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# Pastor Search Team



**NORTHCOAST**  
BAPTIST ASSOCIATION

This work was originated by Dr. Mark Elliot of the Heartland Church Network and adapted for our Association

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# Leadership Transitions

I have been directly involved in pastor transitions in the local church for over forty years. First, as a member of pastor search committees, then as a pastoral candidate, and for the last twenty-four years as a Director of Missions working with search committees. Although I'm sure I have not made nor observed every mistake that a search team has ever made, I could fill several pages with stories of what NOT to do. My limited, but diverse experience has concluded that we have to figure out a way to do a better job with one of the most important steps a local church makes. God's body—the church—is just too critical for us to continue doing the same thing time after time while we expect different results. So, I started looking at scriptural examples of leadership transitions to find some principles, patterns, and processes that might be helpful.

## Biblical Examples of Leadership Transition

The Bible is full of leadership transition stories. The early ones talk about the passing of the mantle of leadership from father to son: Abraham to Isaac who was the son of Sarah rather than to Ishmael who was older and who was the son of Hagar; Isaac to Jacob who was the younger of two sons; Jacob to Joseph who was the next to the youngest of twelve and the oldest son or Rachael. The cultural tradition would have been for the eldest son to become the leader in each of these situations; however, it is obvious from even this small sample that leadership transitions don't always conform to societal "norms."

During the period of the Judges God, in His divine wisdom, raised up leaders from the various tribes. Although the sons of Judges are mentioned as working with their fathers (Jair's 30 sons, Ibzan's 30 sons and 30 daughters, Abdon's forty sons and thirty nephews), only the sons of two judges are reported to have succeeded their fathers. And neither of those situations turned out well. Abimelech, the son of Gideon, killed 69 of his 70 brothers and judged for only three years before he was killed when a woman cast a millstone on his head (Judges 9:53). Samuel made his two sons, Joel and Abiah, judges over Israel. But they are described as men who "walked not in his ways, but turned aside after lucre, and took bribes, and perverted judgment" (I Samuel 8:3). The latter led the people to cry out for a king (I Samuel 8:4-5).

As you read about the transitions during the period of the kings, there really isn't a single healthy transition mentioned. Even between Solomon, described as the wisest man in the world, and his son Rehoboam. It didn't take Rehoboam long to split the kingdom in two—I've observed a few pastoral transitions with similar results. I have also observed a lot of "pendulum swings" as the new pastor is a polar opposite in some significant leadership area from the retiring pastor. That clearly occurred in the transition from Hezekiah to Manasseh and from Josiah to his sons.

The best leadership transition examples in the Old Testament are between Moses and Joshua and between Elijah and Elisha. In both cases, God's divine hand is clearly manifested in multiple ways and the successor is intentionally mentored by his predecessor for a significant period of time.

As we look into the New Testament we see Jesus modeling for us an intentional, highly relational process through which He equipped His disciples for leadership roles. The Gospels give us significant material from which to draw insights into how and what He did to prepare them to lead. Plus, we have the abundant writings of the Apostle Paul who mentions several individuals he prepared to pick up where he left off: Timothy is the best known. However, this information speaks more to the disciple making process and to the qualifications for church leaders than it does to the leadership transition process itself.

The only New Testament passage that speaks directly to the leadership transition issue is in Acts 1:15-26. It records how the early church replaced Judas and returned the number of disciples to a group of twelve. They established specific criteria (21-22), identified two candidates that met those qualities (23), had a time of focused prayer (24-25), and used a culturally accepted selection process (26). There are a couple of passages that mention the appointing of elders in newly established churches as the planting apostolic leader(s) left for a new field of ministry, but they don't provide any details about the process (Acts 14:23, Titus 1:5). Paul does provide specific qualifications for church leaders, but even in those passages he does not provide information on the selection process (I Timothy 3:1-13 and Titus 1:5-9).

What I discovered is that scriptures do provide some overarching principles (qualifications for Christian leaders), do reveal several patterns (father to son succession, Divine appointment, intentional mentoring, and human appointment), and do provide one description for a process of leadership selection (the one used by the apostles in Acts 1).

### **What are churches doing today?**

What I know from experience and other studies is that the accepted process for leadership selection in a given church will be defined by the church's ecclesiology (how its church is governed). Historically, Southern Baptist Churches have used a congregational structure in which a search committee is selected and asked to bring a single pastoral candidate to the church for its approval—or at times rejection. In recent years, with the rise of the mega-church and the resurgence of reformed theology, there have been a number of SBC churches who have moved to a modified congregational structure. As such, a team of elders or the pastoral staff are given more decision-making authority and are involved at some level in the selection process. However, in most churches the final authority for the approval of a new pastor resides with the church.

Our pluralistic culture has created unique contexts for each church. When you add the diversity that has developed within our Southern Baptist world, the need to raise up local leaders who understand both the culture of your community and the culture of your church is magnified. To be effective in the pastor search process, you and your church have to have a clear understanding of who you are (your church's unique culture) and who God has called you to reach (the culture of your community). Included in this resource is an Alignment Worksheet that should be completed by church leaders and search team members as one of your earliest steps to understanding your church's culture. The Director of Missions at NorthCoast Baptist Association can provide tools to help you better understand the culture of your community—too often we can't see the forest for the trees and many church leaders overlook the significant changes that can take place in their community in a very short time period.

Having discussed the leadership selection process, let me back up and state that most of our historical problems with leadership transitions have not come from the process we used to select those pastors, but from the process we have been using to develop and equip pastors. American Christianity is struggling to make mature disciples. Because of that reality, I strongly encourage churches to establish a Succession Plan—yes, even as you recommend someone to serve as your next pastor. In other words, as your church votes on its next pastor include a statement of the process your new pastor will use as he leads the church to equip men and women for the various ministry roles of the church. This may sound like an unnecessary step, but remember, in the biblical section above there were only two Old Testament examples of healthy, smooth leadership transitions. It is too important of an issue for us to just "assume" we are going to develop future leaders for our church—you and your new pastor need to have a plan to get it done. What Moses and Elijah did can happen in the twenty-first

century as well! They carefully listened to God to see who He was raising up, they began to mentor/equip/teach/disciple them, and they were willing to invest in them for a significant period of time.

Now on to the task at hand: seeking God's will for the next pastor of your church.

# Pastor Search Team Suggested Course of Action

## I. Getting Started

1. Pray together! Pray individually! Pray as a church! Bathe the whole process in consecrated prayer.
2. Review the constitution and by-laws to ensure your Pastor Search Team selection process conforms to the prescribed guidelines and the search team understands what is expected of them—the extent and limits of their authority. **WARNING:** Do not move beyond this step until you have an up to date constitution (Articles of Incorporation) and By-Laws in hand. I have worked with search teams who failed to take this step—even though they were exhorted as I just warned you. After their new pastor arrived on the field, some members who were upset at the choice announced that the process did not conform to the by-laws. In one situation, it was a member of the search team who was upset that things weren't done according to the by-laws. When asked about the specifics of what wasn't right, the individual admitted that nobody in the church had a copy of their by-laws, but he just knew that the process wasn't right.
3. Some by-laws require the Pastor Search Team to coordinate pulpit supply or find an interim pastor. The sample letters on pages 11-12 (Forms 1 & 2) can assist in the area of pulpit supply. And the information on page 13 (Form 3) will assist you with an interim. All forms are available in electronic format at [HeartlandChurchNetwork.com](http://HeartlandChurchNetwork.com) under the Support tab.
4. This packet will answer most of your questions, but other resources are available through LifeWay Christian Resources of SBC and on the web.
5. Use the alignment worksheet on pages 14-22 (Form 4) as a starting point in helping you to define your church's culture. As noted in the introduction, this will go a long way in helping you avoid a miss-match between your church and your next pastor.
6. Take a survey of church members to determine their views and opinions. A sample questionnaire is on pages 23-24 (Form 5).
7. Ask the church's Budget and Finance Team (or whoever has that responsibility in your church) to review the pastor's support package to determine what can be offered to a prospective candidate. There are sample templates on pages 25-27 (Forms 6 and 7) that can be used in this area. For more detailed information regarding pastoral support refer to the *Legal Areas Pertaining to Church Life* file at [HeartlandChurchNetwork.com](http://HeartlandChurchNetwork.com) under the Support / Ministry Resources / Specific Resources tabs. Every two years the SBC state conventions in cooperation with GuideStone conducts a compensation study. As a SBC church you have access to these customized reports through your local association and state convention.
8. Review the pastor's job description. If your church does not have one, have your church's personnel committee (or whoever is in charge of personnel issues) prepare one. If you do not have a personnel team, then the Pastor Search Team should develop one and submit it to the congregation for approval. There is a very simple job description on page 28 (Form 8). Also, on page 29 (Form 9) you will find a Suggested Terms and Agreement for a pastor. **WARNING:** I have observed situations where a search team provided incorrect or incomplete financial support information to an incoming pastor or failed to inform the church about "promises" made to the incoming pastor. Those situations did not end well!



9. Prepare a packet of information, I call it a Church and Community Portfolio. It will give you a detailed piece that can be given to pastoral candidates. This should include the following types of information: (See Form 10 on pages 30-32)
  - A history and statistical review of your church
  - Church constitution and by-laws
  - Current church budget
  - Pictures of the church and parsonage (if you have one). You might even want to make a video of activities at your church during a typical week
  - Information about your community. The Chamber of Commerce will be a place to start.
10. Take a picture of your search team and put it on the cover of a bulletin size handout and include in it an edited version of the "Ten Proven Steps for Selecting the Right Pastor" (Form 11) is on pages 33-35. Edit it as needed to reflect your church's process and then make them available to church members as an informational and prayer reminder piece. It is important for church members to understand the process you will be using and you will find it helpful as your team provides regular updates to the church on the progress so people will know where you are in the process.
11. Call your Association office to schedule a Search Team orientation that will include insights and a great tool for making a more informed decision. When the early church sought a replacement for Judas, their first step was to define the criteria they would use to select a replacement. That is exactly what this training time is designed to do. It will help as you bring objectivity to what too often devolves into a purely subjective process. The decision-making process that is featured in the training is pictured on page 30 and a sample criteria grid produced through this process can be found on page 37 (Form 12). **HUGE CAUTION!!!** Do not skip this step. If you do, you will subconsciously focus only on finding a new pastor who has strengths where your previous pastor was weak. This creates pendulum swings in leadership gifting that can create a major split or the departure of significant leaders. Having your DoM or an experienced pastor who knows your church and knew your previous pastor help you develop your criteria grid will give you a better opportunity to avoid this mistake.
12. Develop a candidate and a candidate's reference questionnaires—preferably based on the criteria you established in step eleven. Three sample candidate questionnaires can be found on pages 38-46 (Form 13). The first one is a personalized questionnaire based on the criteria grid on page 37. It has some excellent sample questions that are more behavioral based. This type of questionnaire can help a church go beyond a candidate's theology and philosophy of ministry. Too often churches call a pastor based on the right theology only to find that he has major behavioral, leadership style, or character issues. Two sample candidate reference questionnaires are on pages 47-54 (Form 14). Included again is a personalized one based on the criteria grid on page 37.

## II. Gathering Names, Prioritizing Candidates, and Making Initial Contact

1. You might have noticed that there are significant steps and a lot of work needed BEFORE you look for a single candidate resume. As you get to the end of the steps in section one, begin to look for resumes. The first place you need to look is within your own church and for individuals who have been members of your church in the past and who are now serving a sister church in another community. You will also want to ask church members if they have any recommendations. Form 15 on page 55 lists additional sources for resumes. There are multiple web sites where you can post your position; however, let me give you a **HUGE CAUTION**. When it comes to gathering resumes, more is NOT better. A handful of quality

resumes is ALWAYS better than a stack of resumes with only a few qualified candidates. So, be careful where you post your request. **HUGE CAUTION #2.** If you are a small church in a smaller community, let me encourage you to ask your Director of Missions to help you filter the resumes. If you don't, you will become VERY discouraged to find that most candidates are not willing to consider a small church in a small town. Your DoM can tactfully discuss church size and location with a candidate and then be able to share only those resumes where a candidate is willing to be considered by your church.

