

Pastoral Search Manual

EVANGELICAL FREE CHURCH OF CANADA

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TABLE OF CONTENTS

Introduction	Page 6
A. Getting Started	
B. Biblical Principles of Pastoral Search	
C. Expected Process Timeframe	
D. You Are Not in This Alone!	
E. Taking Advantage of a “Pastor-less” Period	
Chapter 1 – Initiate	Page 12
A. Forming a Search Committee	
B. Responsibilities of the Search Committee	
C. Search Committee Relationships and First Meeting	
D. Schedule Meeting with the District Superintendent	
E. Establish Reporting Process to Congregation	
F. Predictable Dips in the Road	
Chapter 2 – Survey	Page 16
A. Solid Foundations	
1. Pastoral Exit Interviews	
2. Church History	
3. Church Profile	
4. Community Profile	
5. Leadership Questionnaire	
6. Congregational Survey	
7. Develop a Job Description	
8. Prepare Church and Community Information Package	
9. Create a Potential Salary Package	
Chapter 3 – Discern	Page 19
A. Acquisition of Names and Resumes	
B. Review of all Potential Candidates	
C. Verification of Responses	
D. Short-List Candidates	
E. Gathering Further Information	
Chapter 4 – Decide	Page 21
A. Select the Candidate of Choice	
B. Interview Candidate of Choice	
1. Interview Preparation	
2. Question Preparation	
3. Interview Evaluation	
C. Unanimously Come to a Decision	
D. Confirm Details of Salary and Benefits	
E. Obtain Permission from Candidate to Present His/Her Name to Congregation	

Chapter 5 – Announce

Page 25

- A. Present Candidate
 - 1. Provide Candidate's Name to the Leadership
 - 2. Establish Clear Agreement re: The Purpose and Process of the Visit
 - 3. Plan Candidacy Weekend
 - 4. Announce Candidate's Visit to the Congregation
- B. Call for the Congregational Decision
 - 1. Congregational Meeting
 - 2. Communicate the Results
 - 3. Confirm Decision of Candidate
 - 4. Inform District Superintendent
 - 5. Inform Unselected Candidates of Decision

Chapter 6 – Transition

Page 28

- A. Establish a Ministry Partnership
 - 1. Warmly Welcome Your New Pastor and Family
 - 2. Arrange the Move
 - 3. Prepare the Study
 - 4. Extend Hospitality and Friendship
- B. Make Commitments
 - 1. Plan the Installation Service
 - 2. Establish a Pastoral Support and Advisory Group
 - 3. Register Benefit Packages
 - 4. Establish Denominational Certification
- C. Publicly Acknowledge and Dismiss the Search Committee

Appendices

- 1. Pastoral Search Flow Chart Page 30
- 2. Pastoral Search Process Checklist Page 31
- 3. Characteristics of a Search Committee Member Page 33
- 4. Covenant for Pastoral Search Committee Members Page 34
- 5. Interviews Prior to Pastoral Departure Page 35
- 6. Church History Page 37
- 7. Church Profile Page 38
- 8. Community Profile Page 41
- 9. Leadership Questionnaire Page 42
- 10. Congregational Survey Page 43
- 11. Sample Job Description 1 Page 45
- 12. Sample Job Description 2 Page 47
- 13. Church & Community Information Package Checklist Page 49
- 14. Sample Salary & Benefits Package Document Page 50
- 15. Sample Letter: *(to accompany Pastor's Profile Questionnaire)* Page 53
- 16. Pastor's Profile Questionnaire Page 54
- 17. Candidate Follow-up Information Sheet Page 61
- 18. Sample Reference Check Form Page 62
- 19. Sample Candidate Interview Process and Questions Page 64
- 20. Questions You May Be Asked Page 70

Appendices (continued)

21.	Candidate Evaluation Worksheet	Page 72
22.	Search Committee Spiritual Reflection Exercise	Page 74
23.	Remuneration of Pastor	Page 75
24.	Sample Schedule for Candidate's visit	Page 81
25.	Sample Letter: <i>Extending Pastoral Call</i>	Page 83
26.	Sample Letter: <i>Releasing Candidate after Insufficient Vote</i>	Page 84
27.	Sample Letter: <i>Candidate No Longer Being Considered</i>	Page 85
28.	Sample Installation Service	Page 86
29.	EFCC Statement of Faith	Page 87
30.	EFCC: Our Character and Calling	Page 89
31.	EFCC Covenant of Personal and Professional Ethics	Page 91
32.	Calling Additional Staff	Page 94

Introduction

A. Getting Started

The calling of a Lead or an Associate Pastor is one of the most important tasks of any congregation. Serving on the Pastoral Search Committee for your local church may seem like a daunting responsibility, but you will most likely discover as you work in partnership with other members of your team that it will be a landmark event in your personal journey with Jesus Christ.

As you do the work, you will be looking carefully at where your congregation currently is relationally and spiritually, as well as where you would like it to be. The kinds of ministry and mission that are deemed significant in your church life become important factors in your search for pastoral leadership.

