

Pastoral Search Team Manual

Procedure for Selecting a Pastor
for a General Council Affiliated Church

6.18.15

A Letter from the Superintendent

Pastoral Search Team,

You have been given the sacred opportunity to select the pastor who God desires to use to shape your church's future and its role in your community. Your assignment is to "*walk worthy*" of this calling by doing your very best to hear and quickly respond to the divine whispers that will guide your steps. In the midst of this, never forget this is not about anyone's preference; it is only about identifying who the King has chosen to be your next pastor.

The tools in this manual may appear overwhelming, but relax. I'm giving you more than you need so you can choose which will best guide and assist your team in working through this vitally important process. Example: You may add or subtract questions you want him to send answers for you to review or do the same on what questions you would like him to answer in your interview. I encourage you to first read pages 2-6 to get an overview of the steps to take, then skim through the rest of the material to find what is available. The Appendices consist of details, specific tasks or tools such as form letters, questions, checklists and insights which may copied, cut and pasted if chosen to use. Please edit any document you send to a candidate to read as written to him and not as it reads in this document.

I would remind your committee that two General Council bylaw changes allow those with unique divorce circumstances to become AG Ministers. If this is a point of contention in your church family, it would be important to ask a pastoral candidate about their marriage status early in the process.

Please feel free to call my office at any point we can assist you. Our staff will be praying for you as you work in this area.

Bob Wine

Nebraska District Superintendent

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TO THE PASTORAL SEARCH TEAM:

The most critical factor in a pastoral search is embracing the fact that selecting a pastor is not the same as hiring a person for a secular job. The Pastoral Search Team (hereafter referred to as the PST) may invite a person to be their pastor but only God can call a person to pastor a church. At the same time, God has chosen the team to work with Him in this spiritual assignment. Therefore, it is important for each member to 1) give extraordinary time seeking to hear when He whispers His truth and guidance, and 2) know the character, heart, vision and skill set for the future pastor. In this way, each 'vote' in the process becomes a reflection of God's call rather than human preference. This will be a spiritually life-changing adventure that, if done right, will allow each individual to see God in a new way, who He is, not just what He does.

The selection of a pastor is a process, which if done with humility and diligence, will bring glory to the Father, take the church family to a new spiritual level, but also transform one's own spiritual life. This can certainly be very challenging! If this process is done with anything less than humble intercession, the results may be devastating for both candidate and congregation.

The following two fundamentals need to be kept before the church at all times! These principles must be settled in the minds and hearts of both the team and the church membership:

GOD HAS HIS OWN TIMETABLE! The process cannot be hurried but it can be restricted! The impatience of the church members can be minimized by the Pastoral Search Team (PST) as it finds ways to maintain regular communication with the membership. Setting a flexible, healthy timeline can keep the process from bogging down.

PRAYER IS THE KEY to the success or failure of the pastoral search. Individual team members, church boards, church leaders and the body must commit to serious prayer. Specific times for prayer and fasting should be established as the selection process unfolds. When God is asked for wisdom, He will shower it out on those who seek Him.

A District Affiliated church will enjoy the experienced Nebraska district leadership through the search process. On the other hand, while the seasoned district leadership will be praying for the General Council Affiliated church, and be pleased to serve them as a mentor, they will need a board or PST to carry the greater responsibility. However, the district leadership will only be a phone call away.

Board Assignments and Procedures (for General Council affiliated churches):

- Upon the resignation of the senior pastor, the church secretary or temporary chairperson should notify the Nebraska District Office of vacancy. The Superintendent has a depth of experience and unique divine anointing that is invaluable to the church. He will be calling you upon resignation of the pastor to set an appointment to meet with the board. He will also introduce a consultant who will be a resource for you and walk through the various stages of the process.
- Resumes can be obtained from the District Office or from candidates the PST wants to contact. Individuals hearing that the church is seeking a pastor may also on their own initiative contact the PST. The District Office may have a more complete history of these candidates so the PST should see that a copy of each resume not sent by the district, is forwarded to the District Superintendent and consultant for further evaluation. This will provide additional safeguard for the church against calling a candidate who may not have the qualifications and/or personal character to be the church's next pastor.
- The board's first task would be to elect a temporary chairman of the board (a deacon) so it will not neglect its broader responsibilities during the time of transition. The Constitution and Bylaws must be followed if it offers guidance on this matter. **Appendix K Checklist for Pastoral Search Team** will help keep this whole process on track.
- The selection of a pastor for a church is not like a political election (about popularity) but a process of hearing who the Holy Spirit wants to serve as the next pastor. Therefore, the first assignment of the temporary chairman should be to lead the team to set aside time every week to pray together including fasting if possible. This will build unity as individual minds and hearts blend with the mind and heart of Christ and subsequently they will be better positioned to hear His whispers regarding this task. It takes time! Patience is required! Prayer in faith is the best investment and resource for this kind of endeavor.
- Should it be that the board believes changes need to be made to the church Bylaws regarding the term of the next pastor (1 yr., 2 yr., indefinite, etc.), that needs to be properly done in a special business meeting being called and a resolution making the change before the next pastor is invited and elected.
- The church board may serve as the Pastoral Search Team (PST) but if the details of the process would overload or distract them from the normal church business they may create a temporary sub-committee to serve this sacred role. This appointed PST should consist of at least two board members along with a demographic cross-section of the church membership who are passionate in their love for God and His church, positive influencers and are gifted in discernment. It should consist of 5-7 people, but no more than 9 (none from the same family), should have a seasoned chairperson (not the temporary chairman of the board), and work in complete submission to the church board.
- It is the board's responsibility to see that a pulpit supply preacher is secured for each service. This can be done by finding an interim pastor or inviting a pulpit supply pastor to come each week. (**Appendix L Interim Pastor**) The District Office will provide a list of names and recommendations of each. It is important to decide in advance an appropriate amount for covering expense reimbursements and remuneration.
- Pastoral transitioning involves varied emotions that can inhibit critical thinking. Understanding the normal grieving process can help mitigate this matter. You will find talking through **Appendix A The Church Grieving Process** can release the team to think more freely for the well-being of the church.

- Thorough preparation needs to be made before attempting to identify candidates. The PST should do a prayerful and thoughtful self-study that would include such things as:
 1. Significant experiences the church has gone through,
 2. What the Spirit has done in and through the church and where He seems to be leading her
 3. The non-negotiable core values the church shares, etc.
 4. What spiritual gifts the pastor needs to have in order to take the church to her next level
 (More on this can be found in **Appendix C Church Self-Study**)
 A summary of this as well as a general description of the community should be prepared and sent along with the church's Constitution and Bylaws to the primary candidates once they have been identified.
- The PST should then work through **Appendix B Requirements for a Pastor** and **Appendix J Pastor Profile Worksheet** to discover insights that may give direction to the search. Each member must clearly understand the Biblical requirements and assignments of a pastor as well as what is outlined by the church's constitution and bylaws. This precaution will help avoid confusion and misunderstanding during the selection process.
- A survey may be created to identify the expectations of the members/attendees. (More on this can be found in **Appendix E Sample Congregational Survey**) This will create more ownership on their part. Discuss the findings with the PST.
- The PST should regularly brief the church deacon/elder board as to their progress, communicate with the consultant, work with the board when appropriate and submit its findings to the board to evaluate and edit their conclusions.
- Discuss the results of both the self-study and a composite of expectations with the consultant.
- Properly investigate the candidates who seem to have the committee and the Holy Spirit's approval. (More on this process can be found in **Appendix D Candidate Informational Forms, Appendix F Evaluating a Sermon** and **Appendix G Phone Reference Interview**) The PST would then reduce the list of candidates down to no more than three. A letter then needs to be sent to the remaining seekers apprising them of this decision. A letter needs to be sent to the most promising candidates that includes all but the most sensitive information from the self-study and requests for him/her to answer the selected questions and send a recording of 2-3 sermons. (**Appendix P Sample Letters**)
- The PST should then carefully evaluate and discuss the information the candidates have sent, the telephone interview reports as well as any other insightful discoveries. Select from the findings, the top candidates (no more than 3) that the Holy Spirit has confirmed to be viable candidates.
- Then they should discuss their process, findings and recommendations with the consultant and present the result of that to the official church deacon/elder board for them to review. The board will then prayerfully scrutinize each candidate making certain any candidate that might be invited is qualified as an Assemblies of God pastor and is in agreement with the church's Constitution and Bylaws as well as the values and needs of the church. (More on this can be found in **Appendix B Requirements for a Pastor & Appendix D Candidate Informational Forms**)
- The church board and/or PST should then have an initial speakerphone or video conference interview with each of the most promising candidates. The goal is to find consensus of spirit on which couple the Holy Spirit is leading the PST to ask for a face-to-face interview at the church. (More on this can be found in **Appendix H Sample Interview Questions to Ask & Appendix I Questions the PST Should be prepared to Answer**)

- When the board invites a candidate to come for a face-to-face interview (**Appendix Q Process Summary Sheet, Appendix M Sample Schedule for Candidate's visit**), it should provide accommodations for the minister and spouse, preferably a motel room. All meals and travel expenses should also be paid. (A recommended schedule can be found in **Appendix I Questions the PST Should be prepared to Answer**) The board should also determine a salary package for the future pastor to be offered to the candidate at the end of the interview. (**Appendix N Compensation and Reimbursements**) If the first candidate does not resonate with the members of the board, then the second candidate should be called.
- Once the Holy Spirit guides the board to select a couple to candidate, an invitation for a specific weekend should be offered and the pastoral candidate presented to the congregation as quickly as possible. The candidate should have an opportunity to share God's Word with the entire church, normally on a Sunday morning. A membership vote should be taken either the same afternoon or evening following the morning service. If the candidate is elected as pastor according to the percentages found in the church Constitution and Bylaws, the board should have a final Question and Answer time with their new pastor and determine when he will officially assume his new role. (**Appendix Q Process Summary Sheet, Appendix O Post-Election Checklist**)