2. It is helpful to have resumes sent to a specific member of the search team. When they receive a resume, their first step is to contact each individual by e-mail or text to determine if they are still seeking a position. Often times a resume will be in circulation long after an individual has accepted a new position.
3. Step two: As soon as it is determined that a candidate is still actively seeking a position, get a copy of the resume to all team members so that they will have adequate time for individual, prayerful, and careful consideration before the team meets to discuss them. Form 16 on pages 56-57 will help you understand the education section of a candidate's resume. If a candidate's education is of particular interest to the search team, you will want to probe this area because not all educational degrees and not all educational institutions are equal.
4. Step three: After reviewing all resumes, determine which candidates meet your "minimum" requirements—in other words they don't have a "knock out". Then patiently and prayerfully take step four: prioritize the remaining list of candidates resumes. Use the admittedly limited information you have from the resumes. It is helpful when you receive a letter of recommendation with a candidate's resume. You will discover that some resumes are very brief while others are almost too long. You will find that the types of information included will vary from resume to resume. Talk through each resume as a team and then ask each member to individually select their top four or five prospects. Remember you are not comparing candidates against each other but rather looking at them through the lenses of the criteria grid you established before you even began to receive resumes. Then as a team, agree on the top four or five candidates.
5. Step five: Send via e-mail or regular mail the candidate questionnaire you developed earlier to each of your candidates. You will also want to provide each candidate with a copy of the Church and Community Portfolio you have developed.
6. Step six: At the same time, begin to contact each candidate's references. You can send the candidate's reference questionnaire via e-mail or regular mail. If you do that, you will want to include some introductory information—a sample cover letter is on page 58 (Form 17). If you use regular mail, include a self-addressed and stamped return envelope as a courtesy. Most of the time, it is easier to simply call a reference and set up a time to do an interview over the phone. When you call, tell them who you are and why you called and ask if it is a convenient time for them. If not, simply schedule a time that is mutually agreeable. You will note that the sample questionnaires include asking the reference for others who might know the candidate well—those contacts are called secondary references, and they can provide extremely important information about a candidate. **WARNING:** Do not skip this step. The very first search team I worked with as a DoM was from a very small church that was struggling financially. They were getting ready to buy an expensive plane ticket for a candidate to come in view of a call. They had never met him, and when I reviewed his resume I noticed that his first reference was my pastor when I was in seminary. I asked the committee, "What did Frank tell you about the candidate?" Their response was, "We weren't able to get in touch with him." That raised a huge red flag in my mind as Frank is one of the most approachable pastors I have ever known. So I asked if they wanted me to contact him since I knew him. They were agreeable, so the next morning I called Frank and got right through—not just because I had been a pastoral intern with him, but that's just Frank. After exchanging a few pleasantries, I asked him

about the candidate. I can still remember his response, "I asked him to get my name off of his resume because I couldn't give him a positive recommendation." And then he continued, "You might eventually get used to his personality, but you'll never get used to his personal hygiene!" Fortunately, when I called the chairman of the search team later that day, they chose not to buy the ticket and started looking for another candidate. BTW—the man they eventually called did an excellent job.

7. An important secondary reference would be the DoM where the pastor is now serving. If he is not currently serving in a ministry roll, call the DoM where he served last. The NorthCoast Baptist Association DoM can help you find the right DoM. He would be able to tell you about the candidate and the church he is currently serving.
8. Some churches will also send a candidate's wife a questionnaire. Obviously, this would be inappropriate in an interview process for a secular job, but in the church world, it is an accepted and important step. However, two important **CAUTIONS:** First, do not think in terms of getting two for the price of one—that is both offensive to pastors and especially their wives and dishonors God's command to appropriately provide for your pastor. Second, do not think in terms of having a specific expectation for what a pastor's wife does—i.e. plays the piano and leads the women's ministry. Seek to identify God's unique gifting and calling for the candidate's wife as you would for any church member. You will find a sample candidate's wife questionnaire on page 59-60 (Form 18).
9. If possible, attend a worship service where each candidate is preaching. If distance is an issue, request an audio or video of a sermon from the candidates. This might be in the form of an on-line web site or a video or audio file sent via e-mail. As you listen to the sermons, Form 19 on page 61 can be a helpful tool as you view or listen to these tapes.

### III. Going Deeper with Your Top Candidates

1. It is not unusual that search teams get bogged down with the process about this time. So, when things get tough, you get frustrated, or the immensity of the task overwhelms you, stop and read the letter on page 62 (Form 20) and the memo on page 63-64 (Form 21). Remember laugh and the world laughs with you; cry and you cry alone.
2. Prayerfully and carefully review all the information that you have gathered. A rule of thumb I suggest is that at this time you should be able to take a half sheet of paper and in one short paragraph describe the strengths and passions of a candidate and in a second short paragraph describe their challenges—we all have areas where others are more qualified and gifted to serve. If you can't populate both paragraphs for a candidate, you need to ask a few more questions.
3. Now, take one candidate at a time and prayerfully talk through your criteria grid to establish a numerical value for each of the specific qualities desired—see section I step 11. When you have completed this step for each of your candidates do the math and identify your top two candidates—those who best fit your predetermined qualities. In the process, you will find that in spite of all the information you have obtained you will still have additional questions or desire further clarification on certain issues.
4. Arrange for an interview with these two candidates and their wife. A personal interview is always best, but if time and distance don't permit it, schedule an on-line live video interview. You will want to seek clarification on the questions that surfaced as you completed the criteria grid sheet. Additional sample questions can be found on Form 22 on pages 65-68. Some of the types of questions a search team should be prepared to answer can be found on Form 23 on page 69-70. As you prepare for this step, assign specific questions or a specific area for questioning to each committee member with the understanding that others can ask follow-up questions. This helps the candidates to connect with each committee

member and for the unique perspective of each committee member to be utilized. Another word of **CAUTION**. At this stage of the process, I would personally be concerned if a candidate doesn't ask a few good questions about your church and the process you are using.

5. After each interview, rework your criteria grid sheet for that candidate—do not wait until both interviews have been completed as it is too easy to get candidate responses confused.

## IV. Getting Focused – One at a Time

1. Having completed both interviews and having reworked your criteria grid sheet, do the math and identify the top candidate. With the information you have in hand, prayerfully answer these questions as you do a risk assessment on your number one candidate:

- ❖ What's the **worst thing** that could go wrong?
- ❖ **How bad** would that be on a scale of 1 to 10?
- ❖ What's the **probability** it will happen?
- ❖ Is this choice **consistent** with biblical principles?
- ❖ Do you sense God's peace as **confirmation** of your decision?
- ❖ Is our team **unanimous** that this is our number one candidate?

2. **THREE BIG CAUTIONS:**

- ❖ From this point you will want to consider only **one candidate at a time**. Never bring multiple candidates to your church for their consideration. That can only bring confusion and division. Trust your process.
- ❖ Do not move forward with a candidate that your team cannot **recommend unanimously**. Make sure every team member's questions or concerns are heard and responded to in an appropriate manner. Trust the spiritual maturity of those who are serving on your committee.
- ❖ If circumstances are such that you have not met the candidate and his wife in person, you will want to take an additional step to provide that opportunity BEFORE you recommend him to the church. Your DoM can discuss options and logistics for making that happen. It might mean the search team travels to where the candidate lives, it might mean meeting half way in between, or it might mean the candidate and his family travels to your area and preaches at a sister church. But NEVER, NEVER, NEVER, let me say it again **NEVER recommend a candidate to your church your team has not met personally**. I have worked with search teams who failed to heed that advice and have seen search team members vote against the candidate when the church took its vote. And yes, the team was unanimous when they extended the invitation to come in view of a call.

3. I wish I didn't have to recommend this step, but in this day and age it is absolutely imperative. Have your top candidate complete the confidential personal, credit, and legal information and release form on page 73 (Form 26). Also included is a sample cover letter (Form 25) on page 72. To ensure confidentiality, you will want to print off a copy of Form 24 on page 71 and place it on top of the candidate file where you keep all the information you have gleaned from the candidate and his references. Hopefully, your church already has a service that you are using to do background checks on volunteers. If not, you can contact the NorthCoast Baptist Association to have the background check done. Contact the candidate for

clarification if any questions surface on the background check. Do not feel obligated to move forward with a candidate if there are issues of concern that surface. Yes, even at this late date.

4. If it was not done in the process of completing your reference checks, make sure your team has talked to the current pastor and at least one leader from every church where the candidate has served. Make sure as you contact them that they understand you have received a release form from the candidate. **CAUTION:** You would not believe the number of churches who would have been spared considerable difficulty if they had simply followed this step. Don't wait until problems arise to make these calls only to find out too late that other churches had the same issue with your current pastor.
5. Having completed all the above steps, if both the team and the candidate have continued interest, recommend to the church that the candidate be invited to come in view of a call. Then find a time that is mutually agreeable. The church is responsible for providing the candidate and his family transportation, lodging, and meals.
6. In preparation for their arrival, the search team will want to provide the church with detailed information about the candidate. This will help church members as they pray and prepared to make an informed decision on the candidate. Remember you have spent a considerable amount of time gathering information about and talking with the candidate, and now it is time to tell the church why God has led you to recommend this man as your next pastor. Have search team members provide testimony about why they feel led to this particular candidate during worship services leading up to the Sunday the candidate will be preaching.
7. A well planned and clearly communicated schedule should be prepared for the weekend the candidate and his family are in town. Consideration should be made for the following
  - ❖ Physical fatigue of candidate and his family if they will travel a great distance.
  - ❖ Give ample opportunity for meeting church members in an informal context. For larger churches, you may want to schedule informal get-acquainted receptions in the homes of members in different areas of town.
  - ❖ Include time for the candidate and his family to get a tour of the church facilities and the community.
  - ❖ Make sure appropriate arrangements are made for all meals and lodging.
  - ❖ Schedule a formal time for questions from the congregation to be addressed and for the candidate and his family to ask additional questions.
  - ❖ Communicate clearly to the church and candidate when the church will be voting.
8. Which reminds me, double check your by-laws and make sure your process conforms to its requirements for voting to call a pastor. Let the candidate know when the church will vote and what percentage is required, if any, to extend a call.
9. Communicate to the church any specific agreements concerning support package, moving expenses, date pastor will begin serving if called, or other arrangements the team has established with the candidate. Do not vote until there is adequate discussion and **ABUNDANT PRAYER.**

## V. Finishing Well

1. After the church has voted, promptly communicate the decision to the candidate and his answer to the church.
2. Inform all candidates with whom the team has made contact that the church has called a new pastor, Form 27 on page 74 provides a simple template.
3. Make your new pastor's first Sunday something special. The first Sunday at my first full-time church, they acted like I had been there for years. I wasn't even introduced. Find some way to make it a memorable experience (in a positive way) for both the pastor and his family and the church.
4. You will also want to schedule an installation service. A Sunday afternoon or evening would be best. It provides an opportunity to invite civic leaders, community pastors, associational pastors, the DoM, state convention staff, and others to participate. Form 28 on pages 75-76 provides a sample worship service for such an installation. Some churches include a formal covenant signing during the installation. Form 29 on page 77 provides a sample covenant.

