

Guidelines for the Pastor Search Committee

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This workbook was adapted from the original material entitled
“Pastor Search Committee Workbook” by Dr. Lynn Eckeberger and Ed Hale

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Contents

3	Initial Concepts and Acknowledgments
5	A Search Committee Story
7	Time Table for Search Process
8	Step 1: Gathering Information
16	Step 2: Conducting Congregational Studies
18	Step 3: Gathering Names of Prospects
22	Step 4: Prioritizing Contacts
24	Step 5: Setting Up Files
26	Step 6: Contacting the Prospective Candidate
30	Step 7: Completing Background Checks
32	Step 8: Visiting the Minister's Church Field
34	Step 9: Calling the Minister
36	Step 10: Following Up After the Call
38	Appendix 1A Survey from the Search Committee
40	Appendix 1B Survey of Membership
42	Appendix 2 Survey for the Search Committee
44	Appendix 3 Warning Notice
45	Appendix 4 Acknowledgement of Resume Received
46	Appendix 5 No Further Consideration: Does Not Fit Profile
47	Appendix 6 Not Considered: Beyond Cut-off Date
48	Appendix 7 Continued Consideration As Candidate
49	Appendix 8 Personal Evaluation Form
52	Appendix 9 Reference Release Form
53	Appendix 10 Second Level Notice of No Further Consideration
54	Appendix 11A Reference Letter with Phone Follow-up
55	Appendix 11B Telephone Interview Reference Form
57	Appendix 12A Reference Letter with Written Follow-up
58	Appendix 12B Personal Reference Information Form
62	Appendix 13 Important Questions to Ask a Perspective Pastor
64	Appendix 14 Minister's Compensation
66	Appendix 15 Continued Consideration as Candidate (Salary and Benefit Information)
67	Appendix 16A Credit and Legal Information Release Form
68	Appendix 16B Credit and Legal Information Release Form Spouse
69	Appendix 17A Letter to Candidate Regarding Questionnaire
70	Appendix 17B Prospective Candidate Questionnaire
72	Appendix 18 Prospective Minister's Sermon Evaluation Form
74	Appendix 19 Sample: Pastor's Job Description
76	Appendix 20 Compensation Worksheet
78	Appendix 21 Sample: Minister-Church Covenant
81	Appendix 22 Church Approval on How to Decide to Extend a Call
83	Appendix 23 Council on Care-giving
85	Appendix 24 Installation Service

Initial Concepts and Acknowledgments

1. The information contained in this manual comes from a variety of sources. It has been compiled from personal experience and the experiences of numerous search committees. The guidelines presented are suggestions only. Your committee needs to make its own decisions in light of your church's traditions, written documents, and instructions.
2. Your search committee has the responsibility of deciding through what process you will bring the name of a potential minister before your congregation. Your church is autonomous, and no one has a right to dictate the type of process you must follow. The information in this manual provides a cafeteria of options your committee may wish to consider. For example, should your committee choose to do a complete background check, a process to accomplish that is included. However, this is your decision and your decision only.
3. Most ministers operate out of a deep sense of God's call. They are also highly committed and diligent in working long hours in obedience to that calling.
4. No minister is perfect. While most are conscientious, a few demonstrate unacceptable behavior or have been guilty of decisions that may disqualify them as ministers.
5. How can this happen? The Baptist ministry has no educational requirements, and no hierarchical body above the local church exercises authority over the suitability of a particular person for ministry. The local congregation can "set aside" (ordain) any person, as it wishes, for ministry.
6. Names of potential ministers may come to the committee from various sources such as your associational director of missions or your Baptist state convention. These do not come to you as recommendations; they are merely the names of persons who sense that God is leading them into a new area of ministry.
7. Your committee is responsible for discovering the suitability of any person to serve as a minister in your congregation. Your committee is encouraged to spend much time in prayer, in open discussion, and in detailed study.

The Search process outlined in the following pages has been developed from seven basic values:

A process that affirms the autonomy of the local church. Providing a cafeteria of options but affirming the work of the search committee as it follows the traditions, mandates, and Spirit-led decisions of the committee, the committee is encouraged to use the parts that work best for them.

A process that involves the congregation. The congregation is asked to be a part of the process by completing self-studies, providing names of potential ministers, and prayerfully participating in the church's visioning process.

A process that respects the relationship of the minister with the current congregation.

Tremendous harm can be done when a committee comes to hear the minister preach or lead in his own church. It sends a signal that the minister is seeking to move; and if he does not leave, his congregation may conclude that their minister may not be desired by others or by them. This process encourages the committee to focus attention on face-to-face dialogue around such topics as leadership style, core beliefs, and communication. Going to visit the minister in his own church should be the last step, not the first.

A process that encourages the congregation to seek a minister to own their vision first.

The church must know who it is and what distinguishes it from other nearby churches. It does not work to expect the minister to bring the vision to the people. Their real concern should be whether the minister's gifts in ministry match their perceived needs as they seek to be the people of God.

A process that encourages the committee to work with only one prime candidate at a time.

Unfortunately, committees are often tempted to consider several candidates at once and to choose the one that looks and sounds the best. However, this is not an employment process; it is a spiritual process. The goal of the committee is to bring before the congregation the person whom they believe God has uniquely prepared to serve as their next pastor. This can only be determined by emphasizing the spiritual dimensions of prayer and earnestly seeking God's will. Hopefully, a congregation will hesitate to terminate a pastor if they also believe that this is the person God prepared to serve their church.

A process that encourages the church to have a covenant agreement that clarifies the expectations of both the congregation and the minister. This is different from a job description in that it takes into account the uniqueness of the minister and the changing needs of the congregation. It should be negotiated with the new minister and reviewed annually.

A process that allows the committee to do background checks on the minister with his knowledge and permission but with integrity. There are appropriate ways to perform background checks on the minister. These should be done only with the minister's knowledge and signature. Churches were searching for ways to do this, and frequently they were trusting hearsay information without having a way to determine the reality of a situation. The purpose of the background check is to assure the congregation that their new minister is worthy of trust and to protect the church's witness to the community. After the congregation is advised as to the level of background checks done, the people can easily affirm and demonstrate their trust with a minimum of risk. This will help the minister and congregation develop healthy relationships quicker.

A Search Committee Story

After Reverend Roger Weeks left Proctor Creek Baptist Church, a committee was elected to find a new pastor. At the first meeting of the committee, the chairperson, Mary Ann Hickman, suggested that they seek some help from their local association. The director of missions, Jack Wilson, made suggestions about how to go about their task. He suggested several things they might consider doing. He even suggested that today the process of finding a pastor is different.

He said the committee should:

1. Concentrate on face-to-face conversation with the pastor and make hearing a sermon preached a last criteria. To hear the pastor earlier, ask for an audiotape, video tape or DVD.
2. Lead church members to clarify the church's reason for existence and to sense what God desires to do through their church.
3. Help build trust between the new pastor and the people. Determine ways the minister's experiences, lifestyle, and current situation make the pastor a trustworthy candidate.
4. Have the new pastor and the search committee write an agreement to explain what each expects of the other. This could be made even more significant by stating that the pastor is being called under the guidelines of the printed covenant.

Mary Ann and the committee liked these ideas, but they were still not sure where to begin. Jack suggested they involve the church in their process by informing the people as to how the committee would be working to find a new pastor [Step 1: Gathering Information]. The congregation could assist them by suggesting names and securing resumes of suitable candidates. Jack suggested that another way the congregation might help was by making a profile of a potential minister. Since the congregation is trusted to know the Lord's will on these matters, this would give them an opportunity to speak about the age range, education, experience, and giftedness of the next pastor [Step 2: Conducting Congregational Self-Studies]. These studies would provide information that would help them when they talked with a potential pastor, and it would help the new pastor and the congregation discuss the kinds of ministries the church should have.

Mary Ann told the committee that the word was out and resumes were showing up in the mail. Sometimes they came to the church; often she would find a resume in her personal mail at home. Since the committee had agreed to work with one candidate at a time [Step 3: Gathering Names of Prospects], she thought it would be a good use of her time to call each candidate on the telephone so each would have a better knowledge of the church and the process it would be using. She told each candidate briefly about the congregation, its size and location. She concluded by asking if the candidate still wished to be considered by the committee. Some of those contacted were already being called to other churches, and some resumes had been sent by friends. Some of the pastors, for personal reasons, had to locate in another part of the state. She was so glad she took the time to find out if all of these were good prospects for the committee's work. The committee thanked Mr. Wilson for his help and scheduled their next meeting.

After the agreed upon date for receiving resumes, the committee began to put the resumes in priority order [Step 4: Prioritizing Contacts]. This led them to the resumes of five persons they all agreed would make excellent pastors for their church [Step 5: Setting Up Files]. The committee agreed that Mary Ann would set up a dinner meeting for the committee with the "first choice" pastor and his wife, Gene and Mary Holland [Step 6: Contacting the Prospective Candidate]. This dinner meeting and the two meetings following went great. They began by asking simple "getting to know you" questions. By the third meeting, they began to have serious discussions about the church's needs and its vision. They wanted to know about the pastor's leadership style and what "kind of Baptist" he was. The more they talked, the more they realized how much they had in common. It was as if Gene Holland had known them forever. They would ask a question, and his answer was as if the committee had written it just for him. They

were all aware that this must be of the Lord. They found it interesting that he had been called into the ministry in his late twenties after a successful business career selling real estate.

Knowing the committee had a responsibility to the candidate but also to the church family, they asked Rev. Holland for permission to do background checks [Step 7: Completing Background Checks]. They also gave him a questionnaire to fill out just to make sure there were no surprises later. The credit report did say that he had been late paying bills, but that had been six years ago. The committee wondered why this might have happened. When the questionnaire was returned to them, they discovered that the pastor had experienced a heart attack; but following successful bypass surgery, he had functioned well with no continuing problems. The pastor search committee felt relief that there was no problem in Rev. Holland's past that seemed a major concern. Their telephone calls to his references also supported their earlier findings.

In their next meeting with the pastoral candidate, they asked him if he would work with them in writing a covenant agreement. They each brought to a later meeting a list of their expectations with specifics about what the church would expect from the pastor and what the pastor could expect from the church. As they completed this document, they made plans to visit him on his church field [Step 8: Visiting the Candidate's Church Field].

Rev. Holland preached a biblically based message that confronted sin and called for personal repentance and spiritual maturity. The worship hour was a time of celebrating God's presence, forgiveness, and love. Later in the committee's visit with the pastor, they finalized understandings about the completed covenant and their financial agreements. They also made plans for him to preach at their church in four weeks.

When the "big" weekend came [Step 9: Calling the Minister], the committee made arrangements for the pastor and his family to meet with other church staff members and lay leaders of the church. On Saturday evening, the church had a nice get-acquainted dinner. The congregation knew that the pastor had been through a series of background checks; they knew, too, that Mary Ann and other members of the search committee knew their congregation well. Everyone felt positive about proceeding with the time of worship on Sunday and the vote that would be taken later. When the congregation voted, as expected, they made the already approved covenant a part of the call for Rev. Holland to become their new pastor.

Now, they must turn their attention to helping the new pastor and his family feel that they are at home [Step 10: Following Up After the Call].

Time Table for Search Process

Weeks & Months 12..... 3..... 4..... 5..... 6

1. Gathering Information

- Collect introductory materials
- Detail presentation materials
- Update congregation on process

2. Conducting Congregational Self-Studies (Profiles)

- Study congregational demographics
- Create a candidate search profile
- Process church study and vision

3. Gathering Prospective Names

- Get names from other sources
- Get names from within the congregation

4. Prioritizing Contacts

- Determine order to contact prospects
- Structure process

5. Setting Up Files

- Document contacts with candidate
- Set up permanent paperwork files

6. Contacting the Candidate

- Request permission to check references
- Explain background check process to candidate
- Conduct initial and subsequent contacts
- Plan questions to ask
- Begin to write covenant agreement

Weeks & Months 7..... 8..... 9..... 10..... 11..... 12

7. Conduct Background Checks

- Decide which background checks to do
- Receive questionnaire from candidate

8. Visiting the Minister's Church Field

- Discuss salary, housing, ministry expenses

9. Calling the Minister

- Plan for candidate to visit church family
- Vote to call minister under guidelines of the covenant agreement

10. Following Up After the Call

- Inform minister of the call
- Notify the local association office and/or the Baptist Standard
- Plan installation service

Step 1: Gathering Information

1.1 Allow time for the committee to become a "community." This can be accomplished by customary committee structure; establishing a covenant of prayer; clarifying agreements; holding to a code of ethics; and setting procedures for routine tasks. (see pages 8 to 12)

1.2 If the church has had the same minister having served for ten or more years or if there has been a history of challenges, the congregation will be wise to consider calling an intentional interim minister, who has had experience and additional church systems training. For more information, contact the office of Leadership, Baptist General Convention of Texas, 333 N. Washington, Dallas, TX 75246, phone 214-828-5100.