Summarized: Board Assignments and Procedures

- * Notify the Nebraska District Office of Vacancy
- * Send copies of the additional resumes you receive to the District Office
- * Elect a temporary chairman of the board (a deacon)
- * Lead the team to set aside time every week for fasting and prayer together if possible.
- * Meet with the Superintendent or Presbyter and Consultant to determine strategy
- * Make any preferred change in the Bylaws to length of a pastor's term.
- * Determine who will make up the Pastoral Search Team
- * Make arrangements for someone to fill the pulpit each week
- * Do a thorough self-study of the church.
- * Make certain each PST member clearly understands the Biblical and leadership requirements and the assignments of a pastor according to the church Bylaws
- * Determine whether or not to offer a survey of attendees to discover their expectations
- * Regularly provide a brief progress report to the church deacons/elders
- * Send the self-study findings to the District Superintendent and Consultant
- * Make thorough preparation of identifying and communicating to the PST the Biblical requirements, leadership requirements, and people's expectations to the team. Each person needs to clearly know the type of pastor who will best equip the attendees to become "*in the fullness of Christ*" (Eph. 4:13) and lead the church into the future
- * Discuss the self-study finding and discoveries of the type of pastor the church needs with the consultant
- * Send courtesy letters to all applicants who sent resumes
- * Send a letter to the most promising candidates including all except the most sensitive findings of the self-study and a request to send a recording of sermons and answer selected questions
- * Carefully evaluate what each candidate sends and do telephone interviews of references
- * Present all the findings of the top three candidates the PST has agreed upon to Deacon/Elder board for additional scrutiny
- * Have a speakerphone or video conference interview with PST, board and those candidates the board has selected
- * Invite the top candidate the PST and board has selected to a face-to-face interview
- * If the board and PST agree that the Holy Spirit has guided and approved, invite the selected candidate to preach to the congregation and be voted on

APPENDIX A

THE CHURCH GRIEVING PROCESS

Depending upon whether the pastoral change has been amicable or traumatic, the members of the church will go through some form of a grieving process in the 18-24 months following the pastor's resignation. This natural process was designed into the human fabric by the Lord to help them cope with the pain of loss and move on from the past and into tomorrow. The stages of mourning and grief are universally experienced by people from all walks of life although their sequential order, intensity and/or duration of each stage will vary.

Church leadership should be alert to the emotional and spiritual condition of each member. Some will need special care in their return to unreserved worship and ministry. While patience needs to be extended to those grieving, guidance must also be offered since some may become 'stuck' in a stage which will eventually thwart their spiritual growth.

Some will experience the following normal stages of grief more deeply than others:

SHOCK

This is an initial sense of being totally surprised and temporarily overwhelmed.

DENIAL

The essence of this stage is epitomized by the following expressions: "Things were going so well, why did they have to change." "I don't believe it." "This can't be happening to us."

ANGER

This strong emotion can be directed at God, the church board, another person or persons in the congregation, the former pastor and/or his spouse and family or even District leadership.

BARGAIN WITH GOD

People will do almost anything to hurry God's favor and reduce pain they are experiencing. This includes cutting deals with God and others.

WITHDRAWAL

Some may withdraw from the fellowship completely or curtail their involvement in church activities and ministries. Those who are grieving will often exhibit self-pity, frustration and illogical behavior. There may be a higher incidence of physical and emotional problems. It is during this time that some of your people may turn away and take a long vacation from the church and their God. This downward spiral will continue until the final step of the grief process is reached.

ACCEPTANCE

Arrival at this stage allows refocusing to begin. The new pastor and his unique qualities, different from those of the previous pastor, will be more easily accepted. Better judgment is executed. Hope begins to dawn, faith is renewed, confidence returns.

Awareness of human behavior experienced in times of loss, helps one you in the tough days that are ahead. The elements most important for recovery from grief are:

Time – Time must be allowed for recovery.

Love – Love must be expressed through acceptance and forgiveness (1 Corinthians 13:4a – 8)

Faith - Trust and confidence must be rebuilt.

Hope - In the most difficult of times, the hope of the Gospel is the anchor of the soul.

Here are a couple of helpful things a person can do for someone going through grief:

- a) Help them understand the grieving process and that it is universally experienced by people from all walks of life. Point out that God designed it as a tool to gracefully separate the past from the present and future.
- b) Help them separate the pastor from God's church. Encourage them to focus on working with God to complete His purpose for the church. Urge them to ask the Holy Spirit to heal the pain of their loss and give them fresh perspectives about how He wants to use them that day or in the days ahead.

**The grief process was adapted from thoughts offered by Rev. Marcus Bakke, former Superintendent, North Dakota District Council, Assemblies of God.

APPENDIX B

REQUIREMENTS FOR A PASTOR

The following insights and suggested questions to ask have proved to be an invaluable aid in having a successful experience. The most important thing to consider is “what is God looking for in a pastor who would lead us to where He wants our church to go in the future?” A pastor is not ordained by God to be an entertainer or politician. They are a God-assigned, Spirit anointed under-shepherd. They are the one responsible to God for the spiritual condition of the church family. Since they are to be God-assigned, it is critical not to seek a person who only pleases your ears. Rather they should be the one that very lovingly leads the church family to be fully spiritually mature disciples of Christ. The Bible provides specific qualifications for a pastor. Mark 12: 30, 1 Timothy 3:1-7 and Titus 1:5-9 give the prerequisite biblical qualities for anyone desiring to be a pastor. The following list gives the qualities that God says are prerequisites for the position of pastor (1 through 13) and some of the qualities necessary if one is to be an effective leader (14 through 27):

Biblical Requirements

1. Loves God with “All” their heart, mind, soul and strength.
2. Personal character above reproach within and outside the church.
3. Thoughtful, dignified, and self-controlled
4. Not a novice
5. Not a drunkard (substance abuser)
6. Not violent, quick-tempered, quarrelsome, arrogant, or over-bearing
7. Not a lover of money or pursuer of dishonest gain
8. Gentle in their dealings with men
9. Upright and holy in their life before God
10. Loves what is good
11. Faithful in marriage with a well-ordered home and disciplined children
12. Hospitable
13. An apt teacher

Qualities necessary if one is to be an effective leader

1. Disciples others to have a heart like Jesus who gave His all out of love for His Father
2. Models a passion to know God Himself, not just what He does
3. Leader-developer rather than heroic leader
4. Can develop a ministry vision that respects congregation, community and world needs
5. Can translate that vision into a concrete plan
6. Can make and stay within a realistic budget
7. Can motivate others to become part of the vision without manipulation
8. Can maintain control of a church and its programs in a healthy manner
9. Can build group cohesion and healthy pride
10. Can coach others to give their best performance
11. Sets an example for others to follow
12. Earns the loyalty of staff and congregation
13. Cares deeply about individuals who make up the congregation, not just the corporate church
14. Is available and visible to staff and congregation
15. Able to forgive from the heart
16. Able to admit personal limitations
17. Able to admit mistakes
18. Able to acknowledge your strength and weaknesses

APPENDIX C

CHURCH SELF-STUDY

This comprehensive self-study can be one of the most insightful steps of the process, so make it a matter of serious prayer as you work through it. It should address the following areas. A selective summary of this self-study should be sent to all primary applicants. It should also be used by the PST to define a pastor's profile for your church.

1. General Description of the Church.

- * The date of the church's inception.
- * The top 5 non-negotiable core values shared by the church leadership. (Things that get them up in the morning and they are willing to die for.)
- * The number of voting members and Sunday worship and SS attendance (not only today, but also five years ago).
- * The congregational breakdown by age (i.e. percentage of members under 20, between 20 and 34, between 35 and 49, between 50 and 64, and 65 and older)
- * The total annual church budget and mission's budget.
- * The church programs for children ages 12 and under.
- * The church programs for young people ages 12 through 18.
- * The church programs for young adults 19-25
- * The adult group organizations; including the name of the group, frequency with which group meets, and its usual attendance.
- * A description of the buildings, the inside and outside physical condition, the condition of the landscaping, including a discussion of their adequacy for current church programs, mortgage indebtedness, and monthly mortgage payments.
- * A list of all salaried staff besides the pastor. (It should include the person's name and position.)
- * The names of the last three pastors who have served the church; their dates of service, the reason why the last pastor left and what each former pastor is doing now.

2. General Description of the Community

- * A description of community immediately surrounding the church.
- * A description of the community's racial composition, ages, educational levels, and occupations. Are any significant changes in the community's composition occurring now?
- * A description of education availability at the primary, secondary, college, and graduate levels.
- * A description of what medical care is available.
- * A list of challenges presently facing the community.

A few websites to assist in finding out information about your communities:

www.epodunk.com	for small communities
www.census.gov	for larger communities and state information
www.dataplace.org	online source for housing and demographic data
www.thearda.com	American Religious Data archive

Additional sources might be local schools websites, community action groups, social services, and etc.

3. The History of the Church

- * A listing of the significant experiences the church has gone through since inception including dates and events.
- * A description of the pastors who have served and their most important contributions. (All pastors should be included if the church has a short history. A church with a longer history, should only include a selected group of pastors.)
- * A brief historical description of what the Holy Spirit has done or has been attempting to do in and through the church.