# Letter Regarding Supply Preaching Schedule

Form 1

Date \_\_\_\_\_

Dear \_\_\_\_\_,

This letter is to confirm your date(s) for pulpit supply at \_\_\_\_\_ (*name of church or chapel*) \_\_\_\_\_ in \_\_\_\_\_ (city) \_\_\_\_\_, Nebraska, and to provide you with some needed information. You are scheduled to supply for the following services:

Sunday, \_\_\_\_\_ A.M. \_\_\_\_\_ P.M.

Sunday, \_\_\_\_\_ A.M. \_\_\_\_\_ P.M.

Sunday, \_\_\_\_\_ A.M. \_\_\_\_\_ P.M.

Sunday, \_\_\_\_\_ A.M. \_\_\_\_\_ P.M.

Our Sunday service times are: \_\_\_\_\_ A.M. Sunday School  
\_\_\_\_\_ A.M. Worship Service  
\_\_\_\_\_ A.M. Discipleship Training  
\_\_\_\_\_ A.M. Worship Service

Directions to our church are given on the bottom of this sheet. A form is enclosed requesting information which will help us make your supply visit more comfortable.

Yours in His Service,

Name \_\_\_\_\_

Pastor Search Team Chairperson

Insert Map of Area and Church Location Below

# Pulpit Supply Fact Sheet

Form 2

Dear Pastor \_\_\_\_\_,

Because we want to make your day with us as enjoyable as possible, we are asking you to fill out and return this sheet as soon as possible. The answers to these questions will help us to accomplish this goal.

1. Do you plan to spend the day in \_\_\_\_\_, or will you leave after the morning worship and return for the evening service?
2. We are inviting our church families to host our supply speakers for lunch and/or the day. Are there any dietary requirements for which we need to be concerned?
3. Would you object to being taken out to a restaurant for lunch and/or supper should our host or hostess prefer to do so as opposed to preparation of a meal at home.
4. Do you want or prefer some time alone in the afternoon? (Our church and parsonage are both available for your use and comfort.)
5. Your wife is welcome should she desire to accompany you. May we plan on her joining you for our services?

Thank you for your willingness to supply our pulpit needs during our interim time.



# Interim Pastor Agreement

## Form 3

1. We ask that you preach on Sunday mornings and Sunday evenings beginning on \_\_\_\_\_, excluding the following Sundays on which you have prior commitments:
  
2. We ask that you lead in a Wednesday evening prayer and Bible study service for the adults.
  
3. We ask that you provide \_\_\_\_\_ hours each week in prospect visitation and ministry visitation.
  
4. This agreement of interim shall be in effect for three months ending on \_\_\_\_\_; or until a pastor arrives on the church field whoever comes first. If an extension is desired, both parties must renegotiate the terms.
  
5. We will pay you \$\_\_\_\_\_ for each week of service or \$\_\_\_\_\_ for each church service if you are unable to fulfill weekly duties described above. It may be much clearer for you to break down a salary for the interim as follows:
  - a. Salary per week or per service
  - b. Car allowance or mileage
  - c. Meal expense or ministry related expense
  
6. Your meals while on the church field will be handled in this way.
  - a. In the homes of our church families
  - b. On a cost reimbursement basis.
  
7. An interim shall not be considered as a candidate for the pastor of this church. If you desire to be considered as our next pastor, please do not proceed in the agreement as interim.

# Alignment Worksheet

Form 4

## DIRECTIONS:

On your own, answer the questions below for each core concept. It might help to note your thoughts to the side of each question for later discussion. Once you complete the questions for each core concept, complete the assessment chart that follows.

Take your time going through each section. Thoughtfully consider how each of these might apply to your church and team. Things you discover in each section will be helpful to you aligning your church's leadership team. Once everyone on your team has completed this step, then work through each section as a team—do not rush this step as it probably will take several sessions. When completed, you will personally have a clearer picture of your church's culture and be able to provide a clear picture of who you are as a church to any pastoral candidate.

## THEOLOGY: CORE BELIEFS—DOCTRINE

☐ *Check the answer(s) that best describes you or your church.*

Does your church have a doctrinal statement (belief statement)?

- ☐ Yes
- ☐ No
- ☐ Unsure

Is every belief listed in your doctrinal statement?

- ☐ Non-negotiable (must accept or go elsewhere)
- ☐ Negotiable (agree to disagree)
- ☐ Some of both
- ☐ Unsure

If your doctrinal statement contains both non-negotiable and negotiable items, do your people know which are which and what the difference is?

- ☐ Yes
- ☐ No
- ☐ Unsure

How many different church backgrounds (include cults and no church background), are represented in your church body?

- ☐ More than ten
- ☐ Less than ten
- ☐ Unsure

Does a representation of a wide variety of church backgrounds pose a problem for team unity and alignment?

- ☐ Yes
- ☐ No
- ☐ Unknown

Does a weekly gathering of people for a worship service constitute a team?

- ☐ Yes
- ☐ No
- ☐ Unsure

Is it ok to require agreement in the essential core doctrine of your church to join your team? (if unwilling, they'd be asked to go somewhere else.)

- ☐ Yes
- ☐ No
- ☐ Unsure

How is your doctrinal statement made available in your congregation?

- ☐ Written form—paper and/or website
- ☐ Written and Personal Communication (personal meeting, class, etc.)
- ☐ It's not made available
- ☐ Unsure

Does everyone on your team know, understand and agree with your doctrinal statement? (How do you know?)

- ☐ Yes
- ☐ No
- ☐ Unsure

Do you believe you can accomplish all that God desires in your church and community without being aligned theologically?

- ☐ Yes
- ☐ No
- ☐ Unsure

Core Concepts	Describe Areas of Success	Describe Areas Needing Improvement
<b>Theology:</b> Do the people of your Church understand, agree, And are committed to the core Beliefs of your church? (Leadership, members/volunteers, congregation)		

## **PHILOSOPHY: VISION, MISSION and PROCESS**

Does your church have a vision statement? (Where you're going? What's the win?)

- ☐ Yes
- ☐ No
- ☐ Unsure

If you have a vision statement, is it... (check all that apply)

- ☐ Clear
- ☐ Unclear
- ☐ Too long
- ☐ Too short
- ☐ Known by the majority of your members
- ☐ Not known by the majority of your members
- ☐ Accepted by your general congregation
- ☐ Rejected by your general congregation
- ☐ Something most feel is obtainable
- ☐ Something most feel is unobtainable

Does your church have a mission statement?

(How you get from here to there—how will you accomplish the win)

- ☐ Yes
- ☐ No
- ☐ Unsure

If you have a mission statement, does it... (Check all that apply)

- ☐ Help to clarify how your church will accomplish the win (vision)
- ☐ Confuse people
- ☐ Encourage people to get involved

Does your church have an intentional discipleship process to equip people for the mission?

- ☐ Yes
- ☐ No
- ☐ Unsure

If your church does have an intentional process, check all the following that apply:

- ☐ The process is clear
- ☐ The process is unclear
- ☐ Our members understand the process
- ☐ Our members do not understand the process
- ☐ The process helps us join in the mission and accomplish the win
- ☐ The process is more of a hindrance than anything else
- ☐ The process helps to equip people
- ☐ The process does little to equip people
- ☐ The process helps to get people involved
- ☐ The process helps to empower people

Do the people in your church view themselves as ministers?

- ☐ Yes
- ☐ No
- ☐ Unsure

Do the people in your church clearly understand their role?

- ☐ Yes
- ☐ No
- ☐ Unsure

The following describes how the people in our church see themselves: (check all that apply)

- ☐ Valuable
- ☐ Worthless
- ☐ A necessary part of the body
- ☐ Someone that isn't really needed
- ☐ Worthy
- ☐ No good
- ☐ Created anew in Christ
- ☐ Forever failing
- ☐ Created for a specific plan and purpose
- ☐ Unsure of their role and God's call in their life
- ☐ Player, leader, coach, pastor, shepherd, minister
- ☐ Benchwarmer, spectator, outsider

Do you have intentional ways for helping people understand the following: vision, mission, process, their role, their worth and value to God, how they can get in the game?

- ☐ Yes
- ☐ No
- ☐ Unsure

(Complete the chart below)

Core Concepts	Describe Areas of Success	Describe Areas Needing Improvement
<p><b>Philosophy:</b> Do the people of your church know, understand, and are committed to your vision, mission and process? (Leadership, members/volunteers, congregation)</p>		

### RELATIONSHIP: THE VEHICLE

How would the majority of people in your church define "relationship"? (Write your response below.)

Do the people in your church have a good understanding of how God values relationship and why it's so important?

- ☐ Yes
- ☐ No
- ☐ Unsure

Do most of the people in your church desire intentional relationship?

- ☐ Yes
- ☐ No
- ☐ Unsure

We learn more about God's love, mercy and grace....

- ☐ ... by doing life alone.
- ☐ ... in meaningful relationship with others.
- ☐ Unsure

I would describe my church as: (check all that apply)

- ☐ Warm
- ☐ Friendly
- ☐ Open/Accepting
- ☐ Committed to one another
- ☐ Value deep, intentional, personal relationships
- ☐ Unified
- ☐ Cold
- ☐ Unfriendly
- ☐ Closed/Cliquish
- ☐ Lack commitment to one another
- ☐ Relational, but lack authentic relationships
- ☐ Fractured/disunity

Overall, do you think your church models intentional relationships?

- ☐ Yes
- ☐ No
- ☐ Unsure

Is it easy for people to find and enter into intentional relationships in your church?

- ☐ Yes
- ☐ No
- ☐ Unsure

Would those who know you describe you as someone who models intentional relationships?

- ☐ Yes
- ☐ No
- ☐ Unsure

Would you describe your leadership style as modeling intentional relationship?

- ☐ Yes
- ☐ No
- ☐ Unsure

If you answered "No" to the previous question, what's the reason(s) for this?

(Write your response below.)

In regard to those you are in relationship with.....

Are you constantly assessing where they are in the discipleship process and taking an active role in helping them grow in their spiritual maturity as a disciple of Christ?

- ☐ Yes
- ☐ No
- ☐ Unsure

Could you write down the names of three people you are in relationship with and where each person is within the discipleship process, what each needs to grow as a disciple of Christ, and what you're specifically doing to help them develop and grow?

- ☐ Yes
- ☐ No
- ☐ Unsure

Which does your CHURCH value more? (Before you answer, consider if your church actually models what it says it values or just talks about it?):

- ☐ Task
- ☐ Relationship
- ☐ Unsure

What do YOU value more? (Before you answer, consider if you actually model what you say you value or do you just talk about it?):

- ☐ Task
- ☐ Relationship
- ☐ Unsure

**(Complete the chart below)**

Core Concepts	Describe Areas of Success	Describe Areas Needing Improvement
<b>Relationship:</b> Do the people of your church know the importance of relationship, understand their role and value, and are committed to living our intentional relationship in every aspect of their lives and ministries? (Leadership, members/volunteers, congregation)		



## ORGANIZATION: STRUCTURED TO WIN

Does the structure of your church align with the win? (Vision and mission)

- ☐ Yes
- ☐ No
- ☐ Unsure

If the structure were to change to better align with the win, which of the following would need to change—allocations of: (check all that apply)

- ☐ Money
- ☐ Time
- ☐ Energy
- ☐ Focus
- ☐ Responsibilities
- ☐ Staff
- ☐ Volunteers
- ☐ Ministries
- ☐ Events
- ☐ Other: \_\_\_\_\_

Do you have a method of measuring if you are actually winning—accomplishing your vision and mission?

- ☐ Yes
- ☐ No
- ☐ Unsure

What is your method or criteria for determining how resources are allocated and spent? (Write your response below.)

Do you have some sort of filter developed to run all existing ministries and all potential ministries through to make certain that these align with the win?