1.3 The church may wish to consider making two basic agreements with the interim minister.

- That the interim minister will not become a candidate for the position.
- That the interim minister will not use his trust relationship with the congregation to present resumes of potential ministers.

1.4 Be prepared to present basic information about your church to any prospective candidate including information about size of the church, location, facilities, and housing for the minister. Provide this information by telephone or by mail to determine whether the minister wishes to be considered as a pastoral candidate. If so, ask the candidate for a current resume (if needed).

1.5 Be prepared to present detailed information about your church to your prioritized, serious prospective candidates. (See Step 4, page 22) This information includes: (See Step 2, page 16)

- Brief history of the church.
- Description of church and community, facilities, membership, and special ministries.
- Adopted church goals.
- Plans for future construction.
- Organizational enrollment and current attendance.
- Names, addresses, and telephone numbers of all former pastors or appropriate staff members.
- Paid staff members' names, titles, and duties.
- Job description, if one exists.
- Overview of finances-receipts, expenditures, total debt, average weekly receipts.
- Results of any self-studies.
- Three-mile demographic and psychographic study of your church community (secured by calling the office of Research and Information Services, BGCT [214-828-5138])

1.6 Interpret to the congregation the process the committee will follow.

- Explain the approach the committee is taking, and clarify how the committee will keep the congregation informed through reports and written updates. (see "Sample Comments for Early Progress Report to Church," page 14)
- Report on findings from the Search Committee surveys. (see Appendices 1A & 1B, pp. 38-40)
- Do not disclose confidential resume information. The names of persons under consideration or those no longer being considered should not be disclosed by the committee. Take care not to do anything that might hurt the minister's work in his current place of service.

1.7 As individual members of the search committee, you may choose to visit several churches to observe their worship format and styles of ministry. This may help you clarify your own style.

Getting Organized as a Search Committee

1. Make sure there is a Chairman, vice chairman, and recording secretary, (correspondence secretary might need to be established). Take good minutes at every meeting!
2. A specific covenant of prayer should be agreed upon, by which, each member pledges to pray daily for all members: The Holy Spirit should be invited to guide and lead in discernment of this task.
 - a. Each member will function to full capacity in the secular responsibilities at hand; in family matters; and that God will protect from distractions so as to aid in a careful search for His chosen minister.
 - b. Communication will be honest and with love in all matters, both personal and organizationally among committee members.
3. Agreements and Considerations: (Yes or No)
 - a. We will require a unanimous vote of the search committee members regarding the final recommendation of a pastor to our congregation.
 - b. We will maintain full confidentiality in all matters (including spouse).
 - c. We will coordinate all expenditures of the search by committee approval.
 - d. We will secure resumes on all ministers we consider as prospects. No contact or dialogue will be initiated until such materials have been distributed to and reviewed by the committee.
 - e. All recommendations must be in writing, and an effort should be made to know something about the character of the reference.
 - f. We will use the pastor profile we assemble as the primary source of evaluating the priority listing of our prospects.
 - g. No individual will be recommended to the church until the search committee has interviewed the candidate; and has been thoroughly investigated to the committee's satisfaction.
 - h. We will use the stated financial provisions approved by the church for the pastor's position. If we feel this must be altered, we will first gain approval of the church well in advance of making a final recommendation of a pastor. It is suggested that a portion of the current pastor's salary be set aside in a designated fund for moving expenses of the next pastor.
 - i. We determine a prospective pastor or church member will not "rush" us.
 - j. We agree a candidate will not be presented to our congregation until the search committee is ready to make a recommendation to the church.

Code of Ethics
for Search Committee Members:

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

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

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

Search Committee Expenses

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

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

Who Develops the Job Description and Compensation Package?

These matters should be clearly outlined and agreed upon by the congregation prior to naming a new pastor. With regard to the duties (job description), be sure to involve the committee or body that will supervise the pastor (to whom he is responsible) (see Appendix 19 Sample: Pastor's Job Description, page 62). Also, use the information received from the Church Questionnaire to make sure that the job description addresses the concerns and expectations of the congregation.

Current job descriptions, By Laws, and/or personnel policies may amply address these matters. Clarification is the responsibility of the Search Committee.

The Finance Committee should be responsible for determining the budget allocations for the compensation package of the pastor. The Search Committee should be prepared for negotiations with the Finance Committee and the pastor in regard to the appropriation of the total compensation package. It is a difficult task to represent both the pastor's needs and the financial ability of the church in regard to compensation. (See Appendix 14: Minister's Compensation, pp. 64-65 and Appendix 20: Compensation Worksheet, pp. 76-77.)

There should be a department at the Baptist General Convention of Texas (214-828-5100) that can be helpful with getting compensation reports of similar size churches for the committee to consider. Make sure you research the subject thoroughly from both the pastor's perspective and the reality of your church budget.

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

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

Communicating With Our Partners

There will be occasions when the Search Committee will need to communicate on behalf of the Committee. Communication is achieved in various forms (verbal, written, etc.) and in various styles (professional, informal, etc.) and with various tones (businesslike, folksy, etc.) and in various settings (groups, individual, etc.) and at various schedules (spontaneous, fixed, etc.)

Regardless of the particular aspects of the communication, the Search Committee should afford itself the assurance of consistent, clear communication. A review of particular types of committee communication can help the Search Committee organize well.

Agreement by the Search Committee as to who will communicate on behalf of the Committee for specific purposes with specific parties in specific ways for specific outcomes is important:

Reports of Progress	Who	What	How	When
Ministerial Staff:				
Ministry Support Staff:				
Congregational Leaders:				
Congregation as a whole:				
Assigned Tasks to Assist Search Committee				
Ministerial Staff:				
Ministry Support Staff:				
Congregational Leaders:				
Congregation as a whole:				
Announcements of Completion				
Ministerial Staff:				
Ministry Support Staff:				
Congregational Leaders:				
Congregation as a whole:				
Christian Community Members:				
General Public:				

Sample Comments for Early Progress Report to the Church

1. Our committee is suggesting that the congregation join us in a time of prayerful self-study in preparation for seeking a new minister or ministry staff person.
2. The committee will talk with ministers during the week and interview those who are serious candidates. We will go on Sunday to hear only the minister with whom we share a strong sense of calling to serve our church.
3. We will ask the congregation to provide resumes of persons they think should be considered, but we will not report back whether a particular candidate is under consideration. We will, however, notify the minister if the committee is looking elsewhere.
4. Please pray for our committee as we seek God's will for our church.
5. Announcement: "Thank you for your confidence in us. Please pray for us as we seek to serve the church in this capacity." Confirm the arrangements for the interim period and call them to special commitment during this time. You might distribute the Pastor Search Questionnaire to the congregation, (see Appendices 1A and 1B, pp. 38-40). ("Here's a questionnaire, describe to us our need in a new pastor. Provide us with suggestions, understanding we can't bring but one pastor to the church for consideration.") We will use this profile to help us narrow the list of prospects.

Step 2: Conducting Congregational Self Studies

2.1 Churches with a strong sense of mission and vision generally make the most progress. An important question for a church to ask is, "Who will own the church's vision?" The church's vision will be owned by either the pastor or the congregation. The new pastor will come to the church with training, experience, and sense of call to ministry. However, what worked in another congregation may not work at all in your situation.

The new pastor is in a poor position to own your church's vision because of:

- No prior knowledge of what has been tried - what failed and what succeeded.
- Little personal knowledge of the makeup and dynamics of your church community.
- Not knowing who in the congregation really has a finger on the pulse of the church and who just has an opinion. To whom should the pastor listen?

For the pastor to "own the vision" does not work well. At first, the congregation may like the new ideas presented. However, congregations frequently conclude after a couple of years that the pastor is leading the church in a direction they do not want to go, so an effort begins to remove him from office.

The congregation's goal is to "own" its vision based on its unique history and understanding of its founding dream. For the pastor and the congregation to have a shared vision for ministry is ideal. This often happens when the pastor's gifts in ministry match the recognized needs of the congregation as it remains true to its vision.

2.2 Conduct self-studies of the church membership. The Search Committee can conduct a Pastor's Profile Study by individual members (see Appendices 1A and 1B: pp. 38-40) and, a third study within the Search Committee itself. (See Appendix 2: Survey for the Search Committee, pp. 42). To ensure that all members have opportunity to participate, the committee may choose to mail surveys and request their return by a certain date.

Make copies of the results to share with the congregation and with any serious candidate.

- All active church members should complete the Pastor's Profile Study (see Appendices 1A and 1B: pp. 38-40). It should be distributed for at least two Sundays in order to involve the greatest number of participants. Provide time during Bible study and worship for persons to complete the form. Try not to let the survey out of the building.
- Use the compiled information from these studies as a guideline in deciding on the type of candidate the church needs at this time. The third study of the Search Committee (see Appendix 2: Survey for the Search Committee p. 42) will lead you to develop a code for the ministry priorities of your new pastor. These studies will be used by the Search Committee as a search criterion in gathering names of prospective candidates.

2.3 To clarify expectations, conduct congregational Bible studies as appropriate. The studies may be led by the interim, a gifted layperson, or an outside presenter. The areas of study might include:

- A study of Baptist history and doctrines such as Hershel Hobbs' book and other material relating to Baptist Distinctives such as *The Baptist Faith and Message*. (These materials are available from the Baptist General Convention of Texas.)
- A biblically based study on the role and purpose of the church.
- A biblically based study on the role and responsibilities of clergy, church leaders, and laity.

2.4 Encourage the congregation to go through a process to recover their founding dream. The church should also seek to verbalize what they believe to be God's will for their church in the future. The ultimate goal is to determine where God is at work in the church. It should provide them the

opportunity to explore where the church is in terms of worship, discipleship development, outreach, personal evangelism, mission, and ministry.

2.5 Develop a process just for your church. It should involve a significant number of your people in seeking a shared vision for your church.

The process will include:

- Looking at the past ten years in the life of the church.
- Reviewing current community demographics.
- Identifying currently held opinions about the church and its future.
- Clarify the role and purpose of your church. This is a great time to emphasize praying together and for one another.
- Identifying several shared dreams for the future.

2.6 Understand that the potential pastor will also have a vision for the church being considered. **Your goal is for the visions to be mutually supportive.**

2.7 Consider encouraging the church to form a council on care-giving. The purpose of this council is to offer encouragement to the pastor/staff plus provide a means for clear, open communication within the church family. (See Appendix 23: Council on Care-giving, p. 83.)

Step 3: Gathering Names of Prospects

3.1 Gather names of prospective ministers from available resource people.

- Contact your local associational director of missions.
- Contact the Office of Leadership Connection of the BGCT: www.bgct.org
- Contact accredited seminaries and divinity schools (see listing below).
- Receive biographical sketches from other pastors, staff members, congregational members, or from potential candidates.

3.2 Decide under what conditions you will accept resumes. If only a name is provided, ask the person giving it to secure a resume for the committee (see "Getting Organized as a Search Committee," page 9).

3.3 Contact each candidate in order to determine if the individual is indeed a candidate for your position. The minister may be currently talking with another committee or may have just relocated. Also, the candidate may not be open to relocating to your area. This is a great time, also, to request a current resume (Appendix 4: Acknowledgement of Resume Received p.45).

3.4 Give the congregation an opportunity to submit names for consideration. Set a six-to-eight-week cut-off date for receiving resumes in order to give any church member ample time to secure one from any candidate. (Appendix 1B: Survey of Membership, p.40)

3.5 Following are schools that frequently appear on ministers' resumes. Listed are Southern Baptist seminaries and divinity schools connected to the Southern Baptist Convention and/or state conventions. Also listed are regional schools recognized by the Association of Theological Schools.