The six chapters of this handbook align with the Pastoral Search Process Flowchart (**Appendix 1**). The appendices, making up the greatest portion of this manual, will provide tools and practical resources.

Distribute copies of this manual to each of your committee members, and use the appendices as resources for the whole congregation.

As you go about the task of selecting a Candidate to present to your church, you will want to be in regular contact with the District Superintendent. He has the skills and information that your committee will need during the months that you work together. He understands the value of your Committee's work and its significance to the life of your church.

Resource: Appendix 1 – EFCC Pastoral Search Flowchart (p. 31)

B. Biblical Principles of Pastoral Search

Members of a congregation seeking a Lead or Associate Pastor commit themselves to locating and calling Candidates under the influence of the Holy Spirit. There are a number of significant principles to follow during the search process that will enable you and your Candidates to both discover God's will.

1. Beginning a Spiritual Exercise:

Searching for a pastor is not the same as hiring an employee. In most workplaces candidates are compared side by side through interviews, tests and financial realities. Within the church, Candidates are brought before God, to see them as God sees them in light of the needs of your congregation. It is a good reminder that while we are conditioned to look at the outward appearance, God looks at the heart. (1 Samuel 16:7) In many ways searching for a pastor is as much about you as it is about finding the right person. Through this process, as you seek Him, He will enlarge your faith, deepen your dependence on the gifts of other members of the

Search Committee, and confirm the mission to which you are called as a congregation.

The search process recommendation of the Evangelical Free Church of Canada is to **engage with only one prospective Candidate at a time**. There are three practical reasons for this:

- a. To seriously negotiate with more than one Pastor at a time leaves the Pastoral Search Committee open to the high probability of polarizing itself and thus hampering its primary goal of finding one Candidate to put forward to the church.
- b. Professional Pastoral ethics require that no individual Pastor will knowingly compete with any other Pastor for a call to a church. Therefore, congregations must do all they can to avoid temptations to compromise on this important principle.
- c. Should more than one Candidate be presented to the congregation at a time, the risk of polarizing the congregation is even greater than polarizing the Pastoral Search Committee. Such polarizing is not helpful and can become the root cause for much unrest in the future.

2. **Understanding the Call of God:**

God moves in the lives of individuals calling them to full time service. Often that call comes as a result of faithful lay service in the local church where one's commitment to Jesus Christ has been made, the power of the Gospel is experienced and one's gifts are affirmed and encouraged. The local church often confirms the call by providing extra opportunities for identifying and developing individuals whom God has set apart for His purposes.

God has also called your church into being and over the years has provided your church with gifted members and leaders. At this time, you are once again seeking new Pastoral leadership. As your congregation prays for God's guidance, Candidates, whose calling as a Pastor has been confirmed by others, will prayerfully seek to know God's ongoing will for their lives. The Search Committee will be working as God's instrument bringing together the called person and the church congregation into a new partnership of ministry.

3. **The Word of God, the Holy Spirit and Prayer:**

Additional principles important in the search process are **the centrality of Scripture, the importance of the Holy Spirit and the commitment to prayer**.

It is our strong conviction that we must conform to the counsel of God's Word on everything. Thus, whether it be in the discernment of the Biblically mandated qualities of a Pastor, the process of coming to consensus (Acts 15), or the discovery of the purpose and mission of the church, we must turn to and be guided by God's Word.

It is important to acknowledge the role that the Holy Spirit is expected to play in the search process. In the same way that the Spirit moved in the choosing of Paul, Barnabas, Lydia and Timothy, a local congregation (and Search Committee) must

come to rely upon the guidance of the Holy Spirit for the discovery and settlement of a Pastor.

Individuals, the Pastoral Search Committee, and the congregation as a whole must be committed to praying in a regular and informed way for God's guidance during the entire pastoral search process.

Any committee or congregation that approaches the search process in a spiritually shallow way is discrediting the work of the Holy Spirit through the body.

4. Hiring vs. Calling:

Congregations, Search Committees, and Pastors all need to recognize the worth of the Pastor in the economy of God and in the life of a congregation. The search for a Pastor is much more than the simple search for someone to "do a job". Search Committees and congregations, therefore, need to guard against merely "hiring an employee". In a similar way, Pastors need to recognize that the exploration of a call to a church is more than just "looking for a job". The divine elements of call and function must constantly be kept in view.

A Pastor's worth and calling must be kept clear when developing a salary and benefit package. Luke 10:7 reminds us that the labourer is worthy of his/her hire. A church that fails to make adequate provision for the material needs of its Pastors lacks the essential integrity to be a vital church in God's economy.

C. Expected Time Frame

Every Search Committee's experience of Pastoral search will unfold uniquely, but a thorough selection process will work through all six stages. Some stages will move rapidly, others will take several meetings to complete or may consume more energy than anticipated. Occasionally it may be necessary to repeat a previous stage if the Committee's progress is derailed by unforeseen circumstances. The provided checklist should enable you to be encouraged by your progress.