- ☐ Yes
- ☐ No
- ☐ Unsure

Based on the structure of your church and what you spend your resources on, check what you're mainly about:

- ☐ The weekend service(s)
- ☐ Ministries that are mostly about busyness or hobbies
- ☐ Sunday school and other classroom environments
- ☐ Relational environments for the purpose of discipleship

(Complete the chart below)

Core Concepts	Describe Areas of Success	Describe Areas Needing Improvement
<p><b>Organization:</b></p> <p>Does your structure align with your beliefs, vision, mission and process?</p> <p>Are you unified in how resources are allocated?</p> <p>Do you have a common method of evaluating profit?</p>		

This piece on alignment was made available by Real Life Ministries of Post Falls, Idaho as part of their Immersion I Conference.

# Church Questionnaire

## Form 5

Dear Fellow Church Member:

You are a part of the body of Christ, the Church. Your Pastor Search Team desires your suggestions and recommendations in regard to the selection of a pastor. We are providing this questionnaire as a means whereby you may communicate your thoughts to us. As a family unit, please give this your prayerful, careful, and thoughtful attention as together we submit all phases of calling a pastor to the power and guidance of God's Spirit. If extra space is needed, please feel free to add extra sheets. If possible, return this questionnaire to the team by next Sunday. A collection box will be located in the vestibule for your convenience.

1. About what age person would you like for our next pastor to be, assuming that other characteristics are favorable? *Check one.*

☐ Age should not be a major factor      ☐ under 30      ☐ 30-39  
☐ 40-49      ☐ 50- up

2. What preference, if any, do you have regarding the formal education of our next pastor? *Check one.*

☐ Formal education should not be a factor  
☐ At least a college degree  
☐ At least seminary training  
☐ Doctoral program in theology or ministry  
☐ Other (describe) \_\_\_\_\_

3. Consider this list of typical activities for a pastor. Think about our church, its needs, its programs, community needs and your own personal needs, and rank the following by importance beginning with number one as the most important.

\_\_\_\_ Sermon preparation and presentation  
\_\_\_\_ Visitation of church members  
\_\_\_\_ Counseling activities  
\_\_\_\_ Attending meetings or functions of the church  
\_\_\_\_ Visitation of prospective church members  
\_\_\_\_ Administration  
\_\_\_\_ Regular office hours at church  
\_\_\_\_ Associational, State Convention of Baptists in Ohio, and SBC involvement  
\_\_\_\_ Personal evangelism—soul winning  
\_\_\_\_ Continuing education  
\_\_\_\_ Personal prayer and Bible study  
\_\_\_\_ Civic and community involvement  
\_\_\_\_ Teaching activities (study courses, etc.)  
\_\_\_\_ Other (describe) \_\_\_\_\_

4. List briefly any qualities or characteristics you would especially like to see in the person that would serve as our pastor. Indicate any which you feel are of greatest importance.
5. What are our church's greatest strengths? A church health assessment helps to answer this question.
6. What are our church's greatest needs?
7. What are our church's greatest weaknesses? A church health assessment helps to answer this question.
8. What areas of our church's ministry need to be emphasized more, for which our next pastor needs unique skills and abilities?
9. In order to meet the needs of our church and its members, what emphasis do you believe our future pastor's preaching should address?
10. Additional comments you may want to express:

# Pastor's Support Package

Form 6

## Basic Compensation

Salary

Housing allowance (see note #1)

Social Security offset 15.5% of Salary / Housing (see note #2)

### Total Compensation

## Church Ministry Expense Reimbursement (see note #3)

Automobile

Convention and Conferences

Books, periodicals & counseling supplies

Continuing education and training

Hospitality

### Total Expense Reimbursement

## Protection Benefits

Insurance

Health/Medical

Life

Disability

Retirement/Annuity

### Total Protection Benefits

## Moving Expenses

Moving van or rental of a u-haul type vehicle

Meals and lodging in transit

Mileage allowance for owned vehicles

Utility hook-up charges

### Total Moving Expenses

## Pulpit Supply Expenses

While pastor is on vacation or ill

While pastor attends conferences & church related events

Absence of pastor due to family death or crisis

### Total Pulpit Supply Expenses

Notes:

1. A pastor is granted a non-taxable housing allowance for purposes of income tax by the IRS. This must be voted on by the church annually. He can claim as housing allowance only actual expenses up to but not to exceed his approved housing allowance.
2. A pastor is viewed by the IRS as self-employed and pays self-employment tax which is equivalent to twice the social security withheld from an employee. This tax applies to all income including housing allowance and the fair rental value of a parsonage.
3. For tax purposes it is best to provide your pastor reimbursement for actual expenses with a budgeted ceiling in each expense category. For example, IRS allows .45.5 cents per mile travel reimbursement in 2018.

# Professional Expense Reimbursement Report

Form 7

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

From: \_\_\_\_\_ To: \_\_\_\_\_

## Auto Expense

Total Business Miles Driven \_\_\_\_\_

Reimbursement per mile @ IRS Rate x \_\_\_\_\_

**Total Auto Expense Reimbursement** \_\_\_\_\_

## Professional Expenses

Office Supplies/Postage \_\_\_\_\_

Subscriptions \_\_\_\_\_

Books \_\_\_\_\_

Professional Fees \_\_\_\_\_

Meals for Ministry/Entertainment \_\_\_\_\_

Seminar/Conference/Convention Registration \_\_\_\_\_

Personal Education Expenses \_\_\_\_\_

Miscellaneous: \_\_\_\_\_

**Total Auto Expense Reimbursement** \_\_\_\_\_

## Travel Expenses

Transportation Costs (rental, tolls, etc.) \_\_\_\_\_

Hotel/Motel \_\_\_\_\_

Meals \_\_\_\_\_

Entertainment \_\_\_\_\_

Other Expenses \_\_\_\_\_

**Total Travel Expense Reimbursement** \_\_\_\_\_

**Total Reimbursable Expenses** \_\_\_\_\_

Notes/Comments:

# Pastor's Job Description

Form 8

## Primary Function

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

## **Responsibility**

- Leading – the pastor will lead and develop leadership for the equipping of the congregation to fulfill the Great Commission and accomplish the purpose statement of the church.
- Administering – the pastor will provide direction and oversight to assure that the administrative responsibilities for the church are fulfilled.
- Ministering – the pastor will use his spiritual gifts to edify and buildup the local body of believers. He will provide appropriate pastoral care to members of the church and the community. He will lead by example in the area of personal evangelism. He will equip the leadership and members of the church to do the same.

## **Expectations**

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



# Suggested Terms and Agreements

Form 9

1. Remuneration – the church will support the pastor's ministry at the level of \$\_\_\_\_\_ per (year/month/week). This sum is to be allocated as appropriate, by the pastor, for salary, housing allowance, utilities, automobile expense, self-employment taxes, retirement plan, health insurance, library expenses, and continuing education. The pastor is to be paid \_\_\_\_\_ (frequency) with the first check due \_\_\_\_\_.
2. Vacation – Vacation time shall be accrued at the rate of \_\_\_\_\_ days each month with a total of \_\_\_\_\_ days per year. Upon resignation, the pastor will be paid for unused vacation up to \_\_\_\_\_ weeks maximum.
3. Work Week – the pastor will be available and on call for every emergency 24 hours per day when in town. However, the normal work week should be expected to be approximately \_\_\_\_\_ hours per week. This is not to limit the pastor's activities, but to limit expectations of him.
4. Revivals – the pastor shall be permitted to preach \_\_\_\_\_ revivals at another church each year. Additional time may be negotiated.
5. Conventions and Conferences – If it is the will of the church that the pastor attend as a messenger, representative of the church, or for personal growth any meetings, seminars or conventions, the church will pay the actual expenses incurred by the pastor and his wife in such assignments. All arrangements will be made at the discretion of the pastor.
6. Christmas gift/bonus – as indicated in church policy and budget.
7. Resignation or termination – resignation and termination procedures shall be as defined in the church by-laws. If the pastor is terminated by the church he shall be given three month's severance pay. (Churches need to understand that the pastor is viewed as self-employed and therefore does NOT qualify for unemployment compensation.)
8. Responsibilities – the pastor's responsibilities will be those set for the in the church by-laws or specific job description.
9. Pulpit Supply – the church will pay for pulpit supply during the absence of the pastor. Under normal circumstances the pastor will extend the invitation to the pastor who will supply.
10. Holidays – the pastor shall be permitted the following paid holidays each year: New Year's Day (plus either day before or after), Memorial Day, Independence Day, Labor Day, Thanksgiving Day (plus the day after), and Christmas Day (plus either the day before or the day after).

# Church and Community Portfolio

## Form 10

One of the most helpful things that you as the pastor search team will do for your next pastor is to prepare a portfolio of your church and community. The portfolio will be shared with the minister you interview as a potential pastor. This portfolio will also enable the potential pastor to pray for specifically about God's will concerning his becoming your pastor. The following items are suggestions for the portfolio:

### Church Documents:

1. Constitution and bylaws
2. Church budget
3. History of the church
4. Pictorial directory
5. Church's Annual Church Profile (last 3-5 years)
6. List of all church officers
7. List of all organizational leaders
8. Copies of recent worship bulletins
9. Copies of recent newsletters
10. Pictures of the church and community
11. Church's mission/vision statement
12. Church's long-range goals
13. Statement of church's outreach/evangelism program
14. Other

### Church Network and State Convention Documents:

1. NorthCoast Baptist Association's latest annual report
2. Recent copy of the NorthCoast BA Weekly Wave and convention newsletters
3. Copy of history of SBC work in Ohio
4. Biographical profile of the director of missions
5. Other

### Community Documents

1. Chamber of commerce promotional pieces
2. Most recent census statistics
3. Map of the community, especially a map of the church field (mark the location of the church)
4. Information about schools
5. Free magazines of homes for sale in the church area
6. Map of the state (mark the location of the church)
7. Other

# Additional Portfolio Information

## NorthCoast Baptist Association

Director of Missions: Mark Jones

O: 330-806-3755

E: northcoastdom@gmail.com

6716 W River Rd

Vermilion, OH 44089

**If your church is located in a smaller community the following types of information would be helpful:**

## Physician Names

Address

Phone

## Hospitals

Address

Phone

Directions from Church

## Pharmacies

Address

Phone

## Grade School

Address

Phone

## Middle School

Address

Phone

## High School

Address

Phone

## Grocery Stores

Address

Phone

## Shopping Centers

Address

Directions

## State Convention of Baptists in Ohio

Executive Director: Dr. Jack Kwok

O: 614-601-6877

E: jpkwok@scbo.org

9000 Antares Ave.

Columbus, OH 43240

## Electric Company

Address

Phone

## Gas Company

Address

Phone

## Water Company

Address

Phone

## Garbage Collection

Address

Phone

Special Instructions

**Cable TV**

Address

Phone

**Local Newspaper**

Address

Phone

**Regional Newspaper**

Address

Phone

**Post Office**

Address

Phone

# Ten Proven Steps for Selecting The Right Pastor

Form 11

What will our pastor search team be doing?

Selection of a new pastor is a great responsibility. The search team is faced with the dilemma of determining which person is best suited to meet the needs of our congregation at this unique time in our church's life. Pray for your team as they diligently work through the following steps:

1. Clarify church documents and study the church's and the community's identity, needs, and goals.

The search team will review the constitution and by-laws and recommend changes as needed. The team will do formal and informal studies of the congregation and your community to provide a point of reference from which to work. These steps will provide information for a pastoral candidate and help the search team identify the specific qualities needed in the new pastor.

