Describe your relationship to the church.
4. Describe your role in the family.
5. How do you feel about moving?
6. Will you be working outside the home?
7. How do you feel about being a minister's spouse?

Credit and Legal Information Release – Pastor

I hereby authorize _____ Baptist Church, of _____
(city/state)

to check my credit and legal history with all appropriate sources. Such information may be
obtained for the years of _____ to the present.

Pastor's Full Name _____

Pastor's Drivers License # _____

Pastor's Social Security # _____

Pastor's Printed Name

Pastor's Signature

Date

Questions for the references of a prospective minister

Our search committee is considering (name of candidate) of (name of church) in (city, state) for the position of (ministry position). Since he/she has honored you by giving your name as one who knows him/her, would you please take a few moments to answer some questions about our candidate? You may be assured that your response will be kept confidential. Your candid answers will be greatly appreciated.

Thank you for your thoughtful response to this questionnaire.

QUESTIONNAIRE ABOUT CANDIDATE

Candidate's Name

1. How long have you known this person?
2. In what capacity?
3. What are his/her strengths?
4. What are his/her weaknesses?
5. Would you employ him/her?
6. Would you want him/her as your (ministry position)?
7. Is he/she completely reliable?
8. Is his/her character above reproach?
9. To your knowledge, does he/she have a good financial record?
10. To your knowledge, does he/she have a good moral record?
11. Do you know his/her spouse?
12. Is his/her spouse an asset to his/her ministry?
13. Would this be an opportune time for the candidate to leave the current position?

Source: J. William Harbin, *After the Pastor Leaves . . . When Another Comes: A Manual for Pastor Search Committees* (Nashville: Convention Press, 1988).

Document 16

Pastor and Church Agreement

This agreement is between _____ Baptist Church and _____, Pastor, is entered on (Date). It is expected that this agreement could be changed from time to time as compensation is changed and issues in the lives of the church and pastor change. Any changes will be by mutual consent of the pastor and the church.

Led by the Spirit of God, the Pastor agrees to:

- Seek the mind of Christ and the guidance of the Holy Spirit in all things.
- Use his ministry gifts, knowledge and wisdom to glorify Christ through the church.
- Preach to instruct, inspire, and enable the church to fulfill her mission. Preaching is the role of the pastor. The pastor will be prepared to preach every Lord's Day upon the normal services of _____ Baptist Church. Currently Sunday at 11:00 o'clock. Wednesday night is to be directed by the pastor as a time to study God's Word. At this time _____ Baptist Church is not meeting on Sunday evenings for regular meetings. This should be addressed with Pastor, Deacons, and church leadership to decide direction.
- Manage conflict to produce healthy, productive church relationships.
- The pastor also gives direction to the Education Program.
- The pastor agrees to regularly visit as needed in the following ways: *quarterly homebound services; Hospitals for members of _____ Baptists, and those that are new members and prospects.*
- Weddings and funerals are considered a normal part of the pastor's responsibilities. However, our pastor's involvement will be based upon the pastor's availability and discretion. For funerals connected with _____ Baptist Church if not compensated by the family the church will reimburse the pastor's mileage through the travel allocation in the budget.
- The pastor will be the moderator for _____ Baptist Church's business meetings.
- The pastor will serve as a nonvoting member of _____ Baptist Church's Finance Committee.
- The pastor will serve as a voting member of both the Outreach Committee and the Nominating Committee of _____ Baptist Church.
- _____ Baptist Church agrees to compensate the pastor at _____ weekly and has set aside a yearly amount of _____ dollars for mileage reimbursement. The pastor is to use a monthly report, turned in to church treasurer, for payment.
- _____ Baptist Church allows the pastor two Sundays a year for vacation. _____ Baptist will pay the supply preacher during these times. Advance notice needs to be given to the church to schedule for pastor's absence.
- _____ Baptist church encourages the pastor to be involved with _____ Association, Kentucky Baptist Convention with meetings and training events that would profit the pastor and _____ Baptist Church.
- Most of all, _____ Baptist Church commits to pray for and encourage the pastor and his family as they minister to us in the name of our Lord.

This agreement is entered into by

_____ Pastor

_____ Authorized Church Representative

Date _____

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 leaving.
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 startup: the new pastor and congregation begins to work together.

By Loren Mead, Changing Pastoral Leadership

How to Help Your Pastor Be a Great Pastor

1. Accept him as a man of God.
 - Accept his humanity
 - Accept his unique calling and preparation
2. Consider his great responsibility
 - To be the shepherd of the flock- to lead the church in caring
 - To be the leader of the church's programs & organizing, planning, teaching, training
 - To lead the worship of the church
 - To lead in reaching out to others, witnessing and sharing
 - To participate in the association, denominational work, in local ministerial work
3. Support him adequately
 - By prayer
 - By encouragement
 - By material resources
 - By cooperation
4. Help him and his family to have privacy
 - By understanding his study habits
 - By insisting that he take time with his family
5. Add a personal touch
 - Consider him a personal friend, treat him as one
 - Surprise him and his family with special treatment at times, unplanned, unexpected
 - Love him even if you disagree with him at times