Southern Baptist Seminaries Phone Numbers

- Golden Gate Baptist Theological Seminary 415-380-1300
- Midwestern Baptist Theological Seminary 816-453-4600
- New Orleans Baptist Theological Seminary 504-282-4455
- Southeastern Baptist Theological Seminary 800-284-6317
- Southern Baptist Theological Seminary 800-626-5525
- Southwestern Baptist Theological Seminary 817-923-1921

Baptist Divinity Schools and Bible Colleges

- George Truett Divinity School, Baylor University, TX 254-710-3755
- Logsdon School of Theology, Hardin-Simmons University, TX 915-670-1287
- Baptist Theological Seminary Richmond, VA 804-355-8135
- Beeson Divinity School, Samford University, AL 205-870-2718
- Campbell University Divinity School, NC 910-893-1830
- Florida Baptist Theological College, FL 904-263-3261
- Fruitland Baptist Bible Institute, NC 704-685-8886
- Gardner-Webb University Divinity School, NC 704-434-4400
- Mercer University School of Theology, GA 770-986-3474
- Wake Forest University Divinity School, NC 800-393-4244

Selected Schools Accredited by ATS (These schools have also met the high academic standards of the Association of Theological Schools.)

- Andover Newton Theological School, MA 617-964-1100
- Asbury Theological Seminary, KY 606-858-3581

- Bethel Theological Seminary, MN 612-638-6180
- Candler School of Theology, Emory University, GA 404-727-6322
- Central Baptist Theological Seminary, KS 913-371-5313
- Colgate Rochester Divinity School, NY 716-271-1320
- Columbia Biblical Seminary, SC 803-754-4100
- Columbia Theological Seminary, GA 404-378-8821
- Crozer Theological Seminary, NY 716-271-1320
- Dallas Theological Seminary, TX 214-824-3094
- Denver Conservative Theological Seminary, CO 303-761-2482
- Drew University Theological School, NJ 201-408-3258
- Duke University Divinity School (Baptist House), NC 919-660-3401
- Eastern Baptist Theological Seminary, P A 215-896-5000
- Erskine Theological Seminary, SC 803-379-8885
- Fuller Theological Seminary, CA 818-584-5200
- Gordon-Conwell Theological Seminary, MA 508-468- 7111
- Hartford Seminary, CT 203-232-4451
- Harvard University Divinity School, MA 617-495-5761
- Lexington Theological Seminary, KY 606-252-0361
- Northern Baptist Theological Seminary, IL 708-620-2100
- Oral Roberts University School of Theology, OK 918-495-6096
- Princeton Theological Seminary, NJ 609-921-8300
- Reformed Theological Seminary, MS 601-922-4988
- Regent University School of Divinity , V A 804-523- 7063
- Shaw Divinity School, NC 919-832-1701
- Talbot School of Theology, CA 310-903-4816
- Trinity Evangelical Divinity School, IL 708-945-8800
- Union Theological Seminary, NY 212-662-7100
- Union Theological Seminary in Virginia, V A 804-355-0671
- University of Chicago Divinity School, IL 312-702-8200
- Vanderbilt University Divinity School, TN 615-322-2776
- Virginian Union Univ. School of Theology, V A 804-257-5715
- Wesley Theological Seminary DC 202-885-8600
- Westminster Theological Seminary, PA 215-887-5511
- Yale University Divinity School, CT 203-432-5303

Associate Schools with ATS

- Conservative Baptist Seminary of the East, PA 215-646-3322
- Hood Theological Seminary, NC 704-638-5644

Texas Baptist Universities

- Baylor University, Waco, TX 254-710-3755
- Dallas Baptist University, Dallas, TX 214-333-7100
- East Texas Baptist University, Marshall, TX 903-935-7963
- Hardin-Simmons University, Abilene, TX 915-670-1227
- Houston Baptist University, Houston, TX 281-649-3450
- Howard Payne University, Brownwood, TX 915-646-2502
- University of Mary Hardin-Baylor, Belton, TX 254-295-8642
- Wayland Baptist University, Plainview, TX 806-296-5521
- Hispanic Baptist Theological School, San Antonio, TX 210-924-4338

Other Schools with local or regional accreditation

- Luther Rice Seminary, GA 770-484-1204
- Mid-America Seminary TN 901-751-8453
- Moody Bible Institute, IL 312-329-4000

Source: Director of the Association of Theological Schools. (2004-05)

3.6 Other schools are accredited by regional accrediting agencies. Some schools have aligned with one another to accredit themselves. Your committee may want to determine the integrity of the accrediting process and by whom.

3.7 The following information will assist your committee in understanding more about the educational degrees most often held by ministers.

Degrees Related to Pastoral Ministry

All degree programs offered by Southern Baptist seminaries are not included here. However, those that normally appear on resumes of Baptist pastors and other staff ministries are included.

The best known degrees are bachelor of arts (B.A.), bachelor of science (B.S.), master of arts (M.A.), master of science (M.S.), Doctor of Ministry (DMin) and Doctor of Philosophy (Ph.D.).

- A.Div. or DipTh. Associate of divinity or diploma in theology. Requires two full years of study for the student who is over 30 years of age and without a college degree.
- B.D. or M.Div. Bachelor of divinity or master of divinity. Requires college degree plus three years of seminary training.
- Th.M. or S. TM. Master of theology or master of systematic theology. Requires college degree, master of divinity, and one more year of graduate work.
- D.Min. Doctor of Ministry. Requires college degree, master of divinity, and one more year of graduate work.
- M.A.R.E. or M.R.E. Master of arts in religious education or master of religious education. Requires college degree and two years of seminary work.
- Ed.D. Doctor of education. Requires college degree, master of arts, master of religious education, or master of divinity and two more years of graduate work.
- M.C.M. or M.M. Master of church music or master of music. Requires college degree and two years of graduate work.
- S.M.D. or D.C.M. Doctor of sacred music or doctor of church music. Requires college degree, master of sacred music or master of church music, and two more years of graduate work.
- D.D. Doctor of divinity. This honorary degree is conferred to recognize outstanding service rather than academic achievement.

Henry L. Chennault, Baptist General Convention of Oklahoma provided this information.

Step 4: Prioritizing Contacts

4.1 The committee receives resumes until an established cutoff date. Using the information from your church's self-studies and findings of future needs, establish a priority order in which ministers will be considered.

4.2 Though the Committee will process several resumes, the Committee should determine to work with only one person at a time. Why is it important to work with only one candidate at a time?

- This is not a popularity contest. Your goal is to discover the person you sense the Holy Spirit has prepared to serve your church.
- Considering several candidates at the same time creates the possibility of your committee members' supporting different candidates and dividing the committee.
- Emphasize that the minister is being "called" not "hired".
- Expect the minister to work with only one prospective church. Extend the candidate the same courtesy.

4.3 Your committee should agree on a way to sort through the resumes received. The goal is for everyone to have a sense of involvement in the process. Committee members should prayerfully seek and be sensitive to the leadership of the Holy Spirit. Here are three suggestions for how to sort and prioritize:

- Ask each committee member to rate each resume for suitability from one to ten with ten being the lowest. Total your scores on each candidate and place resumes in priority order.
- Divide the resumes among subgroups of committee members. Ask each subgroup to choose three resumes warranting consideration by the entire group. When the resumes from the subgroups are compiled, ask each member to rate as suggested in the previous section. Place names in priority order.
- The committee may study the resumes together and reach consensus on the order in which they will be considered. While a committee can consider resumes in the order received, a better use of time is prayerfully to give priority to persons most matching the church's perceived needs.

4.4 Once a priority listing has been accomplished, contact the candidates according to their ranking by the committee:

- **No Further Consideration: Does Not Fit Profile –or- Beyond Cut-off Date**
Send a brief note to those whose information does not fit the developed profile, cordially informing them that your search will take you in a different direction (Appendix 5: No Further Consideration: Does Not Fit Profile, p. 46 or Appendix 6: Not Considered: Beyond Cut-off, p.47)
- **Continued Consideration:**
Send a letter to those who do fit the profile and ask them to complete an evaluation for further consideration. (Appendix 7: Continued Consideration as Candidate, p. 48) and Appendix 8: Personal Evaluation form, pp. 49-51) and Appendix 9: Reference Release Form, p.52)
- **Candidates of First Choice:**
Contact these candidates by telephone. Initially, determine if this minister is still available and interested in considering the church. Inform those interested that a letter is to be expected and that further information is requested. (Appendix 7: Continued Consideration, p. 48) and Appendix 8: Personal Evaluation Form, p. 49-51) and Appendix 9: Reference Release Form p.52).

Step 5: Setting Up Files

5.1 Only a small minority of ministers behave unethically or inappropriately in ministry. However, the search committee is responsible for protecting the church and the integrity of the committee. This is best done by doing adequate background checks and by documenting the committee's actions. This will protect the committee, the church, and the candidate.

5.2 Set up a personnel file on each serious candidate considered by your committee. This file should include copies of all written correspondence, signed authorization forms, evaluations, and personal reference forms. Also include any written findings that result from your information search.

5.3 You may consider several candidates before you extend a call to a particular one. All personnel files on candidates who are considered but not called should be destroyed.

5.4 The file on the candidate you call should be retained indefinitely in order to document that the committee followed a fair but thorough process in determining the suitability of the person to serve.

5.5 Because files may contain sensitive information, the search committee chairperson may want to review file contents to see if it contains anything which should not be available to the candidate. If so, retain the file outside the church office, as a sealed file with the clerk or in the church's bank security box.

5.6 The following warning notice (see Appendix 3: Warning Notice, p. 44) should be placed in the closed and sealed file of the candidate who is called to serve your church.

WARNING NOTICE

The contents of this file are confidential personnel information. This information was gathered for the sole purpose of helping the search committee make informed decisions about recommending this person to a position of ministry.

It is a violation of confidentiality and personal privacy to use this information for any other purpose.

Violation of this purpose may result in significant legal repercussions.

The information in this file is for use only by the search committee in determining a person's suitability to serve as a minister and cannot be used for any other reason.

As suggested by Lynn Robert Buzzard and Susan Edwards, Risky Business

Step 6: Contacting the Prospective Candidate

6.1 At this point, the committee is working only with those candidates qualified for continued consideration. Time has been given for the candidates to return their Personal Evaluation and the Reference Release form. Before contacting any references, narrow the list of candidates again by comparing the candidates' responses to the original criterion. If the Committee is in agreement, be careful to be inclusive of those candidates being suggested at subsequent times (past cut-off date.)

6.2 Notify by brief acknowledgement, those no longer under consideration. A statement of their obvious gifts and an explanation that at present, your search takes you another direction (see Appendix 10: Second Level Notice of No Further Consideration, p.53 and Appendix 6, p.47).

6.3 By committee assignment, investigate available information on the most likely candidates by contact to their references. Seek to respect the prospect's current ministry field. In every contact made, please be sensitive as not to disturb the church currently served. Making random inquiries to those other than references could be disruptive to the fellowship of fellow believers. Send a copy of the candidate's release form (see Appendix 9: Reference Release Form, p.52), the reference letter (See Appendix 12A: Reference Letter with Written Follow-up, p.57) and the information form (See Appendix 12B: Personal Reference Information Form, p. 58) to each reference.

Caution: This should be a written follow-up using (Appendix 12B pp. 58-61). Check all references. Ask each reference if s/he knows one other person who might know the candidate that could give a good objective report. Make sure you obtain at least one weakness of each candidate.

6.4 By evaluation of the written responses, narrow the list of candidates again. (By this time there should be an absolute cut-off of candidates and any additional names should be provided notice. See Appendix 6: Not Considered: Beyond Cut-off, p. 47).

6.5 Notify by brief acknowledgement, those no longer under consideration. Because these second level candidates have continued to be considered until now, the same second level notice in Step 6.2 above can be used (see Appendix 10: Second Level Notice of No Further Consideration, p. 53).