2. Establish criteria and then seek resumes

The team will use information from step one and establish a prioritized criteria grid of the desired gifts, skills, and experiences for the next pastor. Then they will seek resumes from various sources: seminaries, Bible Colleges, the NorthCoast Baptist Association, state conventions, etc. One source may be the recommendation from a church member.

3. Prayerfully and Carefully Review Resumes

Each team member will prayerfully and carefully review the resumes received in light of the established criteria. You can pray that God will guide their thinking as they review each candidate's experiences, education, and background. Some things that they will be considering when reviewing resumes are:

- Does the candidate possess the skills and experience which will be needed in your unique setting?
- Does the overall appearance and content of the resume reveal an ability to communicate clearly and concisely?
- What volunteer, part-time, and vocational experiences does the candidate have? Every ministry opportunity provides a valid and valuable training ground.
- Does the candidate's educational record and degrees received match the needs of the church? There are a variety of special degrees offered, and not all degrees or institutions are equal.

Having reviewed all the resumes the team will select a few names they feel led of God to pursue.

4. Scheduling Interviews

Having selected the candidates that are most suitable, the team will do an initial interview. This is generally done by phone by a single team member, and it will determine their interest and begin the evaluation process. Areas that can be clarified in initial phone contacts are communication skills, personality traits, general attitude, and it provides an opportunity to resolve questions not addressed on the resume. This step often eliminates some of the candidates. The candidates, who are interested and in whom the team is still interested, will be scheduled for an interview by the whole team.

## 5. Conduct In-depth Interviews

If possible, a personal interview is best; however, because of distance it is sometimes necessary for this interview to be done by way of a conference call or on-line venue. The candidate will be provided some basic information about your church before the interview. It is important that your team be totally honest. In addition to a written job description items like church newsletters, recent bulletins, church budget, constitution and bylaws will help a candidate get a clearer picture of your church. Some things search teams typically seek to discover in this first in-depth interview are:

- Family background
- Christian experience and call to ministry
- Personal strengths and weaknesses
- Philosophy of ministry
- Priorities in ministry
- Theological stance in areas important to the church

## 6. Check References and Hear Candidates

The team will contact all listed references as well as seek secondary references for the candidates. They will contact the Associational Director of Missions and pastors in the region where he is now serving. Because reputation in the community is also critical, most teams will do a credit and criminal background check on their top choices. Attending a worship service led by the candidate is the ideal. In some cases distance demands that they use video or audio tape of a service or sermon.

## 7. Narrow the Field to One Candidate

At this time the team will prayerfully narrow its focus to only one candidate. A unanimous vote of the team is always best as they seek God's leadership.

## 8. Face-to-Face Interview

A face-to-face interview will be scheduled with the selected candidate. This will be an extended time for the candidate and his wife (if married) and the team to get better acquainted and to clarify any remaining questions that either party has. It usually requires either the couple or the search team to travel, and usually is coordinated so the team can hear the pastor preach in a live venue.

In this more in-depth interview, a committee will want to discuss some of the following:

- The church's history and previous pastors
- The church's ministry and unique style
- The church's involvement in association, state, and convention activities
- The specific duties of pastor
- The salary and support provisions
- Moving arrangements and housing

If possible, the team will arrange a tour of the church facilities and the community.

## 9. Calling the Pastor

If the personal interview affirms to the team that this is “God’s man” and if the candidate is willing to pursue the prospect of serving as your pastor, then he will be invited to preach in view of a call. All arrangements for travel, lodging, and meals will be covered by the church. At this time, the team will provide the church as much information as possible about the candidate and his family in preparation for his coming.

A typical schedule has the prospective pastor and his family arriving on Friday, meeting with various church groups in informal settings on Saturday, preaching on Sunday morning, attending a covered dish dinner at noon on Sunday, and participating in a formal question and answer time with the congregation.

The team will clearly communicate to the church and candidate when the vote on extending a call will be taken. Following the vote the leader of the team will inform the candidate of the church’s decision and the church of the candidate’s decision.

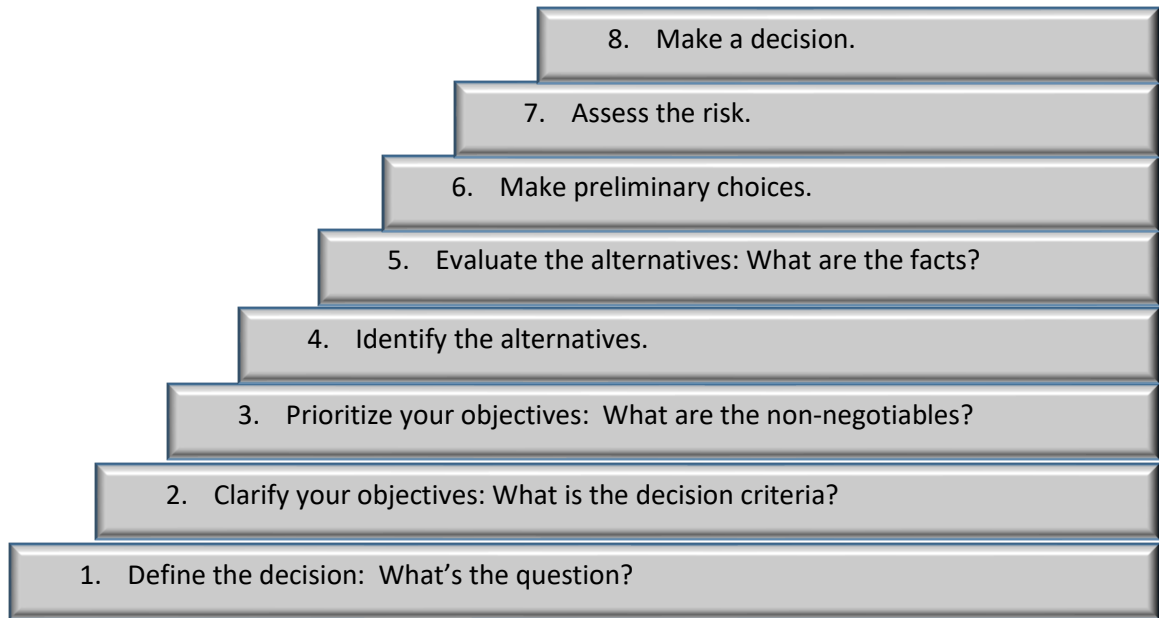
## 10. Completing the Process

After the call has been issued and accepted, the team will write a formal letter extending the call, summarizing salary and benefit arrangements, and listing any special agreements that have been made with the candidate.

When the pastor arrives on field, a press release to the local media regarding your new pastor will be issued to the local newspaper. Your church will schedule an installation service, preferably at a time when pastors from sister churches could attend. This is an excellent way to commemorate the beginning of a new stage in the church’s life. The installation could include a reception to introduce your new pastor to the community.

# Powerful Decision Making

Powerful decision making is an 8-step criterion-based model that will help you make better and more effective decisions.





# Decision Making Criteria Grid

Form 12

## Homestead Baptist Church Beatrice, NE

<u>Criteria</u>	<u>Priority</u>	<u>Candidate One</u>	<u>Candidate Two</u>	<u>Candidate Three</u>
Demonstrable Christian Character and Calling	Must Have			
Evangelistic	Must Have			
SBC Alignment	Must Have			
Good Relational Skills	10			
Spouse is a ministry partner	10			
Effectively Communicates Biblical Truth	9			
Persevering Spirit	9			
A Contagious Visionary	8			
Life Transformational Focus	8			
Self-starter and an Initiator	7			
A Cultural Fit	7			

# Candidate Questionnaires

Form 13

**EXAMPLE 1:** Based on Criteria located on Page 31

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## NorthCoast Baptist Association Candidate Questionnaire

Thank you for your interest in serving as our replant pastor. As our Leadership Team prayerfully considered the experiences and gifts that would best fit our church's needs and cultural context, we determined that the following eleven areas were of greatest importance. Your answers to these questions will guide us as we patiently and prayerfully seek "the man" that God has prepared to lead us in our restart process.

**Christian Character and Calling:** [Your salvation experience and call to ministry are so personal and important that we want to hear them in person. If God continues to lead us in your direction, and if you continue to feel God's leading towards Nebraska, these would be the first two questions we will ask in a conference call with our Leadership Team.]

- Briefly describe a challenging personal situation in which you wish you had handled things differently. In what way did this situation challenge your values?
- If you could go back and do it again, what would you do differently? What did you learn about yourself and others from the situation?
- Describe your involvement in prayer, scripture reading, and other spiritual disciplines in a typical week.

**Evangelistic:**

- Tell us about the last Gospel witness you shared with someone.
- How have you followed up with that person?
- How often do you have an opportunity to share your faith?
- When someone says, "evangelism is not my gift," how do you respond to them?

**Alignment with SBC beliefs and practices:**

- Describe your relationship with the Southern Baptist Convention through local, state, and national involvement.
- What is your view of and alignment with the Baptist Faith and Message?
- North American Mission Board (NAMB) assistance is being requested to assist us with our replant effort. The NAMB planter approval process is very thorough. Are you willing to patiently work through their process—our Church Planter Catalyst would assist you as needed.

**Good Relational Skills:**

- Tell me about your circle of friends and your relationship with family members—your relational network.
- Who do you call a friend?
- How and how often do you relate to your friends?
- What have you done to intentionally seek out and grow new relationships?

**Spouse as a ministry partner:** (If you are married.)

- Describe your wife's involvement in ministry and her giftedness?
- Tell me about a ministry related encounter in which your wife's partnership was a blessing.

(If you are not married)

- Tell us about your dating life.
- If you have a "significant other" in your life how do you think a move to Nebraska might impact that relationship?

**Ability to Communicate Biblical Truth:**

- Tell me about the last sermon or Bible study you shared in a group setting: your preparation, the delivery, the receptivity by your hearers.
- Tell me about the last time you shared biblical truth in a one-on-one relationship.

**Persevering Spirit:**

- How does God and how do others keep you encouraged and engaged in ministry?
- Describe a recent incident where you seriously questioned whether you were serving in the right ministry setting. What did you do to get clarity?
- As you look back on that experience, what (if anything) do you wish you'd have done differently?

**Ability to Cast Vision:**

- Tell us about a time when you successfully cast vision for a new ministry or helped revitalize an ineffective ministry.

**Life Transforming Discipleship:**

- Describe an ongoing relationship you have had in which God used you as He transformed someone else's life.
- How many relationships like that do you currently have or have you had?
- How has God normally used you in these relationships?

**Self-starter and Initiator:**

- When is the last time that you started something new?
- Tell us about that process.
- Who else, if anyone, was involved in starting that process?
- How often do you find yourself ready to start something new?
- Other than a caffeine IV, what does God use to get you started every morning?

**Cultural fit for Beatrice, Nebraska:**

- From what you know, how would ministry in Nebraska differ from where you have served in the past?
- How would it be the same?

**EXAMPLE 2**

Pastoral Candidate: \_\_\_\_\_ Date: \_\_\_\_\_

1. Have you ever been charged or convicted of any offense other than a traffic violation? 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 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 or misconduct? 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 child abuse?
11. 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?
12. Are you a lawful resident or citizen?
13. 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.
14. How many times have you been married? \_\_\_\_\_
15. How many times has your spouse been married? \_\_\_\_\_
16. In what states have you held driver's licenses in the past 10 years?
17. In what church are you presently a member?