4. Strengths and weakness of the church (Normally there are patterns that have developed over the years.)

- * A list of the three top strengths of the church and what makes them a strength
- * A description of how the church has been utilized to build God's kingdom
- * A list of the three top weaknesses of the church and what makes them a weakness
- * A description of how Satan has used these weakness to thwart the building of God's kingdom

5. The Holy Spirit inspired vision for the church's future

- * A detailed description of what the Holy Spirit has repeatedly called the church to become or to do through prophecies, excited discussions, intercession, sermons, etc.

6. How the Holy Spirit reveals Himself in your church

- * A detailed description of how the Holy Spirit reveals Himself in your church family. (Churches tend to experience the Holy Spirit's presence in different ways. Some have more verbal expression in their worship services such as tongues, interpretation of tongues, prophecies, word of knowledge. Others seem to focus more on healings, working of miracles, or other signs and wonders. Still others encourage these same expressions but in the warm environment of small groups.)

7. Challenges Facing the Church (This should only be sent to the finalists!)

- * A detailed explanation of the areas in the church that especially need to be strengthened or situations needing to be resolved.

(The Pastoral Search Team should agree as a group about the level of self-disclosure to be given to all pastoral applicants. What is being shared at this level will most likely become somewhat public knowledge. Information should not be shared that would be harmful if it were to reach the congregation. The team can point out that the information shared is confidential and is only to be used to help them make the decision as to whether they have the gifts necessary to meet the church's needs. Applicants and their spouses should not share the information with anyone else.)

Additional things can be included that makes your church special or unique.

Based on the above findings - The profile for the future pastor of the church

Keep in mind, a pastor must not be elected based on his personality, but rather on what the Holy Spirit reveals to be the type of person He knows will best serve the church's spiritual future.

- 1) What is the Holy Spirit revealing about the DNA of the pastor that the church is looking for? For example: Does the board or pulpit search committee sense they need a person gifted as an evangelist, a teacher, a pastor?
- 2) Is there a sense the church needs a strong Bible-oriented, disciple making person or someone who is strong in doing things like relationship building with a community oriented focus?
- 3) What is expected of the pastor?
 - a) Is he expected to have a job to position him/her to have more exposure to the community or to support him and his family?
 - b) Are they to be younger or older? (how young or old?) Married/single?
 - c) Are they expected to just provide a sermon on Sunday morning, regularly visit the members, etc.?
 - d) Are they expected to have musical skills, ranching experience, athletic skills, or a teaching certificate?
- 4) What vision has the Holy Spirit given the leadership for the church?

The presbyter or district appointed consultant is available to help discuss things of this nature and to help the team process such concerns.

APPENDIX D

Candidate Informational Forms

1. An entire new industry has grown up that does nothing but produce resumes. Resume writers are trained to cover up failures or weaknesses in a person's work history.
2. Professional resume writers are trained in using words that connote power and exceptional performance and in selecting special types of paper and typefaces that increase readability and prestige.
3. Resumes do not always answer questions the PST would like to have answered. They do not volunteer negative information.
4. With resumes it is very difficult to compare pastors on the same criteria; thus removing some of the objectivity.

For those reasons, it is wise to compose a standard form for all applicants. Pastors who have a resume can send it along with a completed Pastor's Information Form.

Pastor's Information Form

A way to get information is by asking the applicant to fill out the "Pastor's Information Form" that will be created and sent him. An example of this form with sample questions you can select from is noted below. The use of a standard form in addition to a resume has certain advantages.

Some potential applicants will not want to take the time to complete a Pastor's Information Form, particularly if they already have prepared a resume. However, a person who is unwilling to spend an hour completing such an important application is making a statement about how strongly he is led and motivated by the Holy Spirit to be the church's next pastor. The Pastor's Information Form can actually serve as a filter to help separate serious applicants from those only casually interested.

The following list of questions is a good tool to help get more vitally important information from the applicant beyond a resume's basic content. Select from the following questions that best reveal the heart of the candidate as it relates to the needs in your church. After reformatting them they should be sent to the applicant, answered in writing and returned to the PST within the predetermined time parameters.

Education and Credentials (if not listed on resume)

1. Give a list of the College(s) you have attended, including the years you attended.
2. What were your Major(s), Minor(s) and the degrees earned?
3. Do you hold ministerial credentials with the Assemblies of God? Date received _____.
4. Have you ever been disciplined or on rehabilitation? Yes _____ No _____
If yes, please explain in full the particulars below.
5. Have you or your spouse ever been divorced and remarried? _____
6. Will you agree to us doing a credit and background check? Yes _____ No _____
7. Do you or anyone in your family have any physical or emotional needs that might affect your pastoral ministry? Yes _____ No _____
If yes, please explain and specify how you have been able to carry on your ministry despite these circumstances. Use additional sheets if necessary.
8. Have you ever been convicted of a felony or misdemeanor? Yes _____ No _____
9. Have you been repeating any sinful habits (gambling, pornography, etc.)? Yes _____ No _____

References

Please list the names of five reasonably objective people who know you well and would be willing to serve as references. One of these should be your present District Superintendent or the District Superintendent for the last church in which you served. A second should be someone who knows you and your abilities well. The other three should be people you have pastored.

1. District Supt. Name City/State Phone
2. Name Relationship City/State Phone
3. Name Relationship City/State Phone
4. Name Relationship City/State Phone
5. Name Relationship City/State Phone

Pastoral Experience

Please discuss your previous pastoral or Christian service experience. For each experience:

1. List your responsibilities
2. How long you served
3. The most important contributions you believe you made to the church or organization
4. How your service there contributed to your personal faith journey
5. Your reason(s) for leaving.

If you have had a long pastoral career, focus on your last two or three pastorates. Use additional sheets if you desire.

Preaching Experience

Please send our Pastoral Search Team at least two or three typical sermons you have preached in the last six months. These can be either audio or video and formatted as a DVD, CD, YouTube or internet podcast.

Broad-based Questions * Asterisk describes heart condition. (Select a total of 15-18 questions from below that most apply to the church.)

In order to become better acquainted in a short period of time, please fill out the following general questions. (Use additional sheets if necessary) Thank you for taking time to help us know you.

- * 1. Please briefly relate the basic progression of your spiritual life. (i.e. when saved, filled with the Holy Spirit, ministry growth development in local church)
- * 2. Describe your focused personal devotional time with God.
 - a. How you do it
 - b. Frequency including the average number of concentrated hours invested per week
 - c. How and when God speaks to you the most
 - d. The focus of your prayers
 - e. Your method of Bible reading/study
 - f. Any other things that come to your mind
- * 3. In the last six months, how do you believe the Holy Spirit has been shaping your life? What has that looked like?
- 4. Why are you interested in local church ministry as compared to other ministries?
- 5. What are your spiritual and career goals for the next two and five years?
- 6. Describe what 'ministry' to and in the community would look like? (schools, community events, civic groups, outreaches, etc.)
- 7. If the church is not 'self-supporting', how do you see you and your wife's preparation to obtain secular work within the community or near-by communities in order to supplement your income while serving the local church family?
- 8. What is your perspective and involvement on Missions?
- 9. In which of the nine power gifts of the Holy Spirit (I Corinthians 12) have you been used?
- * 10. What are your top three personality strengths and weaknesses? How do you manage them?

- * 11. What are your strongest natural abilities and skills? What you have accomplished with each of them?
- * 12. What are your strongest spiritual giftings? Where you have seen the most spiritual fruit in your ministry and in what ways?
- * 13. What aspects of ministry make your heart beat faster, brings tears to your eyes, make you want to sing, causes you to dream, and motivates you get up in the morning?
- 14. How do you get people to follow you and become involved in your ministry?
- 15. How do you work with people's independence or difficult circumstances that may inconvenience or even frustrate your plans?
- 16. Describe your understanding of spiritual authority and what it looks like in the roles of husband, father, and pastor. Describe both a significant unhealthy and healthy experience you've had with spiritual authority in your own life.
- 17. Which Christian leader has most influenced your values, motives and approach to serving others? With whom do you identify most? Who are your favorite authors that influenced you?
- * 18. List your top five to eight core values in life (not people or things). NOTE: These are values you have the deepest convictions in, dream the most about, and would invest the most energy in. These are the things that subconsciously motivate or govern your choices. (EX. success, excellence, authenticity, pleasure, life-change, etc.) Beside each value, write a statement that clarifies it.
- * 19. Describe your child rearing philosophy and how your immediate family relates to one another.
- 20. Describe what you expect an average week of your "ministry" will look like, and what part of ministry activities that you expect to enjoy the most. (Describe the types of activities, calculate the total number of hours, etc.)
- 21. Describe your philosophy of ministry, especially in the portfolio areas where you want to serve.

It would be good to end the questions with the following:

Thank you for your time in completing this Pastor's Information Form.

Finally please sign the following release and return it with you Pastoral Information Form to the Pastoral Search Team. (PST needs to include address (mail or email) or of where they want this info sent.) (The release portion below will need to be sent in in order to have your signature.)

"I hereby give the Pastoral Selection Team of _____ permission to contact my references, do credit and background checks and verify the information given in this application.

Social Security # _____

Birthdate _____

Full Legal Name _____

Signature _____

Date _____

Credit and backgrounds checks can be accessed through:

<https://enterprise.fadv.com/pub/l/login/userLogin.do?type=ee&locale=en&t=1408977826752>

This personal information must be kept confidential to the PST.

** Select which of the above information will be significant in selecting your next pastor. Then create a document (cut and paste from this and appropriately reword) and send it to viable candidates with a date and address where you would like them to return the information).