6.6 The Committee is now working only with the First Choice level of candidates (possibly two or three at most fit in this category). Because this level of candidate is thought to be highly compatible with the Committee's sense of how God is leading, the Committee should deal with only one candidate at a time. This means sensitivity must be maintained toward any other First Choice level candidates who are not receiving the attention of the Committee. An occasional brief contact by phone to those few candidates not receiving attention would be appropriate. Merely a brief check to say the Committee is still in deliberation and to verify if there remains an interest.

6.7 Extended personal contact with Top Most Candidate. Ask the candidate and spouse to meet with you for a friendly, get acquainted session. This should be in neutral territory. You may want to gather at a restaurant for a meal. Cover the candidate's travel and meal expenses. As the relationship develops, seek to ask appropriate questions in order to increase your knowledge of the candidate and his environment.

Sample Questions

- Please tell us about your early years - birthplace, place among siblings, parents, family history etc.
- Please tell us about your conversion experience
- Please tell us about your sense of call to the ministry.
- What three things do you enjoy the most about being a minister?
- What three things do you like least about being a minister?
- How would you describe the ideal church situation?
- What gifts do you sense God has given you for ministry?
- For what three things will you be remembered where you now serve?
- Tell us about your most meaningful ministry experience.
- How do you define and understand ministerial and church authority?
- How do your spouse and children feel about being part of a minister's family?
- What do you consider to be the role of women in the church?
- (Ask the committee) What are the traditions that we would want the minister to continue in the life of the church? (Share these with the candidate.)
- What traditions of the minister would be introduced to the congregation?
- **Ask the minister about resolving various scenarios.** The goal is to determine the leadership style of preference. (*Decide these in advance of meeting.*)
- The minister's core beliefs and personal distinctives should match well with the congregation.
- What is your thinking about training workers?
- What do you think about major performances (age group programs, cantatas, youth services, children's choirs, etc.) in the church?
- What do you believe about stewardship and tithing?
- Describe a normal workday for you.
- What do you do for personal development and enhancement?
- What local, state, and national entities does your present church contribute financially?

Ask the candidate for permission to go into a deeper inquiry with first and second level references. The Committee may care to verify the references they intend to contact and ask for additional references from the candidate at this time. Secondary references may have been given by primary level references listed by the candidate on the resume. References to be contacted at this step will include individuals more intimate to the candidate's current and former field of service. Verify that the permission form for reference checks has been signed (see Appendix 9: Reference Release Form, p.52.)

6.8 Agree to an appropriate amount of time for the Committee and the candidate to independently pray about the matter and the discoveries that have been made in the visit. Give the Committee time to conduct the reference checks, but set clear expectations as to when further contact will be made by the Committee to the candidate or by the candidate to an appropriate member of the Committee.

6.9 You might wonder why it is important to check references on a candidate. Most ministers are trustworthy and committed to their calling. At the same time no minister is perfect. The goal for your committee is to make informed decisions based on all the information available. By completing the suggested background checks, you will learn more about the candidate. This should help you ask more informed questions as appropriate.

- You are doing this because you see the candidate as a person of integrity. If you did not, there would be no reason to pursue this information. Please assure the candidate that your purpose is affirmation of the candidate's calling and example.
- Other professionals in your congregation go through this kind of personal scrutiny every time they relocate.

- The media reports the misdeeds of ministers. Therefore, a background check will remove any concerns of the congregation. This will result in the minister and people beginning their relationship with a much higher relationship of trust.

6.10 The intent of your reference checks may be tempered by the direct knowledge you have of the candidate's history. Also, you may have other credible contacts who can verify the information you have been given. In absence of this, it is best to do all of the recommended background checks in Step 7.

6.11 Check secondary references by mail and follow up with a telephone interview. Send a copy of the candidate's release form (see Appendix 9: Reference Release Form, p. 52) and the reference letter (See Appendix 11A: Reference Letter, p. 54) to each reference.

- The letter states that the person named is being considered as a potential minister.
- The letter informs the recipient that a member of your committee will call for a telephone interview.
- Assure that this is being done with the knowledge and approval of the minister.
- The telephone call should be made as planned.
- The caller should complete the reference form (see Appendix 11B: Telephone Interview Reference Form, p. 55-56) and ask additional questions, as appropriate.
- Extensive notes should be taken of the phone interview on the form indicated. The notes should be placed in the minister's permanent file.
- The person(s) making the reference calls should sign the reference questionnaire.

6.12 Subsequent contacts. Contact and ask the prospective minister and spouse to meet with the committee additional time(s). One of these visits should be to your church community. Each time, pay all of the expenses incurred in coming to visit with the committee. Have a meal together as possible and appropriate.

- Use the day on your church field to acquaint the prospective minister with your church facilities, the community, the school system, the parsonage or prices of homes, etc.
- Use these meetings as an opportunity to build relationships as well as to gather more information.
- Give attention to personality traits, personal demeanor, and behavioral tendencies.
- Both congregations and ministers have personality distinctives. Consider now how well these mesh together.
- Use this time to discuss matters of mutual concern and to secure answers to questions similar to those listed in (Appendix 13: Important Questions to Ask, pp. 62-63).

6.13 After the Committee confirms its sense that God is leading them toward this candidate, the Committee should so inform the candidate. After giving the candidate adequate time to pray about the potential relationship, ask the candidate and the committee if they are willing to continue the process.

6.14 If all agree, begin work on a minister-church covenant (See Appendix 21: Sample Minister Church Covenant, pp. 78-79.) The purpose of this document is to clarify expectations in the relationship between the minister and the congregation.

The covenant should include the congregation's expectations of the minister and the minister's expectations of the congregation. Other matters of mutual interest should be included. Appropriate concerns include working guidelines, employment and financial agreements. The goal is to clarify as many areas as possible in order to reduce the likelihood of major conflict erupting later. The covenant should be mutually agreeable to the church and to the minister. It should take into account the minister's unique gifts in ministry and reflect the congregation's primary concerns. It should not be written ahead of time and merely handed to the minister. The goal is clear, appropriate, and concise communication that inspires the development of trust for a long-term relationship.

Step 7: Completing Background Checks

7.1 After completing all interviews and as a final selection criteria, do several pertinent background checks. Ask the candidate to sign a release form (See Appendix 16A: Credit and Legal Information Release Form, p. 67) allowing the committee to secure the needed information. (See 7.4 for additional assistance.) If the committee desires, they may choose to ask the candidate's spouse to sign a similar form (See Appendix 16B: Credit and Legal Information Release Form, p. 68.)

PLEASE NOTE: If you elect to use one of the credit reporting agencies, they will require use of their own release forms.

7.2 The intent of your background checks may be tempered by the direct knowledge you have of the candidate's history. Also, you may have other credible contacts who can verify the information you have been given. In absence of this, it is best to do all of the recommended background checks.

Background check should include:

- A credit search through a credit bureau.
- A check for any police record.
- A driver's license check.
- A check of educational and/or specialized training credentials based on the institutions listed on the candidate's resume.

7.3 Provide the candidate with the letter and questionnaire (see Appendix 17A: Letter to Candidate Regarding Questionnaire, p.69 and Appendix 17B: Candidate Questionnaire, pp. 70-71). This form, answered and signed by the candidate, becomes a part of the minister's permanent record. (Answering the questions in print usually proves to be less threatening than being asked the questions directly.) All of these background checks and questions are for the protection of the church. If any answers concern the committee, they should discuss these directly with the candidate. There may be acceptable reasons for the given report. Either way, the committee can make informed decisions about its recommendation to the congregation.

7.4 Consider these suggestions on ways to do background checks:

- Persons on your committee may have access to this information. Confidentiality is essential.
- The committee may contract with an employee screening agency which will make the appropriate checks for a fee.
- If you decide not to consider a potential candidate because of information received, you should inform the minister of the information and its source. The outside agency itself will work with the minister to correct any data that is untrue. If you gather your own data, you must accept responsibility to verify that your data is correct.

The Office of Leadership Connection of the BGCT can assist you further with agencies that do background checks for a nominal fee. There are several companies that will perform these background checks for you. They are listed in the Yellow Pages of the telephone directory under the area of "Employment Screening." You should negotiate directly with them by telephone or by mail. One such company in the Dallas area that is used by some of our associations as well as the Baptist General Convention of Texas for employee screening is:

BTI Employee Screening Services, Inc.
8150 North Central Expressway, Suite 500
Dallas, TX 75206
214-363-0444, 800-658-5642

7.6 At the next scheduled Committee meeting, prayerfully determine if this person should become the pastor in your church. If the committee concludes this is not the right person, write the candidate saying that the committee is still looking. (see Appendix 10: Second Level Notice of No Further Consideration, p.53). Return to Step 6.6, page 21 and review one of the other First Choice candidates by following the process to conclusion.

7.7 If all agree the candidate and Committee should continue, then proceed to Step 8: Visiting the Minister's Church Field, p. 49.

Step 8: Visiting the Minister's Church Field

8.1 If the committee and the candidate are still in agreement, the committee may then arrange a visit to the candidate's church to observe a worship service.

8.2 Remember that the candidate is still serving a congregation. Do not do anything to hurt the continuing ministry there. Arrive as friends, making a visit among brothers and sisters in Christ. Sit in various places among the congregation, not as a Board of Inquiry. Take good notes on the sermon and worship experience. It is hard to recall your evaluation from memory (see Appendix 18: Prospective Minister's Sermon Evaluation Form, p.72). Do not linger, but one of you should make a point before leaving to share privately with the pastor that you will be back in touch. Information and details can be shared by phone earlier or later, but not at the dismissal handshake. Make an immediate follow-up phone call that afternoon to relieve the candidate's anxiety about your conclusions of the visit with him. Even if the news is "no news" it is more caring to communicate with honesty than to be silent.

8.3 Talk with the candidate again in a formal interview. At this point, no question relative to personal faith and practice is off-limits.

Questions for Reflection After the Church Visit

- If you visited the minister's home, what does it suggest about the minister's family?
- What did the personal appearance of the minister and family suggest to you?
- Was the worship, observation, sermon, etc. appropriate, understandable, and meaningful?
- Would this minister and family fit into your community?
- Is the current place of service theologically in line with your congregation?

Already you may have realized that ministers and churches have individual personalities. Recognizable behavioral tendencies will assist you in matching the right minister to your church. There is not a preferred style of minister or church that is better than another. The important concern is that the tendencies of each match. For example:

Type D

Leader is assertive and leads by telling the people what they should do. This would be called "strong" leadership by some. Church is aggressive and responds to goals, challenges.

Type I

Leader is people oriented and inspires people to follow leadership. Church prefers services that express feelings and emotions; places strong emphasis on fellowship.

Type S

Leader is reserved, leads by example, and is an excellent listener. Church emphasizes care-giving, compassion, sensitivity. Church protects status quo; is slow to change.

Type C

Leader emphasizes quality and proper organizational structure; is reserved. Church focuses on maintaining excellent organizational structure with emphasis on doing what is right.

These brief summaries indicate the reality of differences in churches and ministers even though each example is appropriate. Information is based on terminology from "DISC: Personal Profile System," Carlson Learning Company, Minneapolis, MN.

8.4 Come to an agreement on matters relative to employment such as salary package, vacation, sick leave, and moving and housing arrangements.

Step 9: Calling the Minister

9.1 Complete work on the Minister-Church Covenant. (See Appendix 21: Sample Minister Church Covenant, pp. 78-79).

9.2 Confirm with the candidate that God is leading him to serve as pastor if the church should vote to extend a call.

9.3 Decide on the weekend the minister will come and participate in worship.

9.4 Develop a brochure on the candidate, including highlights from his resume.

9.5 Confirm with the candidate the level of disclosure least disruptive to his current ministry. Mail and/or provide a copy of the covenant and brochure mentioned above to each resident church family two weeks before the weekend.

9.6 During the weekend visit:

- Be responsible for all expenses, including travel, that are incurred.
- If the candidate's family includes small children, plan for child care.
- Consider having a time for the candidate to eat a meal on Saturday lunch with full-time staff and their spouse.
- Consider a meeting of the candidate with the part-time staff, the deacons, the youth group, Bible study leadership, choir and other appropriate groups.
- Plan for the candidate to preach the morning worship service as appropriate.