---

*Signature*

Source: Wayne Oakes, Pastor Search Team (Cary: Baptist Convention of North Carolina, 1997)

### EXAMPLE 3

1. Please describe how you came to know the Lord, your conversion experience, highlights of your Christian growth, and your call to the ministry.
  - Introduction to the Gospel and the Lord:
  - Conversion experience:
  - Highlights of your Christian growth:
  - Share briefly your call to the ministry:
2. What do you consider to be the specific gifts that the Holy Spirit has equipped you with to fulfill your ministerial call?
3. Describe your pastoral leadership style:
4. Please comment on the SBC "Baptist Faith and Message, 1963 as amended in 2000," indicating clearly where you differ (if at all) in your personal view of these statements. Please state explicitly your personal beliefs concerning the following:
  - a. The divine inspiration of the Scriptures:
  - b. God
    - The Father
    - The Son
    - The Holy Spirit
  - c. Man
  - d. Salvation
  - e. The Church
  - f. Last Things

5. What emphasis do you place on the following aspects of missions?
- a. World Mission and the Cooperative Program system of support
  - b. Associational Missions
  - c. Local Missions
6. What do you feel are the roles of the following in the local outreach effort?
- a. Pastor
  - b. Church members
7. How actively involved will you become in the association and denominational work, and how active would you like the church to be?
8. Please list the following functions in descending order of significance in relationship to your own ministry: Administration, Counseling, Evangelism, Leadership, Preaching and Teaching
9. What do you consider the greatest strength in your ministry? Your greatest weakness in ministry?
10. In what ways does your wife express her support of your ministry?
11. How does she view her involvement in the local church?
12. Have you or has your wife ever spoken in tongues? \_\_\_\_ Yes \_\_\_\_ No. Please state your position concerning the use of tongues.
13. Have you or has your wife ever been divorced? \_\_\_\_ Yes \_\_\_\_ No. If the answer is yes, please explain.
14. Does your wife work outside the home? If so, what type of employment?
15. What type of hobbies do you have and enjoy?



16. Describe your view of how the church should minister to the needs of:

- The children of the church and community:
- The youth of the church and community:
- The young adults of the church and community:
- The adults of the church and community:
- The senior adults of the church and community:

17. What do you feel is the role of the following?

- Worship
- Deacons
- Music
- Missions organization (W.M.U., Brotherhood)
- Christian education (Sunday school, Discipleship Training, etc.)
- Church fellowship
- Evangelism

18. Please describe your personal financial obligations and indebtedness. Do you have medical bills, credit card debts, children in college, etc.?

19. How long have you been a practicing tither?

20. How much time do you spend in prayer and Bible study?

21. How much time do you spend in sermon preparation?

22. Do you have plans to continue your formal education?

23. Briefly list major medical problems that you have faced or are feeling?

24. Please send copies of the pages of statistical data pertinent to your current church from the state or associational Book of Reports. If possible, include data for the past five years.

---

*Signature*

---

*Date*

# Sample Reference Questionnaire

Form 14

## Example 1

\_\_\_\_\_ has been brought to our attention in our search for a pastor. As we seek the individual God has chosen for us, we appreciate your response to as many of the questions indicated below as your knowledge of this individual allows. (Leave blank those questions for which you have no knowledge. Please use additional sheets if necessary.)

1. How long have you known this person? \_\_\_\_\_ years / from \_\_\_\_\_ to \_\_\_\_\_.
2. In what capacity?
3. How would you describe his spiritual maturity as a Christian?
4. Does he share his faith on a regular basis?
5. Does he visit prospects, church families, hospitals, nursing homes, etc.?
6. How would you describe his preaching ability?
7. Does he demonstrate Christian compassion for people?
8. Is he flexible and can he adapt to changing situations?

9. How does he react to problem situations?
10. Does he keep personal confidences?
11. Is there any personal trait, habit or attitude that might hinder his ministry?  
If there is please explain:
12. Does his family, especially his wife, appear to be supportive of his ministry?
13. Is he cooperative and supportive of the Southern Baptist Convention, the State Convention and the local Association?
14. What do you believe is his greatest asset?
15. What do you see as his greatest weakness?
16. Describe his leadership style (authoritarian, visionary, consensus builder, equipper, etc.)
17. Do you have any information that would give you any reservations about his person's appropriateness to serve as pastor? If so, please explain using the back of this form.

18. Please indicate your evaluation of the candidate in the following areas. If you have no basis for an answer do not respond.

	<b>STRONG</b>	<b>AVERAGE</b>	<b>WEAK</b>
<b>COMMUNICATION SKILLS</b> – <i>Relates ideas to other in effective ways</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONFLICT</b> – <i>functions effectively under pressure</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>CONSIDERATION</b> – <i>is patient, courteous and understanding</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>DELEGATION</b> – <i>equips others versus does everything himself</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>EMOTIONAL CONTROL</b> – <i>maintains control of emotions when things are not going right (deals with anger properly)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>ENTHUSIASM</b> – <i>shows interest and excitement toward work</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>KNOWLEDGE</b> – <i>demonstrates a thorough knowledge and understanding of church functions and administration</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>LEADERSHIP</b> – <i>creates a feeling of unity and enthusiasm among those in contact with him</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUPPORTIVE</b> – <i>supports the policies, procedures and philosophies of the church</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TRUSTWORTHY</b> – <i>is able to keep confidences</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>UNDERSTANDING</b> – <i>is conscious of the problems that face the church</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments:

Thank you for taking the time to help us in evaluation of this pastoral candidate. We desire God's will for him and us. We would welcome your prayer support during this time. Should be have further questions, may we call you? If so, please give us your telephone number on the line below your name.

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

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

Other references you recommend that we contact:

Name:

Address:

City:

State:

Zip:

Phone:

Name:

Address:

City:

State:

Zip:

Phone:

**EXAMPLE 2: Based on criteria grid located on page 31**

Reference Name \_\_\_\_\_

Telephone Number (\_\_\_\_) \_\_\_\_\_

\_\_\_\_\_ has been brought to our attention in our search for a revitalization pastor. As we seek the individual God has chosen for us, we appreciate your time and your willingness to share your experiences with \_\_\_\_\_.

1. How long have you known this person? \_\_\_\_\_ years. From \_\_\_\_\_ to \_\_\_\_\_.
2. In what capacity? \_\_\_\_\_  
\_\_\_\_\_
3. How would you describe his spiritual maturity as a Christian? \_\_\_\_\_  
\_\_\_\_\_
4. Does he share his faith on a regular basis? \_\_\_\_\_
5. Does he visit prospects, church families, hospitals, nursing homes, etc.? \_\_\_\_\_
6. How would you describe his preaching and Bible teaching ability? \_\_\_\_\_  
\_\_\_\_\_
7. Does he demonstrate Christian compassion for people? \_\_\_\_\_
8. Is he flexible and can he adapt to changing situations? \_\_\_\_\_

9. How does he react to problem situations? \_\_\_\_\_  
\_\_\_\_\_
10. Does he keep personal confidences? \_\_\_\_\_
11. Is there any personal trait, habit, or attitude that might hinder his ministry? \_\_\_\_\_  
If there is please explain: \_\_\_\_\_  
\_\_\_\_\_
12. Does his family, especially his wife, appear to be supportive of his ministry? \_\_\_\_\_  
\_\_\_\_\_
13. Is he cooperative and supportive of the Southern Baptist Convention \_\_\_\_\_,  
the State Convention \_\_\_\_\_, and the association? \_\_\_\_\_
14. What do you believe is his greatest asset? \_\_\_\_\_  
\_\_\_\_\_
15. What do you see as his greatest ministry challenge? \_\_\_\_\_  
\_\_\_\_\_
16. Describe his leadership style (authoritarian, visionary, consensus builder, equipper, etc.)  
\_\_\_\_\_  
\_\_\_\_\_
17. Do you have any information that would give you any reservations about this person's  
appropriateness to serve as pastor? If so, please explain using the back of this form.



18. On a scale of 1 – 10 with 10 being the strongest, how would you rate \_\_\_\_\_ in the following areas?

1 2 3 4 5 6 7 8 9 10

**COMMUNICATION SKILLS**—relates Biblical truths to  
others in clear and effective ways \_\_\_\_\_

**CROSS CULTURAL**—is able to connect with people of  
various cultural backgrounds and to understand strengths  
and weaknesses of various traditions and cultures \_\_\_\_\_

**GOOD RELATIONAL SKILLS**—connects easily and  
naturally with others—is seen as friendly and warm \_\_\_\_\_

**EVANGELISTIC**—regularly and naturally shares  
the Gospel with others \_\_\_\_\_

**LEADERSHIP**—is able to cast a clear vision and has been  
able to get others to join him \_\_\_\_\_

**PERSEVERENCE**—is able to quickly bounce back from  
difficult situations and has demonstrated a willingness  
to hang in during tough times \_\_\_\_\_

**SELF STARTER**—is able to see what needs to be done and  
is willing to do it and is willing to ask for help when it  
is needed \_\_\_\_\_

**SPIRITUAL MATURITY**—demonstrates a growing and  
deepening walk with God and man \_\_\_\_\_

**TRANSFORMATIONAL FOCUS**—models and teaches  
that a mature disciple is someone who not only knows  
the word of God but lives it \_\_\_\_\_

**WIFE AS A MINISTRY PARTNER**—do he and his wife  
function as a ministry team (church revitalization is  
different than a normal ministry position)? \_\_\_\_\_

Additional Comments:

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Who else do you know that might be able to provide us with a clear understanding of \_\_\_\_\_'s  
fit for our unique situation?

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (\_\_\_\_) \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (\_\_\_\_) \_\_\_\_\_

## Seminaries

Church-Pastor Relations Department

Gateway Seminary

3210 East Guasti Road

Ontario, CA 91761-8642

909-687-1800

Church-Pastor Relations Department

Southern Baptist Theological Seminary

2825 Lexington Rd

Louisville, KY 40280

800-626-5525

Church-Pastor Relations Department

Midwestern Baptist Theological Seminary

5001 North Oak St Trafficway

Kansas City, MO 64118-4697

816.453.4600 x 333

Church-Pastor Relations Department

Southwestern Baptist Theological Seminary

2001 W. Seminary Dr. 76115

PO Box 22000

Ft. Worth, TX 76122

817-923-1921 x 6330

Church-Pastor Relations Department

New Orleans Baptist Theological Seminary

3939 Gentilly Boulevard

New Orleans, LA 70126-4858

504-282-4455 x3331

Church-Pastor Relations Department

Mid-America Baptist Theological Seminary

PO Box 381528

Germantown, TN 38183-1528

901-751-8453

## Associations and State Conventions

See SBC.net and SCBO.org

# Glossary of Academic Degrees

Form 16

**Associate Level** – Usually equivalent to a two-year college course of study.

A.A.	Associate of Arts
A.S.	Associate of Science
A.R.E.	Associate of Religious Education
A. Th.	Associate of Theology

**Bachelor's (Baccalaureate) Level** – usually equivalent of four years of college.

B.A.	Bachelor of Arts
B.S.	Bachelor of Science
B.Th.	Bachelor of Theology
B.R.E.	Bachelor of Religious Education
B.S.M.	Bachelor of Sacred Music
B.M.Ed.	Bachelor of Music Education
B.S.N.	Bachelor of Science in Nursing
B.M.	Bachelor of Music
B.D.	Bachelor of Divinity (three years of seminary beyond another bachelor's degree)

**Master's Level** – usually represents one or two years of specialized study beyond the bachelor's degree.

M.A.	Master of Arts
M.A.	Master of Science
M.S. Ed.	Master of Science in Education
M.B.A.	Master of Business Administration
M.M. Ed.	Master of Music Education
M.S.W.	Master of Social Work
M. Div.	Master of Divinity (formerly this was Bachelor of Divinity, usually requires three years beyond the bachelor's degree)
M.S.T.	Master of Sacred Theology (equal to M.Div.)
M.R.E.	Master of Religious Education
M.C.E.	Master of Christian Education
M.S.M.	Master of Sacred Music
M.Th.	Master of Theology

**Doctoral Level** – usually takes two to five years beyond the master’s degree

Ph.D.	Doctor of Philosophy
D.Ed.	Doctor of Education
Th.D.	Doctor of Theology
D.S.T.	Doctor of Sacred Theology (or S.T.D.)
D.Min.	Doctor of Ministry
D.S.M.	Doctor of Sacred Music
D.R.E.	Doctor of Religious Education
D.D.	Doctor of Divinity
D.Hum.	Doctor of Humanities

The D.D. and D.Hum (along with several others) are normally honorary. They may represent significant accomplishments on the part of the individual in his church or his extraordinary involvement in the life of the school. Like other degrees, its validity may depend upon the reputation of the school granting the degree.