Information from References

Another one of the most common mistakes made by pastoral search teams is their failure to carefully check references. Most committees that do not call references do ask for written reference. Unfortunately written reference letters give the team very little for the following reasons:

1. Usually the people listed as references feel kindly toward the applicant.
2. In an increasingly litigious society, people are becoming reluctant to put in writing anything negative about a person.
3. A reference letter does not glean detailed data that can be gained from a telephone interview.

It is strongly recommended that two or three team members who are most comfortable making telephone calls make contact with the references. These people should have good “telephone presence”, that is, the ability to convey warmth and genuineness through their words and voice tone. Hopefully they can inspire the reference to open up and discuss characteristics about the applicant.

1. The reference should be assured of the absolute confidentiality of his/her comments within the PST. They should also be told that his/her name will not be disclosed to the PST, but only identified as “a board member,” “a deacon,” “faculty member,” etc. This assurance can help the reference share honestly and openly. These promises of confidentiality must be honored.
2. It is important to remind the reference that he/she is only one of several people that will be called by the PST. In effect, they are being told that nothing he/she says will, by itself, cause the candidate to be rejected.
3. If significant negative information develops in the conversation, it would be better to leave that particular point as soon possible to avoid a judgmental reaction. The phone call should always conclude on an upbeat note. (See **Appendix F** for guidance and sample forms.)

APPENDIX E
SAMPLE CONGREGATIONAL SURVEY

We want to see through your eyes as we prayerfully seek who God would have to serve as our next pastor. Would you please fill out this anonymous survey to help us better see the needs of those who attend our church. **Mark which applies to you:**

Circle your age group
 18-20 20-25 25-35 35-45
 45-55 55-65 65+

non-member who
 attends and serves
 regularly

I give offerings
 occasionally

an official member

I tithe and give offerings
 above my tithe

I am eager to learn more
 about who God is, His
 values and His ways

Please rate each item in order of importance for you as an individual on a scale of 1 to 5 with 1 being the least important. A zero (0) means it is not important at all.

It is important to me (and, in my opinion, important to our congregation) that the senior pastor...

1. passionately seeks to know God's values and ways through the Word and prayer.
2. provides sound doctrine rooted in biblical accuracy.
3. effectively communicates God's Word and helps us apply it to our daily lives.
4. able to cast vision that captures your heart and mobilize others to actualize its fulfillment.
5. works with the local ministerial alliance, establishes relationships with local business leaders and social organizations and is involved in our community.
6. is very social – opening up his home for visits, stopping by the homes of our attendees and visitors, and attracting people to our church by his/her outgoing, charismatic personality.
7. identifies and encourages the creative use of congregants' gifts and talents
8. is an effective soul winner
9. has the ability to share and provide ministry training for lay leadership, disciple and mobilize individuals in the church body into fruitful ministry within the church and community.
10. makes it a priority to establish strong communication with the Church Board and develop and build the leadership skills of volunteer church leaders.
11. understands the importance of developing and working within the budget structure of the Church and is willing to work with the debt philosophy of the Church Board.
12. teaches and models stewardship of his time, talent, and finances.
13. models and reinforces how to grow spiritually.

14. ____ has a well thought-out strategy and is able to effectively work it to shape the heart of each church member to love God as Jesus loved His Father in the garden of Gethsemane.
15. ____ challenges congregants to grow and take next spiritual steps
16. ____ maintains harmony and is able to solve conflicts.
17. ____ promotes enthusiasm for serving activities.
18. ____ creates a welcoming, open and friendly environment.
19. ____ knows and accepts his/her limitations.
20. ____ is careful to nurture his wife and family through private time with them.
21. ____ forgives from his heart those who offend him or his family.
22. ____ careful to keep confidences.
23. ____ ministers to the sick, dying and bereaved.
24. ____ preaches sermons that inspire to be more like Jesus.

Thank you very much for your participation! We pray God's blessing on you.

Please use the remaining space to share any additional comments relevant to our search for a new pastor.

APPENDIX F EVALUATION OF A SERMON

By this time, each applicant should have sent the committee two or three sermons. Listening to the sermons of all the applicants will not be necessary. The committee will have eliminated many applicants in the first review.

While some PST members will be assigned to call references for the remaining applicants, the rest of the members will be assigned to evaluate applicant sermons. This form is provided for those evaluating the sermons.

At least three PST members should listen to each sermon. A minimum number of three is important because the combined ratings will more accurately represent the congregation's preferences. The chairman of the PST, or someone he or she has designated, can be responsible for calculating and averaging the responses.

The form below is a good tool to help with sermon evaluation. Each item should be rated using the following scale: Excellent-5, Above Average-4, Average-3, Below Average-2, Seriously Deficient-1. The sermon should be compared with the average sermon the evaluator is used to hearing in the local church. (It should not be compared to television, radio or internet sermons). The average of all items evaluated can be written at the bottom of the page.

Rating

1. Introduction: The introduction captured my attention and interest. It made me want to hear the rest of the sermon. _____
2. Scripture: Scripture was used to clarify and illuminate points. It was used in context. _____
3. Content: Insights from Scripture added fresh value to my spiritual journey. _____
4. Logical continuity: The points of the sermon were built logically and in the proper sequence. _____
5. Clarity: The points of the sermon were clear. _____
6. Relevance: The sermon topic was developed in a way that was relevant to my life. _____
7. Humor: If humor was used, was it appropriate to the setting and points of the sermon? _____
8. Self-disclosure: If speaker used himself as an illustration, did it help make the sermon more meaningful? _____
9. Vocal inflection: Did the speaker's vocal inflections add an appropriate emphasis and interest to the sermon? (Did it feel like the preacher screamed or scolded audience?) _____
10. Illustrations: Were illustrations used to clarify or deepen the impact of a point rather than prove points? _____
11. Motivation: Did it inspire (vs guilt) me to want to know, love or serve God more? _____
12. Action Steps: Did it tell me how to apply the sermon in the days ahead? _____
13. Interest: I wanted to hear more sermons from this pastor. _____

TOTAL _____

AVERAGE (The average of the total should be divided by 10.) _____

APPENDIX G

PHONE REFERENCE INTERVIEW Called By _____ On _____

<u>Candidate</u>	<u>Spouse</u>
<p>1. List special abilities [gifts] and strengths:</p> <p>2. List weak areas:</p> <p>3. Ministry passions:</p>	<p>1. List special abilities [gifts] and strengths:</p> <p>2. List weak areas:</p>

(Explain to interviewee that you will read a word or phrase and ask for them to give an objective numeric evaluation.)

Candidate: Rate on scale of 1-10

Spouse: Rate on scale of 1-10

<u>physical</u>	<u>spiritual</u>
<input type="checkbox"/> health	<input type="checkbox"/> Christ-like character and attitude
<input type="checkbox"/> energy level	<input type="checkbox"/> vision for ministry
<input type="checkbox"/> appearance	<input type="checkbox"/> sensitivity to Holy Spirit
<u>social</u>	<input type="checkbox"/> passion for God
<input type="checkbox"/> charisma	<input type="checkbox"/> dependence on God
<input type="checkbox"/> sensitivity to people	<input type="checkbox"/> desire & ability to disciple [incl. evangelizing others]
<input type="checkbox"/> team player	<input type="checkbox"/> prayer life
<input type="checkbox"/> tact with others	<input type="checkbox"/> humility
<input type="checkbox"/> conduct with opposite sex	<input type="checkbox"/> consistent Christian lifestyle
<input type="checkbox"/> honorable with children	<u>giftings</u>
<input type="checkbox"/> integrity	<input type="checkbox"/> preaching/teaching ability
<input type="checkbox"/> loyalty	<input type="checkbox"/> recruit and equip others
<input type="checkbox"/> attitude towards authority	<input type="checkbox"/> supervise others
<input type="checkbox"/> community engagement	<input type="checkbox"/> hospitable
<input type="checkbox"/> dependability	<input type="checkbox"/> earns loyalty of staff
<input type="checkbox"/> assertiveness (bold/confident)	<u>intellectual</u>
<input type="checkbox"/> initiative to lead	<input type="checkbox"/> common sense
<input type="checkbox"/> marriage	<input type="checkbox"/> tenacity
<input type="checkbox"/> disciplined children	<input type="checkbox"/> teachable/open to correction
<u>work</u>	<input type="checkbox"/> creativity
<input type="checkbox"/> self-starter	<input type="checkbox"/> self-disciplined
<input type="checkbox"/> management of time	<input type="checkbox"/> desire to learn
<input type="checkbox"/> organizational skills	<u>emotional</u>
<input type="checkbox"/> administrative ability	<input type="checkbox"/> emotional stability
<input type="checkbox"/> work ethic	<input type="checkbox"/> security in who he is
<input type="checkbox"/> work with deadlines	<input type="checkbox"/> self-control
<input type="checkbox"/> project follow through	<input type="checkbox"/> management of anger
<input type="checkbox"/> manages support staff	<input type="checkbox"/> need for approval
<input type="checkbox"/> natural leadership ability	<input type="checkbox"/> manipulative
<input type="checkbox"/> communication of vision	<input type="checkbox"/> impulsive
<input type="checkbox"/> ability to actualize a vision	
<input type="checkbox"/> financial responsibility	
<input type="checkbox"/> availability to others	
	<u>spiritual</u>
	<input type="checkbox"/> Christ-like character, attitude
	<input type="checkbox"/> passion for personal involvement in ministry with people
	<input type="checkbox"/> passion for God
	<input type="checkbox"/> attitude towards authority
	<input type="checkbox"/> personal calling to ministry
	<u>social</u>
	<input type="checkbox"/> warm and delightful
	<input type="checkbox"/> confidentiality
	<input type="checkbox"/> compassionate
	<input type="checkbox"/> assertiveness
	<input type="checkbox"/> submissive to husband
	<input type="checkbox"/> leadership ability
	<input type="checkbox"/> integrity
	<input type="checkbox"/> charisma
	<input type="checkbox"/> cooperativeness
	<u>miscellaneous</u>
	<input type="checkbox"/> energy level
	<input type="checkbox"/> emotional/mental health (? hang-ups)
	<input type="checkbox"/> supportiveness to husband

If you were going to vote for this individual as your pastor, what would you like to know about him now that you didn't know about him then?