9.7 Vote on extending a call for the candidate to serve as a pastor of your congregation.

- Seek to follow fully the requirements for calling a minister as spelled out in the church's Constitution/Bylaws or as understood by the church's tradition.
- Recommend that the candidate be called by your church based on the terms spelled out in the newly written covenant agreement.
- Consider voting by secret ballot unless your Bylaws or traditions suggest differently. (See Appendix 22: Church Approval on How to Decide to Extend a Call, pp. 81-82).

Step 10: Following Up After the Call

10.1 Notify your local Baptist association of the call.

- Provide them with brief biographical information on the new minister.
- Make sure the director of missions knows the minister's arrival date and first Sunday.

10.2 Notify the Statistical office of the Baptist General Convention of Texas of the new minister.

- If possible, give them the minister's old church and new church addresses.
- You may also contact by mail or e-mail

Baptist General Convention of Texas
333 N. Washington
Dallas, TX 75246
214-828-5100

10.3 Make the minister's family arrival a matter of celebration. Here are some suggestions:

- Fill the minister's pantry with food.
- Ask children to draw "welcoming" pictures.
- Ask members to write "welcoming" letters.
- Provide first day's meals while the family is busy unpacking and getting oriented.

10.4 Be sensitive to the family's pain over leaving another place of service. They left behind friends and many memories. Give them time to make the transition to their new friends and church family.

10.5 Plan an installation or special service. (See Appendix 24: Installation Service, p. 85.)

10.6 Ask all or part of the search committee and/or a transition team to meet with the minister quarterly the first year. Initially, you will be the best persons to affirm and encourage the minister. These meetings also give you an opportunity to interpret to the minister how the ministry there is progressing. If the church has a council on care-giving (see Appendix 23: Council on Care-giving, p. 83) in place; this assembled group may not be necessary.)

10.7 Rejoice! Celebrate your new pastor.

Appendix 1A
Survey from the Search Committee

To Be Taken by Church Members Only

1. *Your Gender:* ___ a) Male. ___ b) Female

2. *Your Age:*

- | | |
|---------------------------|-------------------------|
| ___ a) Less than 5 years. | ___ e) 30-39 years |
| ___ b) 6-11 years | ___ f) 40-49 years |
| ___ c) 12-17 years | ___ g) 50-59 years |
| ___ d) 18-29 years | ___ h) 60 or more years |

3. *Minimum Acceptable Educational level of New Pastor:*

- ___ a) Less than high school graduate
- ___ b) High school graduate only
- ___ c) Attended seminary, divinity school, or Bible college
- ___ d) Graduate of Bible college
- ___ e) Master's degree from seminary/divinity school
- ___ f) Doctorate degree from seminary/divinity school
- ___ g) Formal educational degree unimportant

4. *Years of Prior Ministry or Professional Ministry Experience Required:*

- ___ a) No prior experience necessary
- ___ b) Less than 3 years of prior pastoral experience
- ___ c) Less than 3 years of church ministry experience such as church staff
- ___ d) More than 5 years prior pastoral experience
- ___ e) More than 5 years prior church ministry experience such as church staff
- ___ d) More than 10 years prior pastoral experience
- ___ e) More than 10 years prior church ministry experience such as church staff

5. *Acceptable Age Range for New Pastor:*

- | | |
|--------------------------|-------------------------|
| ___ a) No age preference | ___ f) 40-44 years |
| ___ b) 19-25 years | ___ g) 45-49 years |
| ___ c) 25-29 years | ___ h) 50-55 years |
| ___ d) 30-34 years | ___ i) 56-59 years |
| ___ e) 35-39 years | ___ j) 60 or more years |

6. *Please check what you consider to be the three top ministry priorities:*

- ___ a) A gifted teacher who enables persons to learn and understand deep spiritual truths.
- ___ b) An administrator of the church office, giving attention to bulletins, correspondence, newsletters, etc.
- ___ c) A person active in associational, state convention, and denominational life.
- ___ d) A community volunteer who cooperates in community and interdenominational activities/programs.
- ___ e) An effective communicator of well-prepared sermons.
- ___ f) A skilled counselor available to assist persons with personal and spiritual problems.
- ___ g) One who emphasizes evangelism and the importance of lifestyle witnessing.
- ___ h) A person with a personal vision and a well-developed vision for the future of the church.
- ___ i) A person who uses praise songs and/or drama in worship (contemporary worship).

Appendix 1B
Survey of Membership

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

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

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

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

Education background:

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

Pastor Search Committee Reporting Procedures:

Please check all that applies:

Reports should be: written articles announcements

Reports should be: weekly monthly as they say

Prayer Support:

I commit to pray often for our Pastor Search Committee.

Pastoral Ministry Priorities:

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

visit the sick visit the lost visit members

spend time with the youth spend time with aged

preparing to preach and teach private family time

supervising volunteer church committee meetings

counseling church members praying

visiting prospective members and community residents

administrating church program, building, office responsibilities

other (please explain) _____

My Personal Suggestion for a Pastoral Candidate:

Minister's name: _____

Name of Church: _____

Town: _____ State: _____

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

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

and you can reach me at this phone: _____

Appendix 2 Survey for the Search Committee

To Be Taken by Search Committee Members Only

Instructions for completing the questionnaire are on the next page.

On the next page you will find ten groups with four statements in each. In each identify the statement that is most in keeping with the type of ministerial leadership your church needs. Also identify the statement in that group which refers to qualities least needed in the new minister. Of the two remaining statements in the block, identify the one that is next most and next least like the minister. Repeat this procedure for each of the ten groups. Use the following point system to mark your answers.

- Assign 4 points to the statement that is most like the minister.
- Assign 3 points to the statement that is next most like the minister.
- Assign 2 points to the statement that is next least like the minister.
- Assign 1 point to the statement that is least like the minister.

Please note: This is not a test. There is no right or wrong answer. Your primary goal is to determine the ministry priority concerns of your church family. This information will help the committee understand priorities and communicate those concerns to the prospective minister.

Scoring: In the space provided, write the appropriate score beside the number/letter combination found at the bottom of the page. After transferring all of the numbers, add the four columns. If your addition is correct, your total for all four columns should be 100.

Write your score in the space below:

_____ Proclaimer _____ Caregiver _____ Proactive Leader _____ Evangelism/Church Growth

Change the values to 1st, 2nd, 3rd, and 4th priority:

_____ Proclaimer _____ Caregiver _____ Proactive Leader _____ Evangelism/Church Growth

Now we will determine a group response from the search committee in order to determine the ministry priorities we are seeking. Complete the table below by placing your 1-4 priority in the appropriate column. Next, total each of the four columns. Finally, assign to each column its appropriate priority from 1 to 4 with 4 being the highest value.

Search Committee Member	Proclaimer	Caregiver	Proactive Leader	Evangelism / Church Growth
Total of each column				
Priority listing in order				

- A. 1 ___ A gifted teacher who enables persons to learn and understand deep spiritual truths.
 2 ___ A community volunteer who cooperates in community and interdenominational activities/programs.
 3 ___ A regular visitor to the sick, dying, and bereaved.
 4 ___ A leader who works through existing committees.
- B. 1 ___ A church office administrator, giving attention to bulletins, correspondence, newsletters, etc.
 2 ___ An effective communicator of well-prepared (sermons / lessons).
 3 ___ Active in reaching out to new families in the community.
 4 ___ A skilled counselor available to assist persons with personal and spiritual problems.
- C. 1 ___ A person active in associational, state convention, and denominational life.
 2 ___ A person sensitive to the church's financial needs in budgeting skills and stewardship emphasis.
 3 ___ A regular visitor in the homes of church members.
 4 ___ A person who emphasizes evangelism and the importance of individual lifestyle witnessing.
- D. 1 ___ A person who is well read and can communicate on a broad spectrum of topics.
 2 ___ A person who understands how to work with diverse people.
 3 ___ A person who emphasizes counseling ministry.
 4 ___ A person who uses praise songs and/or drama in worship.
- E. 1 ___ A person who enjoys shut-in visitation.
 2 ___ A person who believes it is important for the church to have a mission statement.
 3 ___ A person who has excellent (pulpit / workers meetings) presence.
 4 ___ A person who seeks scriptural applications to resolve life problems.
- F. 1 ___ A person with deep concern for those who have never made a profession of faith.
 2 ___ A person who is an excellent listener and guards confidentiality.
 3 ___ A person who sets goals and develops strategies to meet them.
 4 ___ A person who celebrates the uniqueness and giftedness of people.
- G. 1 ___ A person who desires to help people reach their full potential and use of personal gifts.
 2 ___ A person who enjoys the study of Scripture and its application to current lifestyles.
 3 ___ A person who is motivated by challenges and growth.
 4 ___ A person who maintains excellent eye contact with persons when speaking to them.
- H. 1 ___ A person who is an articulate speaker and uses correct grammar/word pronunciation.
 2 ___ A person who is an excellent organizer.
 3 ___ A person who has compassion on all who are hurting in the church and community.
 4 ___ A person who keeps records on the number of baptisms and new additions.
- I. 1 ___ A person who is drawn to becoming better equipped with listening skills
 2 ___ A person who has a deep sense of tradition and church history/tradition.
 3 ___ A person who has a personal vision and a vision for the future of the church.
 4 ___ A person who reads extensively on changing trends and cultural shifts.
- J. 1 ___ A person who enlists the support of others in order to accomplish tasks.
 2 ___ A person who provides multiple entry points into the life of the congregation's ministries.
 3 ___ A person who encourages multiple ministries aimed at the great variety of human need.
 4 ___ A person who understands the importance of a sense of drama and timing when speaking.

Proclaim ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ = ___
 A1 B2 D1 E3 E4 G2 G4 H1 I2 J4

Lead ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ = ___
 A4 B1 C2 D2 E2 F3 G3 H2 I3 J1

Care ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ = ___
 A3 B4 C3 D3 E1 F2 G1 H3 I1 J3

Growth ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ + ___ = ___
 A2 B3 C1 C4 D4 F1 F4 H4 I4 J2

Appendix 3
WARNING NOTICE

The contents of this file are confidential personnel information. This information was gathered solely to help the search committee make informed decisions about recommending this person to a position of ministry.

It is a violation of confidentiality and personal privacy to use this information for any other purpose. Violation of this purpose may result in significant legal repercussions.

The information in this file is for use only by the search committee in determining a person's suitability to serve as a minister and cannot be used for any other reason.

Place this as the first item in your file.

Appendix 4
Acknowledgement of Resume Received

(Secretary: This is an initial acknowledgement to all prospective candidates. Use church letterhead.)

Dear Rev. _____

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

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

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

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

Sincerely,

Chairman, Pastor Search Committee

Appendix 5
No Further Consideration: Does Not Fit Profile

(Secretary: This is a first level notice that no further consideration of this prospect is expected)

Dear Rev. _____:

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

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

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

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

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

We are grateful God has called all of His servants to serve in His name. We will be praying for your ministry at your current location.

Respectfully,

Chairman, Pastor Search Committee

Appendix 6
Not Considered: Beyond Cut-off Date

(Secretary: This is a first level notice that no further consideration of this prospect is expected.)

Dear Rev. _____:

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

The Search Committee has been diligently evaluating, discerning, and praying about the needs of our congregation and their expectations in a new pastor. It continues to prove a challenging and difficult task. Ultimately, we will secure only one man to serve as our pastor. This has required a great deal of prayer and action on our part.

We gathered input from our people; put together profiles of needs based upon this input, and have tried as best we could to anticipate in faith the best composite to expect with God's next man for our church. This profile caused us to significantly narrow the pastoral prospects.

We are months into our search at this time and feel it would be unfair to receive your name for consideration due to the deliberate phase in which we find ourselves at present (past the cut-off date to receive resumes). As a courtesy to you and with full intention of affirming your ministry where God has you at this time, we must respectfully notify you that our current search can not include you at this time. Should things change and/or candidates withdraw their name, your resume could be considered at a later time.

We are grateful God has called all of His servants to serve in His name. We pray blessings for your continued service to our Lord.

Respectfully,

Chairman, Pastor Search Committee

Appendix 7
Continued Consideration as Candidate

(Secretary: This is a notice this prospect will potentially move into consideration as a candidate. Use church letterhead.)