Note:

1. Any of the above degrees can be obtained through mail-order, non-accredited schools. For monetary fees in varying amounts, any degree can be bought, without any classwork whatsoever. Therefore, one should be suspect of a degree obtained from schools not known to be accredited by the regional accrediting agencies.
2. Diplomas are not degrees. Diplomas are offered by a variety of institutions for the completion of some non-standardized class or correspondence work. The holder of a diploma may or may not have completed high school.

## How to check on the validity of a candidate’s education.

To verify the educational attainments of a prospect, take the following steps:

- Phone the registrar of the college, university, or seminary indicated by the prospect. Ask for information regarding the prospect’s attainments at that institution.
- If you are not familiar with that institution, ask how the institution is accredited.
- Phone the registrar of an institution that you know is a legitimate accredited school and ask them if they would accept credits from a school accredited by the above agency. You may ask them about that agency and its validity. Fully accredited schools will not normally give full credit for coursework taken at a school without good accreditation.
- Begin with the highest degree attained. If it is valid, those before it are, also.

# Cover Letter to Send to a Reference

## Along with a Copy of Your Questionnaire

Form 17

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Dear \_\_\_\_\_,

Your name has been given by \_\_\_\_\_ (*candidate's name*) \_\_\_\_\_ as a reference. Our pastor search team is currently exploring the possibility of calling him to serve our church as pastor.

Enclosed you will find a questionnaire that we have developed to help us become better informed about each candidate we are considering. Please, take a few minutes and prayerfully complete the questionnaire and return it to us in the enclosed envelope at your earliest convenience.

Thank you for your assistance with this very important process. Please remember \_\_\_\_\_ (*candidate's name*) \_\_\_\_\_ and our team in prayer as we continue our process.

Sincerely,

Chairman's Name \_\_\_\_\_  
Search Team \_\_\_\_\_

Enclosure

## Spouse Questionnaire

Form 18

1. Please share your conversion experience.
2. What do you view as the highlights or spiritual markers of your Christian growth?
3. Were you aware of your husband's call to ministry before marriage? If no, explain how you have come to view this call to ministry?
4. How do you view your role as pastor's wife as it relates to his ministry?
5. What areas do you feel God has called and equipped you to serve in the church?
6. Describe your role in the family.

7. How do you feeling about moving?

8. Will you be working outside the home?

9. How do you feel about being a pastor's spouse?

---

*Signature*

---

*Date*



# Preaching / Video / Audio Listening Guide

Form 19

Name of Minister: \_\_\_\_\_ Date: \_\_\_\_\_

Church: \_\_\_\_\_ Location: \_\_\_\_\_

☐ Church Visit

☐ Videotape

☐ Audiotape

Points in the sermon that impressed me:

## My impressions of the prospect and the sermon:

	YES	NO
Positive	<input type="checkbox"/>	<input type="checkbox"/>
Enthusiastic	<input type="checkbox"/>	<input type="checkbox"/>
Clear	<input type="checkbox"/>	<input type="checkbox"/>
Personal warmth	<input type="checkbox"/>	<input type="checkbox"/>
Good illustrations	<input type="checkbox"/>	<input type="checkbox"/>
Humor	<input type="checkbox"/>	<input type="checkbox"/>
Good personal appearance	<input type="checkbox"/>	<input type="checkbox"/>
Good introduction	<input type="checkbox"/>	<input type="checkbox"/>
Obvious preparation	<input type="checkbox"/>	<input type="checkbox"/>
Spoke distinctly	<input type="checkbox"/>	<input type="checkbox"/>
Stayed with subject	<input type="checkbox"/>	<input type="checkbox"/>
Inspiring	<input type="checkbox"/>	<input type="checkbox"/>
Doctrinally sound	<input type="checkbox"/>	<input type="checkbox"/>
Appeal to the mind	<input type="checkbox"/>	<input type="checkbox"/>
Appeal to the emotions	<input type="checkbox"/>	<input type="checkbox"/>
Good conclusion	<input type="checkbox"/>	<input type="checkbox"/>
Applied sermon to everyday life	<input type="checkbox"/>	<input type="checkbox"/>
Felt God's presence and power during the sermon	<input type="checkbox"/>	<input type="checkbox"/>
Would this kind of preaching meet the needs of our church?	<input type="checkbox"/>	<input type="checkbox"/>
Use of notes:	Excellent <input type="checkbox"/>	Good <input type="checkbox"/>
	Fair <input type="checkbox"/>	
Pulpit manner:	Excellent <input type="checkbox"/>	Good <input type="checkbox"/>
	Fair <input type="checkbox"/>	

Approximate length of sermon: \_\_\_\_\_

\_\_\_\_\_  
Team Member

# Letter from Search Committee Consultant

Form 20

Church Consultants of America  
777 North 7<sup>th</sup> Street  
Heavenly Harbor, MN 77777-7777

Dear Pastor Search Team,

We appreciate the confidence you placed in us to help you identify the right pastor for your church. After looking at hundreds of resumes and making thousands of calls, a model minister has been found that should suit everyone on your team. It is guaranteed that he will please all the people in the church. Here are just a few of his outstanding qualities:

- \* He preaches only 20 minutes, but thoroughly expounds the Word.
- \* He condemns sin, but never hurts anyone's feelings.
- \* He works from 8:00 a.m. to 10:00 p.m. doing every type of work from preaching in the pulpit to janitor work.
- \* He makes \$100 a week, sears good clothes, buys good books regularly, has a nice family, drives a nice car, and gives \$50 a week to the church.
- \* He stands ready to give to any good cause
- \* His family is completely model in deportment, dress and attitude
- \* He is 26 years old and has been preaching for 30 years
- \* He is tall, short, thin, heavy set, handsome, has one brown eye and one blue eye, hair parted in the middle, left side dark and straight, right side blond and wavy.
- \* He has a burning desire to work with teenagers and to spend all his time with the other people.
- \* He smiles all the time with a straight face because he has a sense of humor that keeps him seriously dedicated to his work.
- \* He makes 15 calls a day on church members, spends all his time evangelizing the unchurched, and is never out of the office.

Now comes the true confession time. After spending all that time and energy, our computers went down and I have not been able to recover his resume. If and when I find it, I will immediately pass it on to you.

Yours in Christ,

Dr. John G. Smith  
Church Consultants of America

# Memo to Church

Form 21

To: Church

From: Pastor Search Team

Subject: Summary of Pastoral Candidates

In our search for a suitable pastor, we have prayerfully considered several candidates. The following is a summary of each candidate and our assessment. Of the candidates investigated by the team, only one was found to have the necessary qualities, and we are working to schedule a time for him to come to our church in view of a call.

**Adam:** Good man but problems with his wife. Also one reference told of how his wife and he enjoy walking nude in the woods.

**Noah:** He has 120 years of preaching experience, but no converts. Prone to unrealistic building projects.

**Abraham:** He took off to Egypt during hard times. We heard reports of wife-swapping, but the facts seem to show he never slept with another man's wife. However, he did offer to share his own wife with another man.

**Moses:** A modest and meek man, but poor communicator. He stutters; and his former congregation says he loses his temper over trivial things.

**David:** the most promising leader of all until we discovered the affairs he had with his neighbor's wife. He might have been considered for minister of music had he not "fallen."

**Solomon:** Great preacher, but our parsonage would never hold all those wives. He has a reputation for wisdom but fails to practice what he preaches.

**Elijah:** He proved to be inconsistent, prone to depression, and is known to fold under pressure.

**Elisha:** Reported to have lived with a single widow while at his former church.

**Hosea:** A tender and loving pastor, but his family life is in a shamble. Our church could never handle his wife's occupation.

**Jeremiah:** He is emotionally unstable, an alarmist; negative, and always lamenting things.

**Isaiah:** Claims to have seen angels in church.

**Amos:** Too backward and unpolished. With some seminary training he might have promise but has a hang-up against wealthy people. He would be a better fit with an inner-city church.

**John:** He says he is a Baptist but lacks tact and definitely does not dress like one. He understands that he has a rather unusual diet and therefore would not fit in at a church potluck supper. We also heard he provokes denominational leaders.

**Peter:** Has a bad temper, has been known to curse, and has even denied Christ publicly. Had a big run-in with Paul in Antioch. Very aggressive, is a loose cannon.

**Paul:** Powerful CEO type leader and fascinating teacher. However, he is short on tact, unforgiving with younger preachers, too harsh, and he preaches far too long.

**Timothy:** He has potential but is much too young for the position.

**Jesus:** He tends to offend church members with his preaching, especially Bible scholars. He is also too controversial. He even offended the search team with his pointed questions. And, of course, he is single.

**Judas:** He seemed to be very practical, cooperative, good with money, cares for the poor, and dresses well. We all agreed that he is just the man we are looking for to fill the vacancy as our Pastor.

Remember to be in prayer for the Sunday that Judas will be in our church in view of a call.

Sincerely,

Team Leader, Pastor Search Team.

# Interview Questions

## Form 22

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

1. Ask for clarification of any questions you might have after reviewing the returned questionnaires and reference responses.
2. Describe important people in your life and tell how they influenced you.
3. Do you and your family easily make adjustments to a new culture and climate?
4. Describe success and failures in your ministry.
5. What strengths do you bring to ministry?
6. How have you grown since entering the ministry?
7. Where do you now need to grow?
8. How do you allot your time among pastoral ministries?
9. What do you like most about ministry?
10. What do you like least about ministry?
11. How do you fit in with Southern Baptist life today?
12. Do you support the Cooperative Program?
13. What do you do for fun?
14. Describe your current family and tell how each member relates to the others and to the church?
15. Do any of your family members have special needs?
16. How do you encourage spiritual growth in your family?
17. What is your wife's role in your ministry?
18. Describe your personal financial situation.
19. What is your position concerning missions?
20. What is your conviction and policy concerning evangelism?
21. What is your policy concerning pastoral visitation?
22. What is your policy concerning pastoral counseling?
23. What do you consider, in the order of their importance, your chief duties as pastor?
24. Do you think your best work can be done in a relatively short or a relatively long pastorate?

25. What would the ideal decision-making model look like to you?
26. What method would you use in accomplishing the goals and business affairs of the church (e.g. self-led, team led, deacon led)?
27. What will be your involvement with teams?
28. How do you see the role of deacon in the church?
29. What are your convictions concerning these issues?
- Alcohol and drugs
  - Abortion
  - Gambling
  - Pornography
  - Racial prejudice
  - Divorce
30. How active are you in...
- Associational work
  - State Convention work
  - Southern Baptist Convention work
  - Civic clubs/social organizations in the community
31. The church allows you revivals, conventions, etc. How many of these do you normally attend/conduct in a year?
32. What style of public worship and preaching do you prefer?
33. Do you schedule office hours and days off?
34. Describe your effectiveness in reaching the community in which you currently live.
35. Describe what you would do to reach our community.
36. What are your hobbies? What do you do for entertainment?
37. How would you rate your interpersonal skills?
38. Describe your health.
39. How many and what books have you read in the past twelve months?
40. Describe your leadership effectiveness.
41. How do you go about making changes in the church?
42. Describe your spiritual health and your feelings about spiritual accountability.
43. Describe your personal, private devotional time.