How eager would you be to hire him/her again?

Please indicate the strength of your overall endorsement of this person for pastor:

- ___ highly recommend
- ___ recommend
- ___ recommend with some reservations
- ___ do not recommend

Do you know another objective reference who we might call to help us know the candidate and his wife better?

AFTER the interview reflections.

- Are there any significant comments the person made that should be shared with the rest of the PST?

- Do you have an intuitive nudge regarding this candidate? Has it been confirmed by other references?

Beyond that...

- What do you sense in your spirit about what you've heard?
- The interviewee's numeric assessments should be added up and the total score written down.
- Which response(s) (if any) seemed to trouble your spirit? Look for a confirmation or contradiction in the responses from the other phone interviews. If the applicant seems to have a significant problem and it is confirmed by other references, you need to make it a serious talking point with the rest of the PST. It may disqualify the candidate no matter how good his total score on the interview.

APPENDIX H

SAMPLE INTERVIEW QUESTIONS

The candidate should not be measured against the profile of the last pastor. God's next pastor for the church will likely possess gifts different from those of his predecessor. Joshua was not exactly like Moses, nor Timothy exactly like Paul. Your model must not be the profile of a personality, but a Godly, Word-based, Spirit-defined standard embraced by the Pastoral Search Team. Core values must never be compromised. In His perfect timing, God will reveal the pastoral leader he has chosen for the church.

It is best to have two interviews with a candidate, one by telephone that will be lighter in nature and the more challenging one when he comes to see the community, see the church and meet the church leadership. This visit is prior to the time when he would actually come to preach, meet the congregation and be voted on. Questions should be selected for each occasion before the actual interview. However, it can't be just a "one way" conversation. He must be allowed to ask questions. The team should be prepared to answer his questions whenever they may occur.

Before each interview, every one of the PST members should review the applicant's resume and the answers on the Pastor's Information Form. The only reason to repeat items from these documents would be to get further clarification. Clarification questions should be written down and given to the person responsible for leading the interview. It is best to ask these questions when the discussion is related to the topic that needs to be clarified.

PHONE (VIDEO CONFERENCING) INTERVIEW SAMPLE QUESTIONS (Add to or reduce depending on the desire of the PST)

- Please tell us about the home in which you grew up. What are some memories of your parents and peers that significantly shaped your attitudes toward God, toward work and toward the values you presently hold?
- Describe your decision to enter the ministry.
- Describe what you consider the greatest achievement in your ministry.
- Describe your personal quiet time with God, outside of your sermon preparation time.
- How would you describe your style of leadership?
- What part of the ministry do you consider your "sweet spot"?
- What part of the ministry do you consider "work" – not your strength?
- In what ways are you personally supporting missions? How are you promoting your current church's missionary program and would you be willing to continue doing those things if you were our pastor?
- What manifestations of the Spirit are present in your ministry?
- State your convictions relative to the moving and the manifestations of the Holy Spirit in all church services.
- In what ways does your wife compliment your ministry? How is she actively involved?
- Which of the following words best describe your public ministry style...
 - ✓ Traditional, contemporary or folksy/casual?
 - ✓ Prophetic, evangelistic or teaching?What do those words mean to you?
- What is your philosophy concerning hospital and home pastoral visits?
- Do you keep regular office hours?
- Have you ever been under ministerial corrective discipline?
- Have you ever been disciplined for moral failure? If so, how do you assess the process you experienced, especially in regard to its helpfulness in preparing you for this ministry post?

FACE-TO-FACE INTERVIEW

This last means of evaluating a candidate will not occur until there has been a second round of eliminations based on the committee's evaluation of sermon tapes and information gathered from interviews with references.

Typically group interviewers fail to prepare and coordinate their questions with one another beforehand, which can result in awkward silences and repetition. Some interviewers may start to ad lib questions. Others will then insert a second line of questions. The applicant often views such interviews as confusing and disorganized. To address some of these concerns, the PST should do the following:

1. Use a prepared set of questions.
2. Be aware of the tendency to make premature decisions during the first few minutes of the interview. It is always best to not arrive at conclusions about the applicant until the end of the interview.
3. Develop an organized plan for how the group will ask questions so that all essential topics will be covered in depth and so that all members of the team have an opportunity to participate.

One possible plan is to list, beforehand, questions that the applicant will be asked and the order in which they will be asked. Each committee member can then volunteer to ask certain ones. Each person who volunteers for a question is responsible for asking that question and any follow-up questions necessary to clarify the applicant's answer. Someone else may ask a follow-up question on that topic as well. It would be best to try to coordinate the sequence of questioning with each member so he/she is ready for his/her turn. The person coordinating the interview can then check to see if there are any further questions on that topic before moving on to the next designated person and question. In this way team members ask all questions on a given topic at the same time which gives the feeling of a more organized discussion.

The questions should be organized so that the early ones touch upon topics emphasizing the applicant's strengths and successes. After the applicant and group have built rapport and feel more comfortable with each other, the discussion can move into areas that may be more troubling for the applicant, such as difficulties he has experienced. Sensitivity towards the applicant and his spouse is important. It is not easy to talk about personal failures with a group of unknown people, particularly when one does not know how they will respond to such honesty and vulnerability. Deal with each applicant with the same respect, kindness and gentleness that teams member would like to receive if they were the interviewees.

SAMPLE INTERVIEW QUESTIONS (Add to or reduce depending on the desire of the PST)

1. Which ministers, teachers, and authors have significantly influenced your beliefs and behaviors about the ministry and in what way?
2. Describe what you believe to be a healthiest relationship between a pastor and...
 - ...the church board.
 - ...the congregation
 - ...the denomination.
3. Give an outline of your desired weekly work schedule.
4. What goals do you try to accomplish through your preaching and what is the process you go through to prepare it?
5. Please describe your training and experience in counseling. Will you be willing to refer to a more experienced counselor if it would benefit the individual(s)?

6. Describe your concept of stewardship (time, talent and money) for church members and how you hope to increase participation.
7. In what way do you see yourself to be a steward of the church family?
8. Describe what a mature spiritual disciple looks like to you, how he/she is fundamentally different from a believer who has been saved for one year and your strategy for shaping him/her to be in the fullness of Christ.
9. If you became our pastor, what would you be most passionate to accomplish?
10. Do you forgive from your heart those who offend you?
11. Do your children (age 12 and older) conform to your ideals of holiness (that you teach)? If not, please explain.
12. How do you disciple the heart of people in contrast to their behavior?
13. How much do you like to be involved in denominational activities at the district, state and national levels?
14. Have you struggled with paying your tithe to the district? If so, in what way?
15. Why do you desire to pastor this church and live in this community?
16. (*The interviewee should be told about one of the problems the PST has identified through the self-study of the church. Then he should be asked the following question.*) How do you think you would go about trying to resolve this problem?
17. How do you maintain your spiritual, emotional, and physical health? How do you like to spend your free time?
18. Would the pastor's term of office as stated in the bylaws of this church be agreeable to you?
19. Are you involved in para-church ministries (i.e. police chaplains, nursing home, social action concerns)?
20. How many books do you read in a year?
21. What is your least favorite part of the ministry?
22. Do you, your wife, or any member of the family have any physical health problems or disabilities?
23. How do you feel about choreographed dancing in the worship service?
24. How do you feel about these musical styles:
 - a. Contemporary Worship Choruses
 - b. Traditional Hymns
 - c. Christian Rock
 - d. Christian Rap
 - e. Southern Gospel
 - f. Contemporary Gospel
 - g. Instrumental Numbers
25. Do you have any strong feelings concerning the appropriate dress for church attendance and ministry in services?
26. If you are being paid from the church treasury, would you or members of your family accept tithes from members of the congregation for personal use?
27. What are your salary needs and expectations?
28. Do you have a biweekly date with your wife and a regular family night?

TO SPOUSE:

1. What is your attitude towards your husband's vocation?
2. Which area in ministry do you find to be the most fruitful and enjoyable as you invest yourself in ministry with your spouse?
3. Tell us about your children. Describe each one's spiritual desire for God.
4. What are your concerns about a possible move?
5. Are there any things about our church or our community that would be a source of apprehension if you were called to come here?