Dear Rev. _____

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

The Search Committee has been evaluating, discerning, and praying about the needs of our congregation and their expectations in a new pastor. It continues to prove a challenging and difficult task. Ultimately, we will secure only one man to serve as our pastor. This has required a great deal of prayer and action on our part.

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

This profile causes us to significantly narrow the pastoral prospects. At this time, though very preliminary to our search, we feel you remain as a viable prospective candidate to our search. As a courtesy to you and with full intention of affirming your ministry where God has you at this time, we ask you to further assist our search by completing the enclosed evaluation. If you would rather us not give further consideration of you as a pastoral candidate, please drop us a note to remove your name from our search. Otherwise, as God directs, please return this information to us within fifteen (15) days.

We will understand by your positive response to our request that we may continue by contacting your references to gain further appreciation of your ministry. Please sign the enclosed Reference Release Form and return it to us along with your completed Personal Evaluation.

Respectfully,

Chairman, Pastor Search Committee

Appendix 8
Personal Evaluation
(Part 1)

Name: _____

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

CHRISTIAN CHARACTER AND ATTITUDE

1. Christian Character:

Consistently demonstrates love, patience, and forgiveness toward others.

Does not demonstrate a real understanding of Christian standards.

10 9 8 7 6 5 4 3 2 1

2. Personal Discipleship and Witness:

Consistently demonstrates a maturing discipleship based fellowship and service.

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

10 9 8 7 6 5 4 3 2 1

3. Cooperation:

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

Selfish, never seeks to work with others.

10 9 8 7 6 5 4 3 2 1

4. Attitude:

Consistently demonstrates a positive, edifying attitude.

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

10 9 8 7 6 5 4 3 2 1

5. Relating To People:

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

Alienates others, is distant and uncaring in relationships.

10 9 8 7 6 5 4 3 2 1

PROFESSIONAL SKILLS:

6. Quantity of Work:

Consistently produces more than is required.

Does not meet minimum standards.

10 9 8 7 6 5 4 3 2 1

7. Quality of Work:

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

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

10 9 8 7 6 5 4 3 2 1

8. Organization and Planning:

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

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

10 9 8 7 6 5 4 3 2 1

9. Knowledge of Job:

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

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

10 9 8 7 6 5 4 3 2 1

10. Work Habits:

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

Lazy, wastes time and other resources; not punctual.

10 9 8 7 6 5 4 3 2 1

11. Responsibility:

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

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

10 9 8 7 6 5 4 3 2 1

12. Initiative:

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

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

10 9 8 7 6 5 4 3 2 1

13. Communication:

Clear, consistent, and effective.

Confusing, unclear, and inconsistent.

10 9 8 7 6 5 4 3 2 1

14. Confidentiality:

Can be trusted to hold confidences; loyal.

Tells all to all.

10 9 8 7 6 5 4 3 2 1

15. Creativity:

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

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

10 9 8 7 6 5 4 3 2 1

(Appendix 8 - Part 2)

1. In which goal(s) or task assignments (write them) do you feel you are making your most significant contribution? Why?

2. In which goal(s) or task assignments (write them) do you feel you are not satisfied with your progress? Why?

3. What problems or difficulties, if any, did you encounter in goal attainment?

4. What kind of assistance would have helped you better attain your goals?

5. What do you feel is the single biggest problem you face in the performance of your job?

(1) Over which you have control?

(2) Which is outside of your control?

6. What progress are you making in your self-improvement goals?

7. What (additional) self-improvement goals do you suggest for the next 6 months?

Appendix 9
Reference Release Form

(Before signing this document, please understand that a Pastor Search Committee should always use extreme discretion when pursuing any serving pastor, and should do everything possible not cause harm to the minister or his current congregation.)

I hereby authorize _____ Baptist Church of _____ to verify all information contained in my application or other written communications, including all former churches in which I have served as a minister, been a member, or been ordained.

I recognize that this verification process will include contacts with former church officers, members, ministry colleagues, association and state convention personnel, as well as other business and professional references.

I further authorize that any personnel at former churches, places of employment, or references may disclose any and all information regarding my work history, personal characteristics, salary, work habits, or other areas of importance to this organization.

Furthermore, I waive the right to take legal action against the aforementioned church, their members and officers, or references for releasing such requested information. I understand this authorization form and agree to the release and verification of the aforementioned information.

Minister's Signature

Date

Adapted from Lynn Robert Buzzard and Susan Edwards, Risky Business.

Appendix 10
Second Level Notice of No Further Consideration

(Secretary: This is a second level notice of no further consideration)

Name: _____
_____ (home address if possible)
_____, _____

Dear _____:

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

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

As best we can discern, our search will take us in a different direction from you at this time. Thank you for your time and consideration of the position of pastor for our church.

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

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

Chairman, Search Committee

_____ Baptist Church

Appendix 11A
Reference Letter with Phone Follow Up

(Use church letterhead and send this letter to reference with pastor's release.)

Today's Date _____

Dear _____,

Your name has been given by _____ as a reference.

Our search committee is currently exploring the possibility of _____ coming to serve our church as pastor. As a part of our background screening, the minister agreed to sign a release form in order that all references might know that permission has been given for any and all information to be shared. You will find enclosed a photocopy of the signed permission form.

In order to save you time, we have asked, _____ who is a member of our search committee, to call you on the telephone. You will be asked a number of questions, but the entire interview should not take more than fifteen (15) minutes. I hope that this will meet with your approval. Please pray for our committee as we continue our search process.

Sincerely,

Chairperson or Secretary
Enclosure

Appendix 11B
Telephone Interview Reference Form

Minister's name _____
Reference _____
Name _____
Reference Telephone Number _____
Interviewer(s) _____
Today's Date _____

1. How long have you known this minister?

2. In what capacity have you known the minister? (Member/officer in church, professional colleague in ministry, co-ministry role in church, business associate, etc.)

3. Are you aware that this person is a potential pastor for our church?

4. Are you aware of reasons there might be openness to a new call?

5. Do you have any information that would give you any reservations about this person's appropriateness for ministry? If so, what?

6. Are you aware of any disciplinary proceedings involving charges against this candidate by a church, any other church body, or other professional agency or body?

7. Have you had any personal experience or heard reports from others who have questioned this person's integrity, honesty, ethics, or conduct?

8. Do you know if this person has ever left a job or ministry position because of charges or accusations related to conduct or beliefs? What do you know of the circumstances?

9. Would you positively recommend this person for ministry at our church? Why or why not?

10. Have you heard any reports of sexual misconduct? What were those reports?

11. Have any questions been raised regarding the minister's personal finances or handling of church funds?

12. What is the minister's reputation among professional colleagues?

13. Based on your knowledge and the minister's reputation, is his/her marriage healthy and stable?

14. Do you know of any conduct of the minister's family members which would raise any serious questions about our church's consideration of this person for ministry here?

15. Do you have any confidential information you do not feel free to reveal to us concerning the minister's fitness for ministry?

16. Can you provide the names of other persons who would be helpful references to our church in assessing the candidate?

Appendix 12A
Reference Letter with Written Follow Up

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

Dear Mr. Reference:

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

Our committee is particularly interested in your evaluation of this candidate and will be awaiting your earliest reply before proceeding with further consideration of this candidate.

We would greatly appreciate your forthright and honest opinion of his current and past ministry as you know it. Please rest assured we will handle your comments with the utmost care since we recognize the importance of so doing. Any narrative or additional information you might give us beyond the questions asked here as to his pastoral skills, given both positive and negative factors, would be very insightful and useful to this church.

The committee would appreciate it if we could have this vital information in the next 15 days.

Thank you for your help and please join our church in prayer that the church and the man will know God's will when He calls.

Yours in His service,

Chairman, Pastor Search Committee
_____ Baptist Church

Appendix 12B
Personal Reference Information Form
for
_____ Baptist Church (Address)

Reference of: _____

Form Completed by: _____

Please assist our Search Committee by answering the following as fully and as honestly as possible. Your answers will be held in strictest of confidence.

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

2. What do you consider the candidate's strengths?

3. What do you consider the candidate's weaknesses?

4. What can you tell us about the candidate's immediate family?

5. How does the immediate family contribute to the candidate's ministry?

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

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

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

8. Does the candidate's ministry have substance? Why or why not?

9. How does the candidate demonstrate an enthusiasm for ministry?

10. Does the candidate exhibit a vision for God's work? Can the candidate share this vision enthusiastically?

11. Does the candidate organize and challenge the people and communicate well with committees and offices of the church?

12. Describe the candidate's involvement in ongoing mission activities.

13. Additional comments:

Rate the candidate on a scale of 1 – 10 in each of the following areas:

	<p>ADMINISTRATOR</p> <p>The minister should possess good administrative skills; capable of leading workers, parents, and lay leaders to carry out effectively their respective ministries.</p>
	<p>COMMUNITY RELATIONS SUPPORTER</p> <p>The minister should be aware of and concerned with community needs, activities and affairs and knowledgeably capable of addressing these concerns from a ministry perspective; thus establishing respect in the community.</p>
	<p>GOOD LISTENER / COUNSELOR</p> <p>The minister should be an effective listener or counselor, setting aside a portion of his time for careful listening to personal concerns, and making referrals when appropriate.</p>
	<p>DENOMINATIONAL RELATIONS</p> <p>The minister should be knowledgeable of and concerned about our church's efforts to cooperate and maintain historic values with sister churches in missions, education, evangelism, and other denominational activities.</p>
	<p>EVANGELIZER</p> <p>The minister should be involved personally in evangelism, sharing the gospel with those inside and outside the church.</p>
	<p>LEADER</p> <p>The minister should be a leader capable of inspiring, encouraging, and motivating church members to use their time and talents in doing the work of the church.</p>
	<p>MISSIONARY VISION</p> <p>The minister should be excited about his calling to the ministry and to our church, should exhibit a vision for doing God's work here, and should enthusiastically share it with the church. The minister should support home and foreign missions, be aware of local community needs and lead the church in ministering to these needs.</p>
	<p>PRAYER AND WORSHIP LEADER</p> <p>The minister should arouse all people to prayer. His/Her leadership should help members and those attending services to experience worship in both the church services and their personal lives.</p>
	<p>STUDENT</p> <p>The minister should have an ongoing program of study (including, but more than personal Bible study & prayer) to develop new skills and knowledge and participation in activities that renew his physical, emotional, and spiritual energy and zest for his ministry.</p>
	<p>VISITOR</p> <p>The minister should visit church members, including times of hospital care, grief, personal crisis and joy. The minister should be friendly, approachable, and personable and should relate well to each age group in the church.</p>

Tasks of a pastor are multi-dimensional; the following may be helpful in completing the questionnaire.

An Administrator is one who sees that people are organized and challenged to be involved in Ministry for Christ. The ministry is a heavenly pursuit but also an earthly task; he should organize the staff into a team, be a good communicator to all segments of the church body and good manager of time, all to the Glory of God. In I Corinthians 9, Paul writes of disciplining his body for the pursuit of excellence for Christ. He labored in the ministry because he believed the consequences were eternal. Like Paul, the godly minister should be a team-oriented leader, relying on others when necessary as Paul did with Silas, Barnabas, Luke, Mark and Timothy, working together and demonstrating love: "by this shall all men know that you are my disciples, that you love one another" (John 13:34-35).

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

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

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

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

A Leader guides others towards God's way, in the same way a shepherd guides his flock. This includes both a knowledge of what is right and an intimate knowledge of his sheep. 1 Peter 5:2 says "feed the flock of God which is among you, taking the oversight of it."

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

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

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

A Student is one who continues to learn, improving his skills as well as increasing his understanding of the Word. For example, 1 Tim. 4:6 challenges Timothy to denounce apostate teachings. This becomes possible by being a diligent, prayerful student of Scripture.

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

Appendix 13

Important Questions to Ask a Prospective Pastor

(Carefully choose from the following list the questions which your committee feels are pertinent to your questioning of a candidate.)

Are you and your family open to making a move at this time?

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

Would you ever attempt to change our Cooperative Program support of the Baptist General Convention of Texas or our local Baptist Association? Why or why not?

Pertaining to Baptist Distinctives, do you hold with the Baptist Faith & Message of 1963 or 2000 or something else? Please explain completely.

Describe your educational background and where you received it.

Have you been previously married?