44. What are your measurements for success in ministry?
45. How comfortable do you feel in working with all age groups that make up the membership of the church?
46. Discuss your work schedule and how you divide your time in the range of responsibilities.
47. How would you describe an effective worship service?
48. To what extent is your family involved in your ministry, and how would they feel about moving?
49. What do you and your family enjoy doing together?
50. Share your plans for personal and professional growth.
51. How do you relate to other denominations?
52. What doctrines do you think are essential?
53. What are your greatest strengths and your greatest weaknesses?
54. Four of the major elements of kingdom leadership are leadership, communication, administration, and ministry. Of these areas, which do you consider your greatest strength in the ministry and why?
55. What is your personal belief about the nature and function of the church?
56. What is your concept of the role of the laity (both men and women) in the church?
57. What is your philosophy of stewardship and tithing? Do you tithe?
58. How do you keep up-to-date with recent developments in church-related issues?
59. Map out for us the manner in which you use your time throughout the week.
60. Where does your family fit into your task as a minister? Does your family support your calling and vocation? What role does your wife play in the church?
61. What is your concept of the Bible?
62. How do you measure success in ministry? How do you know when you have done a good or a bad job?
63. Who are your closest friends?
64. How do you relate to other ministers?
65. What is important to you in handling conflicts between yourself and a member of the congregation?
66. When you change churches, what do you think is the most important thing for you to do during the first year?
67. How do you work with the leadership of the church in planning? What role do you see for the laity in the decision-making process of the church?
68. Give us your beliefs concerning the basic Baptist doctrines as stated in The Baptist Faith and Message.
69. Why would you consider moving to another church?
70. How do you classify/describe your preaching style?
71. Do you have outside business interests? If so, explain what they are.

72. Do you do personal counseling and, if so, on what level? How extensive is your training in this area.
73. How do you manage disagreements in your church?
74. Who are your mentors/models in ministry (past or present)?



# Questions a Team Should be Prepared to Answer

Form 23

He should ask you:

1. How long has your church been without a pastor?
2. How did the former pastor leave?
3. What is the church indebtedness?
4. What is your plan for paying off this debt?
5. What sort of physical facilities does the church have?
6. How large is your church membership?
7. How many resident members does your church have?
8. What is the Team's opinion of the church's growth potential?
9. In what measure or percentage does the church give to the Association, State and Convention?
10. Does the church have a budget? If yes, what is the total budget of the church and is it being met on an ongoing basis.
11. What are your anticipations regarding staff other than the pastor?
12. What activities does the church usually undertake in the Discipleship and Stewardship areas? (January Bible Study, Missions Offerings, Growth Projects, Doctrine Study, Experiencing God, etc.)?
13. What are the man teams of the church and how do they function to help the church do it's work?
14. What is the focus of your deacon body?
15. How would you describe the current spiritual condition of your church?
16. What do you propose to pay for pastoral support (See Form 13)?
  - Housing
  - Travel reimbursement
  - Social Security Offset (this cannot be paid directly by the church, but can be given as a fringe benefit.)
  - Health insurance
  - Annuity for retirement
  - Conference and Convention Expenses (Evangelism Conference, Pastor's Retreat, Sate Convention, National Convention)
  - Book fund for pastor to buy books that are to be his own
17. What is the church's policy on pulpit supply?

18. How often does the church hold revival services and what is the church's policy on financing revivals (advertising, travel expense reimbursement, what do you do for housing and meals, honorariums, etc.)?
19. What is the church's policy for the pastor to be away in revivals, leading conferences, vacation, and sick leave?
20. What do you expect from the pastor concerning preaching, administration, counseling, visitation, and general planning?
21. Pastor's weekly time off (one or two days)?
22. What do you expect of the pastor's wife?

# FILE COVER SHEET

Form 24

## WARNING NOTICE!

The contents of this file are confidential personnel information. This information was gathered solely to help the search team 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 the use only by the search team in determining a person's suitability to serve as a minister and cannot be used for any other reason.

Please place this as the first item in each candidate's file

# Background Check Letter to Candidate

Form 25

Date

Name

Address

City State Zip

Dear \_\_\_\_\_,

Thank you for your willingness to discuss with our team the possibility of your coming to serve as the pastor 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 be moving.

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 the expectations they have of us. Therefore, we request that you answer the questions on the enclosed form and return it to us as soon as possible.

Unfortunately, we live in a time of occasional misdeeds from members of the clergy, and a time when churches are not immune to litigation. Please understand that we wish we did not need to ask the questions. 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 a response that is potentially problematic, we can honestly report that the team discussed it and an informed decision was made to proceed.

If you do not come to serve as our pastor, this form will be returned to you; and no copies of it will be made. If you become our pastor, this form will be placed in a closed file and used only to substantiate that the team followed a thorough process in determining the suitability of the person called to serve as pastor.

You are asked to complete the questions and return the form to our team chairman. Thank you for your assistance in this matter.

Sincerely,

\_\_\_\_\_ Church Search Team

# Release Form

Form 26

## PERMISSION TO OBTAIN A BACKGROUND CHECK

*(This form authorizes the church to obtain background information and must be completed by the applicant. Heartland Church Network must keep this completed form on file for at least two years after requesting a background check.)*

I, the undersigned applicant (also known as "consumer"), authorize Heartland Church Network through its independent contractor, LexisNexis, to procure background information (also known as a "consumer report and/or investigative consumer report") about me. This report may include my driving history, including any traffic citations; a social security number verification; present and former addresses; criminal and civil history/records; and the state sex offender records.

I understand that I am entitled to a complete copy of any background information report of which I am the subject upon my request to Heartland Church Network, if such is made within a reasonable time from the date it was produced. I also understand that I may receive a written summary of my rights under the Fair Credit Reporting Act.

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

## IDENTIFYING INFORMATION FOR BACKGROUND INFORMATION AGENCY (also known as "Consumer Reporting Agency")

Print Name: \_\_\_\_\_  
First Middle Last

Other Names Used (alias, maiden, nickname): \_\_\_\_\_

Current Address: \_\_\_\_\_  
Street /P. O. Box City State Zip Code County Dates

Former Address: \_\_\_\_\_  
Street /P. O. Box City State Zip Code County Dates

Social Security Number: \_\_\_\_\_ Daytime Telephone Number: \_\_\_\_\_

Driver's License Number: \_\_\_\_\_ State of Issuance: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Gender \_\_\_\_\_

### ENBA OFFICE USE ONLY:

\_\_\_\_\_ PAID for Background Check Church \_\_\_\_\_

Date Processed: \_\_\_\_\_ Processed By: \_\_\_\_\_ Approved: Yes or NO

# Letter to Other Candidates

Form 27

Dear \_\_\_\_\_,

The Pastor Search Team of \_\_\_\_\_ Church wishes to thank you for the opportunity of receiving your resume and considering you as our pastor. After much prayer and consideration, the church feels led of God to extend a call to another pastoral candidate.

We truly have discovered that God is able to supply all our needs and trust His continued leadership in your life.

Sincerely,

\_\_\_\_\_

Pastor Search Team Leader

# Service of Installation and Commitment

Form 28

## The Service of Praise

### Prelude

**Call to Worship:** *"I will feed my flock and I will lead them to rest, declares the Lord God. I will seek the lost, bring back the scattered, bind up the broken, and strengthen what was sick; but the fat and the strong I will destroy. I will feed them with judgment."* Ezekiel 34:15-16 NASB

### Hymn

### Invocation

### Anthem (Choir)

## The Service of Greeting

### Welcome to guests

### Welcome to the minister and family

- From the local church and ministerial association
- From the local community
- From NorthCoast Baptist Association
- From State Convention of Baptists in Ohio

## The Service of Commitment

**Scripture:** 1 Timothy 6:11-21

### Solo

## The Pastor and Church in Covenant

Introduction of Pastor to the church and visitors

Pledges of Pastor and People (this could involve the signing of a formal covenant)

**Leader:** Having been called to be pastor of this church, do you take this people to be your people, this field of labor to be your field, without reservation of mind or heart?

**Pastor:** I do

**Leader:** Do you promise to give yourself faithfully to the ministry of the Word and to prayer; to be a good shepherd of this flock of God; to be the friend of all who will permit you; to seek the salvation of souls and the nurture of the saved; to put the service of Christ and His kingdom above all else; if wronged, to forgive as you expect to be forgiven; to seek always to keep yourself mentally alert and physically fit; as much as in you lies, to be at peace with all men; and to lead this church in the ways of Christ as the Holy Spirit may give you wisdom and strength?

**Pastor:** I do

**Leader:** (to the congregation) Do you promise to hear attentively the preaching of the Word, to participate reverently in the services of worship, to share with this pastor in the responsibilities of teaching and learning, to assume your proportionate part of the church's benevolent ministries, to receive him into your hearts and home, to support his leadership concerning the welfare of the church and the winning of souls, to encourage him in his stand for right, to forgive him when he makes mistakes, and to follow his leadership as he follows Christ?

**Congregation:** We do

**Leader:** Let us together reaffirm our high resolution and devotion to the preaching of the good tidings of salvation.

**People:** We consecrate our gifts.

**Leader:** To the Leading of children and youth to the knowledge of the love of Christ.

**People:** We consecrate our talents.

**Leader:** To the healing of broken bodies and the soothing of troubled minds.

**People:** We consecrate our service.

**Leader:** To the caring for the helpless and the relief of all those who look to us for help.

**People:** We consecrate our strength.

**Leader:** To the evangelization of the community and the worldwide extension of the kingdom of God.

**People:** We consecrate our wealth, our efforts, and our lives.

### **Prayer of Consecration**

**Hymn of Dedication:** "A Charge to Keep Have I"

### **Response of the Pastor**

**Hymn:** "O Master, Let Me Walk with Thee"

### **Benediction**

### **Postlude**



# Covenant Between \_\_\_\_\_ Baptist Church and \_\_\_\_\_

## Form 29

Based on the written expectations that appear on the ministry covenant, we the undersigned willingly and gladly enter into prayerful agreement that God's call is clearly recognized in the case of \_\_\_\_\_ - to serve as pastor of the \_\_\_\_\_ Baptist Church.

This call affirms the gifts and abilities of \_\_\_\_\_ as a minister of the gospel of Jesus Christ and entrusts the responsibilities and privileges as pastor of this church.

The following promises represent our mutual commitment to each other and to God.

### 1. Promises made by the pastor to the church:

- a. To exhibit Christian courtesy and Christ-like concern to every member of this congregation.
- b. To be a good steward of the resources entrusted to this church by its members.
- c. To avoid the appearance of evil in my personal and professional life both on and off the church campus.
- d. To bear a strong witness for Jesus Christ to both the lost and the saved.
- e. To carry out faithfully and effectively the intent of the ministry covenant given to me by the church in fulfilling the purpose statement of this congregation

### 2. Promises made by the church to the pastor:

- a. To exhibit Christian courtesy and Christ-like concern to every member of this congregation.
- b. To be faithful stewards of our personal resources and to support prayerfully those who are entrusted to oversee the administrative ministries of the church.
- c. To avoid the appearance of evil in our personal and professional life.
- d. To bear a strong witness for Jesus Christ to both the lost and the saved.
- e. To support prayerfully the pastor.
- f. To exercise faithfully the privileges and responsibilities of church membership in accordance with the church covenant and the purpose statement of this congregation.

\_\_\_\_\_  
Chairman of Deacons  
(Representing the entire congregation)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Pastor

\_\_\_\_\_  
Date