APPENDIX I

QUESTIONS THE PST SHOULD BE PREPARED TO ANSWER

1. What personal strengths and weaknesses do each of you have as elected leaders of this church?
2. Who are the primary influencers in your church and are they a “pastor’s friend” or his “competition” for leadership? Who are the primary influencers in your church and are they a “pastor’s friend” or his “competition” for leadership?
3. Is the pastor the chairman of the board and president of the corporation?
4. Describe how the church should be governed by the pastor and board.
5. What conflicts have there been between the pastor and the church or board in the last 3-5 pastoral terms and how have they been resolved?
6. Describe the last incident where unity in the church was broken and how it was restored.
7. Are the deacons (elders) regular tithers?
8. Do the deacons (elders) attend the services faithfully and regularly?
9. What do each of you see to be your primary role as a board member?
10. Describe a typical worship service here. Should it change? Why or why not? How?
11. Describe your participation in the altar time and in weekly services.
12. How have you handled complaints from one person about another member or leader?
13. Who evaluates “job” performance? How often? What criteria is used?
14. With which pastor have you most closely bonded? Why?
15. What indicators tell you a pastor is “through?”
16. What action or personality trait has caused some level of distrust toward a pastor?
17. If I came here, in what ways would you “loan” your influence to me?
18. What factors have led to longevity and brevity of pastoral leadership?
19. What change would create small or significant conflict?
20. What is your attitude toward planting other churches?
21. What do you think needs to be changed in our church?
22. What is your vision for this church and community?
23. How many or what percentage of your adult church family are spiritually mature disciples?
24. Who handles the church financial records? Are they audited in some way each year as part of the church board’s fiduciary responsibilities?
25. What safety precautions are in place to protect the church, as well as employees and pastor, from being accused of or involved in financial improprieties?
26. What is the church’s indebtedness?
27. Is this a missions-minded church? How much was given to missions last year?
28. Do you have a church policy manual that explains office hours, days off, vacations, etc.?
29. What compensation do you offer a pastor (salary, housing, housing allowance, mileage, health insurance, MBA retirement, Social Security, vacation? Normally two weeks at end of first year, 3 weeks after the 5th year, etc. But seasoned pastors would be given additional vacation time. (For example: If the pastor had three weeks’ vacation at his previous church, then it might be good to consider the same amount for his new pastorate.)
30. Does the church cover expenses for District Council, District functions, Minister’s Retreat and General Council?
31. How does the church evaluate ministry performance and decide salary increases?
32. What are the cultural peculiarities of this church and this community?
33. What are the “favored” teachings or beliefs of this church family?
34. Is the church incorporated? Does it have a Federal Employee Identification number? Does it have a State Tax Exempt number?
35. Does the church make quarterly reports to the Internal Revenue Service as required by law?
36. What paid staff do you presently have?

APPENDIX J PASTORAL PROFILE Worksheet

In order to prioritize the spiritual requirements and the personal profile of the new pastor, this worksheet can serve as a tool to define the characteristics of ministry and help the PST find a consensus of opinion.

The first priority is to sense what the Spirit is saying about what type of pastor the church needs. This activity should be completed before reviewing resumes.

Church Leadership

Please rate each item in order of importance for you as an individual on a scale of 1 to 5 with 1 being the least important. A zero (0) means it is not important at all.

It is important to me (and, in my opinion, important to our congregation) that the senior pastor:

1. _____ is passionately seeking to know God's values and ways through the Word.
2. _____ be able to negotiate business contracts, research and purchase big-ticket items (such as vehicles, copy machines, furniture, etc.), and administer the daily business of the church (website, church bulletin, receive business visitors, responsibilities of advertising, etc.)
3. _____ attend regularly and work with the local ministerial alliance, establish relationships with local business leaders and social organizations.
4. _____ is very social – opening up his home for visits, stopping by the homes of our attendees, attracting people to our church by his/her outgoing, charismatic personality.
5. _____ has the ability to share and provide ministry training for lay leadership, disciple and mobilize individuals in the church body into fruitful ministry within the church and community.
6. _____ makes it a priority to establish, communicate with and build relationships with the Church Board and develops and builds the leadership skills of volunteer church leaders.
7. _____ understands the importance of developing and working within the budget structure of the Church and is willing to work with the debt philosophy of the Church Board.
8. _____ develops and maintains good communication skills with pastoral and support staff; is willing to share ministerial responsibilities with other pastoral staff for the purposes of enhanced local ministry and the development of the staff.
9. _____ has a well thought-out strategy and is able to effectively work it to shape the heart of each church member to love God as Jesus loved His Father in the garden of Gethsemane.
10. _____ has a strong ministry work ethic.
11. _____ understands and is willing to work with our style of governmental system, which is – (please circle one) Pastor-led Congregation-led Board or elder-led

Ministry “Style”

Please check the box next to those items that are very important to you.

It is important to me (and, in my opinion, to our congregation) that our senior pastor...

- Conforms to the worship practices normally used by our congregation.
- Leads us into new styles of vocal and musical worship.
- Not* exercise leadership and oversight in the area of vocal and musical worship.
- Exercise* leadership and oversight in the area of vocal and musical worship.
- Encourages our worship leaders to use a blend of old and new styles.
- Preaches a balance from the Old and New Testaments.
- Emphasizes prayer around the altar.
- Preaches a sermon series frequently.
- Prefers an evangelistic style of sermon. (very motivational and challenge oriented)
- Prefers an expository style of preaching.
- Preaches until he’s finished, no matter what time it is.
- Preaches led by the Spirit as shown by people responding at the altars and in the offerings.
- Preaches a reasonable length of time, cognizant of people’s scheduled lives.
- Is a story-teller, using verbal illustrations to emphasize and enlighten.
- Uses technology (PowerPoint, videos, etc.) to assist with the message.
- Often emphasizes the Holy Spirit in preaching and teaching.
- Has a commitment to and an emphasis on the operation of the Holy Spirit.
- Does the majority of hospital, nursing home, visitation ministry himself.
- Teaches and enlists members of the church to meet the spiritual, physical, and social needs of the flock.
- Knows how to recruit, equip, and release leaders to genuinely lead others.
- Has a spouse who is very engaged in ministry.
- Has guest speakers on a regular basis.
- Wears a coat and tie on Sundays to church.
- Is comfortable wearing casual dress for church services.

This list certainly can be modified if there are other things the PST or board consider to be important.

APPENDIX K: CHECKLIST FOR PASTORAL SEARCH TEAM

Keep in mind this timeline is dependent upon circumstances no one can control, such as how long it takes for good resumes to be received, interview can be scheduled, etc. So be careful not to rush the process nor be negligent and let it to slow down.

Timeline	Steps	Assigned to:	Status	Consultant
	Submits letter of resignation to Official Board of Deacons	Resigning pastor		
	Notifies Nebraska District Council (NDC) Superintendent	Resigning Pastor or Board Sec.		
	Announces resignation to Congregation	Resigning Pastor or Board Sec.		
Week 1	Meets with NDC Superintendent to discuss process	NDC Supt & Consultant		
	Pastoral Search Team (PST) defined and appointed (if board decides to do so) PST Leader selected	Church Board		
	Determine interest of pastoral staff serving as the senior pastor.	Church Board		
Week 2-3	Determine interim leadership	Church Board and/or PST		Contact PST Leader via phone
	Pastoral Search Team is commissioned and congregation is called to prayer & fasting	Temporary Chairperson of the Board		
Week 3-4	Chart pathway for gathering info in order to create church & pastoral profiles based on (a) needs & nature of the church; (b) type of pastoral ministry needed by the church	PST		Contact PST Leader via phone
	Give congregation opportunity to give input regarding needs, expectations, and potential candidates who fit the criteria (see the form provided)	PST chairperson		
	Interact w/various segments of leadership for input	PST chairperson		
Week 4	Synthesize information for development of church & pastoral profiles	PST		Contact PST Leader via phone
	Begin gathering names of prospective candidates from: (a) NDC Supt.; (b) Other respected leaders & pastors; (c) Congregation; (d) Resumes received by mail	PST chairperson		
Week 6	Assemble "Briefing Packet" of info to send to viable candidates	PST		Contact PST Leader via phone
	Establish cut-off date for receiving resumes (those received after the date may be considered for 2 nd list, pending the outcome of 1 st list)	PST		
Week 10	Narrow field to 3 candidates, listing them in order of preference	PST		Meeting with PST
	Confirm approval of all candidates with NDC Superintendent	PST chairperson		
	Makes calls and send follow-up letters to candidates no longer being considered	PST secretary		
Week 11	Check references, evaluate sermons, and possibly make on-site visits	PST		Contact PST Leader via phone

		Arrange phone interviews	PST secretary		
		Conduct phone interviews	PST chairperson		
		Engage in prayer & fasting prior to making final selection	PST		
	Week 13	Vote by secret ballot for first choice; if clear decision cannot be reached, schedule another prayer meeting & meeting with the NDC Supt.	PST		Contact PST Leader via phone
		Arrange for first choice candidate to minister & have interaction with congregation and PST	PST secretary		
	Week 16	Announce duly-called congregational business meeting according to the church's Constitution and Bylaws, at least 2 weeks before the congregational vote	PST chairperson		Contact PST Leader via phone
		Arrange for NDC Supt (or other NDC official) to officiate the election	PST secretary		
		If elected, extend official call to newly-elected pastor, with NDC official	Chairman of the Board and NDC official		
		Board meets with new senior pastor to answer any questions, finalize when the newly elected pastor will call to confirm his acceptance and make any relevant decision for the days until he calls.	Pastor and church Board		PST Leader contacts Consultant via phone
		Receives confirmation of call from newly-elected pastor, who is given opportunity to make announcement to his present current ministry regarding the transition	PST chairperson		PST Leader contacts Consultant via phone
		If vote is insufficient to elect, begin the process with the next chosen candidate	PST chairperson		
	Week 17	Present letters from pastoral & support staff and leadership pledging loyalty to new senior pastor	PST chairperson		
		Send letters to any remaining viable candidate who has not been informed that the search process has been completed	PST secretary		
	Week 20	New Pastor returns briefly to conduct board meeting to do necessary business and set the stage for the transition	New pastor & Church board		
	Week 22	Plan installation service; invite NDC Supt. or others to participate	New pastor		
	Week 26	Installation Service with NDC Supt.	New pastor		

APPENDIX L INTERIM PASTOR

It is often quite helpful to have what some people have called an 'Intentional Interim' minister during the season a church is without a pastor.

Below are some of the positives.