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

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

Do you have outstanding debts with which you are struggling?

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

Do you own your home now?

Do you have a job description now? What parts of it do you feel confident about performing, and with what parts of it do you feel uncomfortable?

What type of sermons do you prepare and preach?

How often do you preach on tithing? Do you tithe?

How many weeks of vacation do you presently receive?

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

Have you supervised other paid staff? How do you feel about your supervising role (past and present)?

Describe your style and philosophy of leadership with deacons, lay leadership, and paid leadership?

Do you encourage participation in state and associational training?

How do you conduct business meetings?

How do you use deacons, committees, and staff to lead your church?

What is the most difficult task you find yourself doing on a regular basis? What is the most rewarding?

How involved is your wife in your ministry?

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

How do you feel about Sunday School, Music ministry, Children's ministry, Youth ministries, Adult ministries, Single's ministry, or other programs in the church?

How involved has your church been in community ministries?

Has your church been involved in mission giving?

What has been the total of your annual church budget? Has your church receipts exceeded the budget?

How comfortable are you in handling family crisis situations?

Have you ever been separated from a church or resigned from a church for misconduct?

What are your normal working hours?

Describe a typical week of ministry?

Describe the outreach system with which you are most comfortable.

Describe your weaknesses and your strengths.

How confident are you in performing weddings and funerals?

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

Appendix 14

Minister's Compensation

It is extremely important to analyze the components of the compensation and benefits received by a minister. Frequently a compensation package is put together in such a way that it gives a false impression of the person's true pay, which may not be as high as it appears. The minister's salary and benefits package can better be understood when it is formatted as a layperson's own income might be from his or her place of employment. Consider the overall compensation arrangement in three parts:

1. Base Salary and Housing

- **Salary**
- **Housing Allowance**
- **Social Security Offset (employer's share for IRS recognized religious workers)**

This component is the real equivalent of what others would be paid in their normal course of work with another employer. The salary and housing allowance are equivalent to gross income on a paycheck. The Social Security offset is added in to compensate for the ordained minister having to pay "both sides" of Social Security under the status of being self-employed. (The ordained minister is an employee of the church for income tax purposes but self-employed for Social Security only.) The minister has to pay the full self-employment tax where the non-ministerial employees only have to cover half. If the church does not provide an offset, the minister's true compensation, as compared to the regular marketplace, is already diluted by that extra percentage.

The church should concentrate on the amount to be paid as salary and housing. Several factors such as education, experience, responsibilities, degree of supervision, cost of living, and related items should be taken into account. You may wish to determine the salary/housing figure as one amount, and then allow the minister to determine the split between the two. Whatever amount is designated for housing must be accounted for in providing housing and/or repairs, taxes, etc. Also, the minister must include all three items in this grouping when figuring Social Security taxes.

Whatever source you use, keep in mind that this first section is the part that matters the most since it represents cash income for buying groceries, paying the rent, dressing the children, and going out to dinner.

2. Protection Benefits

- **Health/Medical Insurance**
- **Life Insurance**
- **Disability Insurance**
- **Annuity /retirement**

These items should be considered as "over and above" the base compensation. These are expenses to provide for the ordained minister and family in the event of medical emergency, death or disability. Yes, the premiums can be expensive. However, if the minister is not covered, your church will probably feel some kind of obligation to provide for the minister and/or family. The cost of this could significantly exceed the outlay for basic coverage. Normal recommendations for coverage are as follows:

Health/Medical - Coverage for individual and entire family with reasonable deductible.

Life - At least four times the salary/housing level for minister plus coverage for spouse and children. Spouse coverage could be half that of pastor and \$5,000 for dependents. The church can provide \$50,000 of term coverage to the minister as a tax-sheltered benefit. The additional insurance premium is taxable income.

Disability - Usually based on income (salary/housing).

Annuity - Ten percent of salary/housing. You may also want to match the minister's voluntary contribution with an additional 5 percent. Also, if the church contributes \$1,260 per year, the Baptist General Convention of Texas will contribute another \$420 as long as the church is giving at least that minimum amount to the Cooperative Program.

These figures are recommended minimums and are pretty much in line with coverage offered to management personnel in most businesses. Guidestone offers all of these options and can help you with premium rates, or you may call the Guidestone Office, 800-262-0511. If the church pays these premiums and contributions directly to the carrier, they are nontaxable to the employee. The only exception is for term life insurance over \$50,000 for the employee and \$2,000 for the dependents. These premiums are taxable, and you need to add this onto the W -2 form as income to the employee based on IRS tables published annually. There is no additional cost to the church; it is just a reporting item for the employee's taxes.

3. Ministry-Related Expenses

- **Travel/ Automobile**
- **Conventions/Conferences**
- **Books, Periodicals, Counseling Supplies**
- **Continuing Education and Training**
- **Hospitality**

All of the above items should be considered church expenses and not items to be paid from the minister's pocket. They are the church's cost of doing church business and should be shared by all of the members through the church's budget. The items shown above are like the minister's tools - necessary to do an adequate job. Yes, the minister may benefit from education, books, etc., but it is the church that is really reaping the benefit in the long run by having a well-equipped pastor who is able to carry out church tasks effectively and efficiently.

The church should reimburse the minister for the above items by requiring receipts be turned in on a monthly basis indicating the amount, type of expense, business, purpose, and persons entertained (in the case of lunch, hospitality, etc.). The church should have a policy of reimbursing the minister at the IRS-approved rate per mile for church-related use of a personal automobile. Of course, commuting miles are excluded. The church may choose to obtain a credit card for the minister to charge certain budgeted items. In any case, expenditures for reimbursement should not be made unless approved receipts are provided to validate the expense and its business purpose.

To determine how much to allocate to these ministry-related items, the church should determine an estimate based on past experience plus projected need. The minister is in the best position to give direction on these projected costs.

When the above three areas have been considered, individual lines can be totaled to get a grand total. The question then arises as to what to do if the total does not seem to be an amount which can be handled by the church budget. One alternative is to scale back certain lines. This might be effective on some of the ministry expense lines, but it will have a dramatic impact if it means cutting the cash pay or protection sections. Rather than have the minister be the one to bear the brunt of a "cut," perhaps this should be spread out over the entire budget. Challenge each person and family to increase their giving to provide adequately for their minister. This is much more equitable and healthy for the church.

Appendix 15
**Continued Consideration as a Candidate
(Salary and Benefit Information)**

(Secretary: This is a notice that this prospect will potentially move into further consideration as a candidate. Use church letterhead.)

Dear Rev. _____,

The Pastor Search Committee of _____ Baptist Church is grateful for your ministry. Our progress toward discovering God's choice for our pastor has already proven to be a task for which we know we need His guidance at every step.

We were encouraged when we received and reviewed your completed evaluation. Our committee is currently securing responses from the references you provided. We anticipate this part of the process to take two or three weeks. It may help us significantly if you were to personally encourage your references to anticipate our inquiry and request of them a rapid return of their comments to us.

Our process has allowed us to discover honorable men who are serving God in their current location. We have not dialogued with any candidate. We have prayed much and worked hard and sought God's direction. We are not seeking to content ourselves, but rather to please God with His choice for our pastor.

We acknowledge the responsibility of each of us to keep our own home in order, before God. To this regard, we realize the financial provision to our pastor is an important aspect for any prospective pastor to consider. We are a people of God who value faith and obedience in stewardship. Our congregation believes financial support for our pastor should reflect our capabilities as limited by our congregation's expression of stewardship. The current expression of stewardship on the part of our congregation requires our total financial consideration for pastor to be \$ _____. Within that amount, the church expects to provide your salary; group life and health insurance for you, your spouse, and dependent children; housing allowance; social security allowance; and retirement contribution.

We recognize this information is important to your further consideration of us. If your sense of responsibility to your home, before God, requires you to withdraw from further consideration, please notify us of your decision with a brief, personal note. We will respectfully accept your decision as further guidance from the Lord for our committee.

Respectfully,

Chairman, Pastor Search Committee

Appendix 16A
Credit and Legal Information Release Form

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

Minister's Name _____
(Other names minister has used to establish credit or for legal use; if appropriate: maiden name, prior married name, etc.)

Minister's Driver's License Number _____

Minister's Social Security Number _____

Minister's Signature _____ Date _____

Adapted from Lynn Robert Buzzard and Susan Edwards, Risky Business

Appendix 16B
Credit and Legal Information Release Form - Spouse

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

Spouse's Name _____
(Other names used to establish credit or legal use; if appropriate: maiden name, prior married name, etc.)

Minister's Driver's License Number _____

Minister's Social Security Number _____

Minister's Signature _____ Date _____

Adapted from Lynn Robert Buzzard and Susan Edwards, Risky Business

Appendix 17A
Letter to Candidate Regarding Questionnaire

Dear _____,

Thank you for your willingness to discuss with our committee the possibility of your coming to serve as a minister of our church. We are grateful for the time you have given in order for us to become better acquainted with your ministry and your family. We certainly believe that this is the direction God would have us to move.

We recognize that we have a responsibility to be honest and open with you in order to build a strong, caring relationship of trust. We acknowledge, also, a responsibility to our congregation and expectations they have of us. Therefore, we request that you answer the questions on the enclosed sheet and return it to us for our files.

These are questions we wish we did not need to ask, but we want to assure a strong relationship of trust for the future. If you do not come to serve as our minister, the questionnaire will be returned to you; and no copies of it will be made. If you become our minister, the questionnaire will be placed in a closed file and used only to substantiate that the committee followed a thorough process in determining the suitability of the person called to serve as a minister in our church.

Unfortunately, we live in a time of infrequent but occasionally documented abuses from members of the clergy. We also live in a time when churches are not immune to litigation. Please understand that these questions are not meant to insinuate any negative thinking or distrust on our part. We simply sense a need to have this information on file for your and our protection. Should there be any response that is problematic, we can honestly report that it was discussed by the committee, dealt with, and an informed decision made to proceed.

You are asked to answer the questions and return the enclosed questionnaire to the chairperson of the committee within the next few days.

Thank you for your assistance in this matter.
Sincerely,

Search Committee Chairperson

Appendix 17B
Prospective Candidate Questionnaire

Candidate _____ Date _____

1. Have you ever been charged or convicted of any offense other than a traffic violation?
If yes, explain the circumstances and dispositions.

2. Please note the traffic violations for which you have been charged or convicted over the past three years.

3. Have you ever been a party in a civil lawsuit? If so, please explain.

4. Have you ever filed for bankruptcy? If so, please explain.

5. Have you ever been disciplined by any professional, private, or public agency?

6. Have you ever been dismissed by vote of the congregation from the employment of any church?
If so, explain.

7. Have you ever resigned from any church position or employment in the face of charges of misconduct? If so, please explain.

8. Have you ever been treated for alcohol or drug abuse?

9. Have you ever been committed, voluntarily or otherwise, to a hospital for psychiatric care?

10. Have you ever been formally charged or convicted of spousal or child abuse?

11. Have you ever been abused sexually?

12. Have you ever been arrested, charged or convicted or had any allegation or accusation of any kind made against you? If so, please explain.

13. Have employees, staff, members, or others with whom you worked ever brought charges of sexual harassment against you before either a church body or any civil governmental agency or court? If yes, please explain.

14. Are you a lawful United States resident or citizen?

15. Are you currently under continuing medical care for any condition which would impact your ability to carry out the responsibilities of a minister? If yes, please explain.

16. How many times have you been married? How many times has your spouse been married?

17. In what states have you held driver's licenses in the past ten years?

Signed: _____

Prospective Minister's Sermon Form

Pre-visit Arrangements:

Five Simple Questions Direct to the Candidate

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

Name of Minister _____
 Church _____
 Location _____ Date _____

Points in the sermon that impressed me _____

My impressions of the prospect and his sermon:

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

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

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

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

Use of notes? Excellent__ Good__ Fair__ Not detectable__

What about pulpit mannerisms? Good__ Fair__

Approximate length of sermon? _____minutes

Other comments: _____

Committee member's name: _____

Sample: Pastor's Job Description

Principle Function

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

Responsibilities:

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

ANNUAL BUDGET FIGURES

A. Church Ministry Related Expenses

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

B. Protective Coverage

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

C. Personal Income

- 1. Cash Salary _____
- 2. Housing Allowance _____
- 3. Utilities Allowance _____
- Total Personal Income** _____

TOTAL PERSONNEL COST _____

APPENDIX 20 (part 1)
Compensation Worksheet
FOR
PERSONNEL COSTS

Worksheet for Personnel Costs (Appendix 20 – part 2)

A. Church Ministry Related Expenses

1. Automobile reimbursement _____

The Internal Revenue Service sets a standard mileage rate for business miles each year. The rate per mile varies each year. Contact any government agency for the cost per mile. This item should reflect the total number of miles necessary to visit in members homes, in the homes and offices of prospective members, in the regular ministry of visitation to hospitals, business concerns, and other such ministry travel of our church.

2. Convention reimbursement _____

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

3. Books/Tape/Periodicals reimbursement _____

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

4. Continuing Education reimbursement _____

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

5. Hospitality reimbursement _____

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

B. Protection Coverage

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

The church provides the standard health care, comprehensive medical, term life and disability protection for our pastor and comprehensive medical for his family. We view this as a protection to the

integrity and reputation of care of the church body to one of its primary ministering families.

2. Retirement _____

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

3. Social Security Equivalent _____

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

C. Personal Income

1. Cash Salary _____

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

2. Housing Allowance _____

Section 107 of the Internal Revenue Code offers housing allowance to ministers. This allowance can not exceed the fair rental value of the furnished house in which the minister resides.

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

3. Utilities Allowance _____

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

Sample: Minister-Church Covenant

1. The Minister's Responsibility to the Church

1.01 To proclaim the gospel with the goal of reaching persons for Christ and fostering academic, emotional, social, and spiritual growth.

1.02 To love and affirm persons and families within the fellowship without bias or prejudice.

1.03 To provide counseling to members and nonmembers to the degree of training received, and to keep confidential such communication.

1.04 To serve as administrator of church programs and ministries, where appropriate for the position, by facilitating communication and recommending appropriate ministries/programs to the appropriate persons.

1.05 To work with committees, organizations, and councils in the development and implementation of programs of ministry and mission. Chairpersons of committees, organizations, and councils are to have the responsibility of their offices with the counsel of the pastor and/or appropriate staff member as desired or needed. All committees, organizations, and councils are ultimately responsible to the church from which their authority is derived and their responsibilities are defined.

1.06 To be ex officio member of committees as assigned by policy or by administration. (The pastor's counsel shall be sought concerning other staff.)

1.07 To give primary oversight and direct the church office (or delegate and supervise appropriate staff), supervising all support staff, overseeing that the church calendar is maintained, representing the church to visitors and other persons who might come in contact with the church, advising other church members of information they need to carry out their duties as church officers, and serving in other reasonable activities relative to the church office.

1.08 To establish church office hours and generally seek to maintain those office hours for the benefit of all church members and the related business of the church. In times of absence, the ministerial and/or support staff should be informed as to how to contact the pastor .

1.09 To visit the sick, the elderly, and the bereaved and to maintain contact with the membership as a whole.

1.10 To be an encourager to persons, programs, and ministries of the church family.

1.11 To be actively involved in and supportive of the local Baptist association, the Baptist General Convention of Texas and the denomination in its work and ministries.

2. The Church's Responsibility to the Pastor

2.01 To show sensitivity to the physical, spiritual, and emotional needs of the minister and family.

2.02 To pray for the minister's ministry, affirm efforts, and work with the minister toward the end of accomplishing God's will in the church and the community .

2.03 To allow the minister full responsibility for the preaching program of the church with privilege of calling on others for participation.

2.03 To allow the minister responsibility for the administration of the ordinances of baptism and the Lord's Supper as shared in the fellowship and to receive new members and assist in their orientation.

2.05 To support the minister in the church's preaching ministry and to cooperate with the minister by suggesting programs and providing groups such as the deacons to act as a sounding board.

2.06 To acknowledge that we are all imperfect human beings seeking to serve a perfect God.

3. Working Guidelines

3.01 A call to serve as a minister will also include a signed covenant agreement that has been read and approved by the members and signed by the Personnel Committee Chairperson or deacon chairman or moderator of the church.

3.02 The church shall be responsible for insurance on contents of the minister's office at the church and mal practice insurance as appropriate.

3.03 The church will purchase a cell phone for use by the pastoral family and the church office in contacting the Pastor.

3.04 Some of the search committee and/or transition team (appointed by the pastor) will meet with the minister on an agreed schedule for evaluation and feedback during the first year of service.

3.05 This covenant agreement shall be reviewed annually and renegotiated as necessary. The minister and congregation must concur on any change.

4. Employment Guidelines

4.01 The minister is directly responsible to the congregation or to the assigned supervisor in the performance of ministry. The minister shall meet annually with the personnel committee of the church for review and evaluation of ministry.

4.02 If the minister is to be gone overnight from the church field, the minister shall inform the church office as to the location.

4.03 The minister is expected to give the church forty hours of his time during the week and to be on call for emergencies twenty-four hours per day, seven days a week as needed.

4.04 If the pastor or ministers are to be away for more than thirty-six hours, the church office should be told how to reach them. The minister will be responsible to provide a qualified person to serve during an absence.

4.05 When the minister is away from the church field for more than three days, the church ministry staff and/or deacons should be made aware so that crises can be covered by other leaders.

4.06 After particularly strenuous times that demand excessive work hours during the church year, the minister is encouraged to take time off for rest and relaxation as appropriate.

4.07 The minister will be allowed PTO according to personnel policy.

4.08 The minister is allowed sick leave according to personnel policy. For a prolonged illness, continued payment will be defined by personnel policy.

4.9 The church will provide the pulpit supply in case of illness, bereavement, and vacation. The minister is responsible for the supply when preaching in revival elsewhere.

5. Financial Care

5.01 The church agrees to pay for all moving expenses incurred, including a mover of the minister's choice. The minister shall obtain at least two competitive bids for this expense.

5.02 The church agrees to allow the minister to choose and purchase or rent a home or use the church-owned parsonage.

5.03 The church agrees to begin the pay period as of the last day of the pay period in the previous church; i.e., July 31/ August 1; and the pastor agrees to begin new duties on that same day.

5.04 Regular pay periods will fall on the fifteenth and last days of each month.

5.05 In case of termination, care will be given to minimize harm to the minister's family and to the church's witness.

Church Approval on How to Decide to Extend a Call

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

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

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

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

The Pastor Search Committee may need to recommend a Special Business Meeting to Approve the Process of Calling a Pastor. The following is an example of a written recommendation to the church:

Your Pastor Search Committee expresses appreciation for your heartfelt prayer support. The task of securing a pastoral candidate for church approval has been a valuable learning experience. Annually our church approves a unified church budget, noting the salary and provisions for our pastor in its customary form.

1. The total financial consideration for our pastor is \$ _____ and includes salary, housing, insurance (medical, life, and disability), and automobile reimbursement.
2. Moving expenses will be provided by the church.
3. Job description.

The Pastor Search Committee recommends the church call a special business meeting at the conclusion of the morning or evening service on (date) to approve the unanimous recommendation of (candidate) as pastor of _____ Baptist Church.

[The Pastor Search Committee will host a Question and Answer time for the congregation on (dates and time) prior to the "In View of a Call Sunday."

Pastor and wife will be hosted to a luncheon on Saturday of the "In View of a Call Weekend" by our staff ministers and deacons and spouses.

Pastor and wife will be hosted by the Pastor Search Committee to come and go get acquainted time with our congregation for a two hour period in the fellowship hall of the church on the Saturday of the "In View of a Call Weekend."] – this schedule of meetings should be negotiated and carefully planned prior to announcement.

It is suggested that the candidate preach in the Sunday morning service.

Close and carefully consideration should be given to the process outlined in the church constitution and bylaws for calling a pastor.

Example: At the conclusion of the morning service, the church will be asked to vote by secret ballot either Yes or No to the question:

Should we extend a call to this candidate to come to serve as Pastor of _____ Baptist Church?

1. All active members in good standing who are present will be provided a secret ballot.
2. It is suggested that children and youth sit with and be supervised by their parents if eligible to vote.
3. A word of prayer for guidance should be led by the chairman of our Pastor Search Committee.
4. Either Yes or No shall be circled by all who vote.
5. Ballots will be collected and tallied by the Deacons.
6. A vote of 75% in favor will be required to extend the call (or a percentage established in the By-laws).
7. The result of the vote shall be shared privately first with the candidate and family, and then with the congregation.
8. The candidate will be requested to respond at that time in light of the vote expressed.
9. Should the candidate and congregation agree upon God's call, the candidate shall be expected to take the pulpit on Sunday, (date).
10. Should the church not vote to extend a call, the candidate should be notified immediately and the committee should move to the next candidate.

Appendix 23

Council on Care-giving

Purpose

The council on care-giving has a twofold purpose:

First, it functions to offer encouragement to the pastor and staff. Every congregation has as many clients (possibly bosses) as it has members. These persons naturally contact the pastor and staff when they have a need or an expectation. However, no one is charged with the responsibility of offering encouragement to the ministers. The council would encourage the ministers to spend adequate time with family, to give attention to self-care, to develop one's spiritual life, to do continuing education, and similar items. Frequently, the ministers respond to the demands (ministry opportunities) of the congregation and neglect their own families.

Second, the council can function as a means to foster good, clear, and open communication among the members of the congregation and between the church family and the pastor/staff.

Structure

The number of persons serving on the council should be determined by the church's needs and expectations. Generally, there should be three on the council in a church averaging fewer than one hundred in worship. A congregation of up to three hundred in worship might desire a council of five members; a church with more than three hundred in worship might consider adding one council member for each additional one hundred in worship.

Responsibilities

1. Encouragement of the pastor and staff. The council should encourage self-care, family time, spiritual development, and continuing education. This can be accomplished by seeking information from the pastor and staff how to accomplish these and negotiating their completion within the church's polity. It would also be appropriate for the council to lead the congregation in remembering special days or special accomplishments of these who serve the church.

2. Provide for exit interviews to be held. After conducting exit interviews of those who have left the church, seek the assistance of other appropriate lay leaders to join this council in evaluating the results. Solicit the opinions of participants for improvements that might be considered. This information should be shared with the pastor and staff as appropriate.

3. Facilitate communication and resolve problems. Church members frequently fail to communicate their expectations of the pastor and staff. Even though there may be a strong commitment to the life of the church, eventually church members and/or church staff will suffer from broken expectations.

The broken expectation may be over something said or unsaid; it may be over something done or not done. Regardless, the person who experiences the hurt may harbor ill feelings toward the church. The council can function effectively by serving as the bridge to hear these concerns.

The Council should inform the congregation that any member of the council may be contacted about any concern from a member (give names, addresses, and telephone numbers of council members). The council member will either go with the person or take the person's concern to the appropriate staff person and will report back to the church member. The goal is clear, open communication. Even if a person's concerns cannot be remedied, at least an explanation of church policy can be given.

While this may not resolve the issue, the reason for the decision can be given.

Appendix 24 Installation Service

Organ Prelude	
Scriptural Call to Worship	Member of Search Committee
Invocation	Member of Search Committee
Congregational Hymn	Congregation
Introduction of the New Minister's Family	Chairman of Search Committee
Worship in Music	Children's, Youth or Adult Choir
A Covenant for Ministry Together or Church Covenant (Read Responsively)	
Scripture	Member of Search Committee
Prayer of Dedication	New Pastor
Congregational Hymn	Congregation
Offertory Prayer	Member of Search Committee
Offertory	
The Doxology	
Worship in Music	Adult Choir
Introduction of the Church to the New Pastor and family	Deacon Chairman
Signing of the Covenant Agreement	Pastor and Personnel Committee Chairperson
Installation Message	New Pastor or (someone of his choosing)
Invitation Hymn	
Presentation of Gift	Search Committee Chairman
Fellowship Hymn as Benediction	Congregation

Considerations:

1. The chairman of the search committee introduces the new pastor and his family to the church using biographical information.
2. In introducing the church to the new minister and family, the deacon chairman briefly recounts highlights from church history.
3. It would be most appropriate to present the new minister with a tangible gift to mark the beginning of this new relationship (usually a preaching Bible of his choice).