- ❖ Church attendance tends to remain strong when there is a regular person who preaches. The regularity seems to give people a sense of well-being and they remain more involved, especially those on the fringe.
- ❖ The congregation is blessed by the continual counsel they receive from the interim pastor. These leaders usually don't offer a great deal of counsel unless they are asked. Often they do give a word that is "fitly spoken."
- ❖ The church usually makes better choices in selecting a new leader. This seems to be related to the sense of well-being. They don't have to rush to find a new leader.
- ❖ The interim pastor can preach on things that need to be said to the congregation and leadership during this time. These are often topics that would seem to be self-seeking if preached by the newly elected pastor.
- ❖ There is someone available for funerals, hospital visits, etc.
- ❖ Often small issues and problems can be addressed and solved without any contact with the district.
- ❖ The church doesn't struggle to find someone to fill the pulpit on a week to week basis.
- ❖ They help to manage the grief associated with pastoral change.

The Interim Pastor should not be considered as a possible candidate to fill the pastoral vacancy.

Interim Pastor's Role

The interim pastor's responsibilities will vary according to the size of the church and the desires of the local church board. In general, the Interim pastor is to fill the pulpit and care for the pastoral needs of the congregation. The interim needs to consistently communicate to the church that they are not to be considered as the church's pastor or as candidate to become the church's next pastor. It normally works best if the Interim pastor is also the consultant, but that may not always work out.

In the beginning, it is important to make every effort to insure that the expectations of the interim pastor, church board and church family are clearly articulated. An agreement should be negotiated in advance defining the exact boundaries of how long the interim pastor will serve; how much time each week (days, office hours, etc.) will be given to the assignment; how to handle commitments to previous engagements; and how he/she will remunerated for his/her service (salary and expense reimbursements).

Goals for the Interim Pastor

- Create an atmosphere of fellowship, reconciliation, healing and harmony within the church family
- Provide continuity of congregational leadership
- Develop short-range [six-month] goals for the church, identified through a goal-setting process. (This is a critical step in the interim process.)
- Prepare the congregation for the arrival of a new pastor

Responsibilities:

- Prepare well-structured, Biblically based weekly sermons/worship
 - ✓ The most important thing to consider is “what is God looking for in a man who would lead us to where He wants our church to go in the future?” A pastor is not ordained by God to be an entertainer or politician. He is a God-assigned, Spirit anointed under-shepherd. He is the one responsible to God for the spiritual condition of the church family. Since he is to be God-assigned, it is critical not to seek a person who only pleases your ears. Rather he should be the one that very lovingly leads the church family to be fully spiritually mature disciples of Christ.
 - ✓ Biblical requirements of a pastor
 - ✓ Qualities necessary if a person is to be an effective leader
- Facilitate regular worship service responsibilities in consultation with the church board
- Perform weddings, funerals and baptisms when called upon
- Administer baptism and the Lord's Supper
- Do pastoral calling on sick, shut-ins and other members or coordinate local leaders to help out when absent
- Provide pastoral presence in order to promote a sense of continuity and stability so the congregation has a feeling that a pastor is really there
- Attend all Board Meetings to offer pastoral counsel on transitional issues and coordinate items related to church services, operations, activities, etc. This is also a good opportunity for both the Board and Interim Pastor to keep each other informed on potential areas of conflict within the Body of Christ.
- Work with the board to develop goals and strategies for the interim period
- Consult with staff, board(s) and committee(s) assisting them in carrying out their assigned tasks
- Welcome and follow up with church visitors when appropriate
- If the person is also the consultant, they will connect periodically with the PST to mentor them through the process. Otherwise, the interim pastor will only relate to the PST when directed by the church board or District Superintendent
- Don't offer a great deal of counsel unless asked.
- Communicate regularly with the District Superintendent as to what is happening in the church, especially regarding any budding conflicts and the progress of the pastoral search.

When a STAFF MEMBER serves as INTERIM PASTOR

- A staff member serving as interim pastor should not be considered as a potential pastoral candidate.
- It is recommended that the PST determine in advance if it will be requesting any of the current staff members to submit a resume for consideration. If so, it would mean his work would have to be tailored to significantly limit or prohibit pulpit exposure or high profile leadership roles until he is no longer considered a viable candidate or until a new pastor is elected. This is to keep him from having an unfair advantage over the other applicants.
- If there is a clear understanding that a certain staff member will not be considered as a pastoral candidate, either now or in the future, then their ministry can remain in place during interim period to help provide leadership, experience, and security for the congregation.
- Such staff members will function as the on-site leadership with authority similar to their normal roles.
- A staff member serving as interim pastor should work closely with a designated board member via weekly meetings.

- A staff member serving as interim pastor should oversee the preaching schedule, but not preclude the board's use of special guests.
- A staff member serving as interim pastor should be compensated for these increased responsibilities with an appropriate bonus (not a salary increase) as determined by the board.

When a NON-STAFF MEMBER serves as INTERIM PASTOR

- It is recommended for the church to have an interim pastor if:
 - The church has had the same pastor for ten years or more, or
 - The church has a history of conflict.
- The Nebraska District leadership can assist you in identifying an interim pastor.
- The appointment of an Interim Pastor is the responsibility of the Church Board. A written agreement will need to be made between the Board and the Interim Pastor clearly spelling out his responsibilities and compensation package. The compensation will vary depending upon how much responsibility is placed upon his shoulders. With any agreement made between the board and the interim pastor, it should be clearly stated that the interim will not be a pastoral candidate and the church will not try to persuade him otherwise.
- The interim pastor will be involved in pastoral duties as time permits.
- The remuneration set by the board should consider two important areas:
 - Honorarium
 - Mileage reimbursement to cover travel to and from his residence to the church
- The interim pastor should supervise all worship services and have the privilege of inviting qualified persons to take part in the services: announcements, offering, etc.
- There should be opportunity of meeting with the board at times when it is mutually agreeable. The interim pastor's counsel may be valuable for church-related issues.
- The PST will set schedules concerning pastoral candidate interviews and other meetings needed to conduct its business. The PST should keep the interim pastor informed regarding the schedule for these meetings. It is also helpful to keep the interim pastor informed of progress on the pastoral search process.
- As a general rule, the interim pastor should not make suggestions, endorsements or commentaries concerning the pastoral search process or anyone who is or could be considered for the pastorate. On occasion the PST may solicit an opinion from him.
- If there are missionaries or special speakers who have been invited by the former pastor, and the Board has agreed to allow them to come on the date agreed upon, then the interim pastor will be expected to be present at the service(s). In such cases, mileage remuneration will be provided and the board will determine whether further remuneration is necessary.

APPENDIX M

SAMPLE SCHEDULES FOR A CANDIDATE'S VISIT

Suggested schedule for when the candidate visits the community, meets the church leadership and has his/her final interview: (If the candidate is not able to come for a face-to-face interview, it would be best if some form of a second interview took place.)

- Monday Evening – A get acquainted dinner with the PST, board and spouses followed by the planned interview
- Tuesday Morning – Individual meeting with the current pastoral staff followed by a meal with them.
- Tuesday Afternoon – A tour of the community hosted by a board member
- Tuesday Evening – Question and Answer time with Department leaders
- Wednesday Breakfast – Wrap up session with a final opportunity for Questions and Answers

Suggested weekend schedule when the candidate preaches:

The entire schedule will need to be well defined before the candidate is presented to the congregation including the details of the voting procedures. Promotional material regarding the candidate will need to be secured: pictures, biographical sketch, etc. The congregation will need to be informed of the meeting a minimum of two weeks in advance (a standard Bylaw requirement).

At that time, they may submit questions for the Question and Answer time following the luncheon when the candidate comes to preach, by filling out the bulletin insert "Here's My Question." These questions would be given to the PST a week before the candidate comes and then given to the candidate on Friday evening or as soon as they meet in order for him to adequately prepare his answers. The NDC Superintendent, or another elected official of the NDC, should be contacted to preside at the special business meeting called for the pastoral election.

- Friday Evening – Dinner with board, their spouses, and the candidate and his family.
- Saturday Morning and/or Afternoon – Candidate checks out available housing, shopping, cost of living, and the community as a whole.
- Saturday Evening – Eat early with departmental/ministry leaders. (Discussion time should be limited to allow for prayer and final sermon preparation.)
- Sunday Morning – Introduction of the Candidate who presents his ministry. Ample time should be left for him to preach with no distractions. He must have advance notice if he is expected to do something additional in the service besides preach.
- Sunday luncheon – Carry-in or catered dinner with the candidate and the church body. A PST designee should open the meeting and then turn floor to candidate for Question and Answer time. A comfortable atmosphere needs to be created for the candidate and his spouse. (i.e., Bistro table with two stools.) The length of the meeting should be limited to allow the candidate and his family to spend some time to reflect by themselves on Sunday afternoon.
- Sunday Evening – The candidate ministers a second time and/or a business meeting is held to vote on the candidate. (The candidate and family should not be present at the business meeting. They can be allowed to wait in a designated area for the outcome of the vote.)

The meeting must be conducted according to the church constitution and bylaws. It should be made clear to everyone that a two-thirds vote is required for election. The PST must be informed if the candidate needs any additional time or is requiring a higher vote percentage than the standard two-thirds majority. These details should then be passed on to congregation with the understanding that if the bylaw percentage is reached, then the election is valid and an invitation to come is automatically extended to the candidate and his family. It is now in the hands of the candidate to respond to the election call. The candidate may still need a period of time to respond (perhaps as much as a week). However, it is very important for both the candidate and the

congregation to know when an answer can be expected.

If elected, the PST should deliver the result to the candidate and follow him (and family) back to the pulpit to close the meeting. If the candidate does not receive the required number of votes to be elected, he still should be notified of the results immediately.

Following the business meeting – Wrap up time with the church board and the new pastor. If there is no election, the board and PST should then meet to determine what to do next in the pastoral search process.

APPENDIX N COMPENSATION AND REIMBURSEMENT

Considerations Regarding Compensation And Reimbursement

The following is a list of benefits for showing financial *honor* in addition to a regular Financial Package:

- Moving Expenses (with limits clearly defined)
- Expenses for attending select conferences/seminars, District Council and General Council
- Educational and book allowances (to improve ministry skills)
- Gifts for anniversaries and birthdays
- Annual review of the minister's financial package (utilizing clear criteria)

Key factors in determining the salary of a pastor are as follows:

- The new pastor should be expected to do as well or better than the last pastor. The salary needs to correspond to the experience and position not the person
- Gross income of the church
- Financial and numerical growth patterns of the church
- Overall church indebtedness
- Economy of the community
- The median family income in the community. (NOTE: Richard Hammer, legal counsel for the Assemblies of God, provides a helpful resource in establishing salary package ranges. <http://store.churchlawtodaystore.com/20cohaforchs1.html>)
- Current inflationary realities
- Cost of health care
- Retirement (Social Security, MBA)
- A housing Allowance (when pastor purchases a home)
 - Whether a pastor owns a home or lives in a parsonage, a housing allowance must be identified as separate from the salary. The IRS determined the housing allowance will consist of the 'fair value' rental value of the house along with the costs related to living in the house. That allowance must be set by the official board annually unless they have perpetual resolution designating it.
 - However, it is the pastor who must determine the amount his living expenses will be for a given year while the board sets the allowance by resolution. It is the pastor's responsibility to justify the allowance at the time he/she files the annual tax forms.
 - If the pastor lives in a church parsonage, the following should be considered:
 - ✓ A pastor builds up no equity, so it would be good to consider placing an amount in his retirement equal to the value gain of the parsonage, if any gain in the community.
 - ✓ Will the pastor be obligated to live in the house provided by the church?
 - ✓ What utilities and fees will be paid by the church?
- If your church is not able to pay a pastor a full time salary, the Consultant and/or District Superintendent can work with the board to evaluate the average annual income and expenses of the church to determine how much they can give the pastor.
 - There can be various ways of considering compensation in light of possible future growth. One approach might be to offer the pastor what the church can honestly afford. For example, the church could offer a percentage (i.e. 60%) of the increase of balance between income over expenses for the following year. So if the income increased \$2500 and the expenses increased \$1500 over the year, then the difference would be \$1000. At 60% the pastor would receive a \$600 bonus.

- Since the pastor may not be able to receive sufficient salary to provide for his family, the Advisory Team and the congregation should find other creative ways throughout the year to show their love and support to the pastor and his family.

The standard IRS rate per mile is an adequate travel allowance for church related business using a personal vehicle. Conferences, councils, seminars, continuing ministry education, etc. are all business and reimbursable expenses. Travel expenses should not be calculated as part of the pastor's financial package, but rather, as an expense to church's general fund.

THE FOLLOWING AREAS SHOULD BE DISCUSSED WITH THE CANDIDATE

1. Remuneration

- a. Salary
- b. Parsonage or housing allowance
- c. Utility payments
- d. Auto expenses
- e. Expense of moving
- f. Travel and expenses to district/General Councils, seminars, camps, etc.
- g. Retirement benefits [Minister's Benefit Association (MBA)]
- h. Health insurance
- i. Professional expense reimbursement
- j. A year-end bonus
- k. Rule of thumb: The pastor should be treated in the same way members of the board would want their own family member treated who might be pastoring in another church

2. Vacation (liberal and flexible)

It should vary based on years of seasoned ministry. Normally two weeks at end of first year, 3 weeks after the 5th year, etc. Seasoned pastors would be given additional vacation time. (For example: If the pastor had three weeks' vacation at his previous church, then it might be good to consider the same amount for his new pastorate.)

Pastors should be urged to take one Sunday away per quarter to visit other churches to observe, learn, and rest.

3. Outside Employment

If at all possible, outside employment should be avoided. If the new pastor will need to work then there should be an understanding and agreement with the church board regarding particulars.

4. Outside Ministries For the Pastor

Some pastors receive invitations to speak at other churches, seminars, conferences, camps, etc. The church board should establish the parameters for the pastor's ministry outside the local church setting.

5. Wife's Ministry

Hiring a pastor is not a "two for the price of one" deal. The majority of pastors' wives are dedicated and are willing to give of themselves to the work of the church. However, this should not be taken for granted. If she is expected to do office work for her husband and the church she should be remunerated for time and effort.

6. Candidate's Questions

The board should allow the candidate opportunity to question them on any subject of vital concern concerning the financial package. It is strongly recommended that all agreements between candidates and the church board be properly recorded in the minutes of the meeting.

APPENDIX O POST-ELECTION CHECKLIST

INSTALLATION OF NEW PASTOR

It is best to set a date, shortly after the new pastor arrives, for an installation service. The District Superintendent, or a District Officer is available to preach the message and conduct the installation of the pastor. Such a service is meaningful to both the pastor and congregation.

SUGGESTIONS FOR INSTALLATION SUNDAY

- Provide a corsage and boutonniere for pastor and spouse.
- Plan a fellowship meal for the church (or) have reservations for pastor, board and staff at a local restaurant.
- Have a receiving line where the pastor and his family can greet each church member.
- Plan a grocery shower.
- Give a welcome gift.

These are just suggestions. It is good to appoint a committee to decide what would work best.

HOUSEKEEPING ISSUES

- Keys to the church and/or parsonage
- Signature authority (if applicable)
- Church credit card / its use, policies for receipts, etc.
- Arrangement for leased vehicle (if applicable)
- Minutes of last five business meetings
- Current list of members and regular attendees (pictorial directory preferred)
- Monetary advance or a reimbursement plan for moving costs

APPENDIX P SAMPLE LETTERS

Sample Letter: Application Complete

Date

Reverend Joe Applicant
123 Main ST
Any Town USA 12345

Dear Brother Applicant:

We have received your application and sermon tapes.

Your application is complete at this time. Because of the number of applications we have received, we will be spending the next several weeks talking with references, listening to sermons, and reviewing what you have written. When that process is complete, we will schedule interviews with the candidates we believe will best meet the needs of our church.

You need do nothing more at this time other than give extra attention to prayer. We will contact you if we would like to have a personal interview with you and your spouse or when we make a final decision. Thank you for your interest in our church. It is our hope that God will guide both you and us as we seek to serve Him.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Sample Letter: Non acceptance Letter

Date

Reverend Joe Applicant
123 Main ST
Any Town USA 12345

Dear Brother Applicant:

Thank you for your interest in our pastoral vacancy. We apologize for the length of time between your application and our response to you. We have had many applicants with excellent training, experience and commitment. As a committee we have tried to carefully and prayerfully consider each application. Since we have only one pastoral vacancy, we have had to say “no” to many qualified applicants who are undoubtedly excellent pastors. This is the reason for this letter. We believe that the Lord has led us to invite another applicant to candidate at our church. We trust that God will continue to lead you into ministries that will be personally fulfilling and that will significantly strengthen His Kingdom here on earth.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Sample Letter: Attractive Candidate

Date

Mr. Attractive Candidate
123 Main ST
Any Town USA 12345

Dear Candidate:

We have been grateful that the Holy Spirit has brought you to our attention in our pastoral search to get to know you more personally. To allow you to know more about our church and the community where we live, we have included the result of a 'Self-Study' of our church and community.

In order for us to know more about you, we would like you to provide us with additional information on a form we are attaching. We would also ask that you send us 2 or 3 audios or videos of typical sermons you have preached in the last 6 months.

Time is of the essence for both of us, so the sooner you are able to provide these things for us the sooner we will be able to discern what the Holy Spirit is saying to us about the possibility of us working together in His kingdom.

Please send your information to:

Pastoral Search Team
1234 Our Street
Our Town USA 23456

We will let you know as soon as we have received them.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Sample Letter: Thank you to Reference

Date

Mr. Joe Reference
123 Main ST
Any Town USA 12345

Dear Mr. Reference:

As you know, we have been searching for a new pastor for the past several months. God has rewarded our search! We are looking forward to the ministry of _____, who will become our pastor on _____. We would like to invite you to join us that day for a welcoming service. The church is located at _____ and the service begins at _____AM. We also want to express our appreciation for the role you played in helping us find a qualified candidate. On behalf of the Pastoral Search Team, Church Board, and our entire congregation, we are grateful for your help in getting to know _____ better.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

APPENDIX Q Process Summary Sheet*

Name of Applicant

Date Received:

1. _____ Pastor's Information Form received
2. _____ Initial verification letter sent
3. _____ 2/3 Sermons Received
4. _____ Second verification letter sent
5. _____ First elimination decision
6. _____ If definite "no," non-acceptance letter sent
7. _____ Telephone references completed
8. Sermon evaluations completed:
 - PST member 1 (Initials) _____ Score
 - PST member 2 (Initials) _____ Score
 - PST member 3 (Initials) _____ Score
 - PST member 4 (Initials) _____ Score
 - PST member 5 (Initials) _____ Score
 - PST member 6 (Initials) _____ Score
 - PST member 7 (Initials) _____ Score
 - PST member 8 (Initials) _____ Score
 - PST member 9 (Initials) _____ Score
9. _____ Second elimination decision
10. _____ Personal interview scheduled
11. _____ Decision based on personal interview
12. _____ Notification of decision sent

*Suggestion: It would be good to staple this to the inside of the file folder for each candidate

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