Resource: Appendix 2 – Pastoral Search Process Checklist (p. 32)

D. You Are Not in This Alone!

1. District Superintendent:

One of the benefits of Denominational partnership is the freedom for each congregation to extend ministry beyond itself and "do together with other churches what could not easily be done alone." Pastoral settlement is one example of this.

Your District Superintendent is very willing to help prepare and counsel congregations seeking new personnel. He will expect regular communication from the chair of your Committee but will place great value on the autonomy of the local church to carry out a Spirit-led process.

2. Interim Pastor, if appropriate:

The District Superintendent is available to discuss names of Interim or Transitional Pastors following the resignation of a preaching Pastor.

An Interim Pastor can provide a time of effective and caring intervening ministry for the following reasons:

- a. If the departing Pastor has had a long and fruitful ministry, it allows time for the broken personal and emotional ties to mend.
- b. It will minimize the propensity to compare the preceding Pastor (and spouse) with his successor (and spouse).
- c. It removes the pressure of having to identify and secure acceptable pulpit supplies and provides continuity of pulpit ministry.
- d. It allows the Pastoral Search Committee more time for adequate research and identification of potential Candidates.
- e. An Interim Pastor can assist the elected officials and the church body in identifying their present needs and sharpening the church's perspective for the future – enabling the church to better identify the qualities needed in a new Pastor.
- f. If the church has a ministry staff, an interim pastor provides leadership for the staff, helps in derailing any personal ambitions of a staff member, and helps avoid the “I am of Apollos” and “I am of Peter” fracturing that can occur in the church.
- g. If the departure of the preceding Pastor was accompanied by internal tensions, even divisions, the Interim Pastor can help lessen the tension, bring healing in relationships, and regain the body unity needed for the effective ministry of a new Pastor.
- h. An Interim Pastor can help coordinate all the varied ministries of an active church so that no worthy ministry falls “into the cracks” during the interval.
- i. An Interim Pastor can bring quality, experienced counsel to the Board or Search Committee as they re-evaluate the total church ministry and seek to identify an appropriate Candidate.
- j. Because of the nature of his ministry as an Interim Pastor, and because he is not there to promote himself or to keep a job, he can offer strong counsel in love when it is needed.
- k. An Interim Pastor can spiritually prepare the church to receive a new Pastor with appreciation, respect and great receptivity to Godly Pastoral leadership.

It is important to establish finite terms to an Interim Pastor's appointment in order to keep the congregation moving forward, rather than enter into open ended arrangements with him. Decisions can be made to renew contracts for an additional period of time if needed. The Interim Pastor should focus on extending the ministry of the congregation but is not to be a member of the Search Committee. He is normally not eligible for consideration as a prospective Pastor.

3. Published Resources:

There are many valuable resource materials available to help with your search process. Books of interest at this time are:

- a. *Confirming the Pastoral Call*, by Joseph Umidi, Kregal Publications, 2000.
- b. *Pastor Search Committee Planbook*, by Gerald M. Williamson, Broadman & Holman Publishers, 1981.
- c. *So You're on the Search Committee*, Bunty Ketcham, The Alban Institute, 2005.
- d. *Church Ministry Employment Manual*, Ryan Sandulak, Church Ministry Institute, 2006

E. Taking Advantage of a “Pastor-less” Period

There are several differing dynamics that come into play when a church is without a Lead or Associate Pastor. In many instances there are advantages to having a vacancy for a short period of time. Church leaders would be well advised to build upon the following:

1. Renewed Dependence upon God:

Often when a church is Pastor-less there is a greater tendency on the part of the people to recognize their dependence upon the Holy Spirit to prevail in and watch over the well-being and ministries of the congregation. Leaders should recognize and build upon this sense of dependency.

2. Greater Sense of Personal Responsibility:

People feel more personally responsible for the ministries of the Church when the congregation is Pastor-less. Wise church leaders will take advantage of this greater sense of responsibility and seek to call each member and adherent to new involvement and effort.

3. Higher Tolerance of Performance Mistakes:

Many church leaders undertake responsibilities in a Pastor-less church that are not normally their responsibility. In most instances the congregation is very tolerant of mistakes that would otherwise generate complaints and criticism. Leaders should not hesitate, therefore, to venture into new roles and tasks during the Pastor-less period.

4. Openness to Define the Kind of Pastor Wanted:

When a church is without a Pastor and engaged in the search for a new one, it is the ideal time for a congregation to pray and openly explore the kind of Pastor/leader desired.

5. Opportunity to Develop a Clear Definition of the Church:

The type of Pastor desired is determined in some respects by the kind of church that is seeking. The Pastor-less period should be seen as an ideal time to examine and define the church and its ministries so as to be able to inform the prospective

Candidate of just what kind of a church he/she is being invited to consider. Resources are supplied in the appendices to assist the Pastoral Search Committee and other church leaders during this important process.

6. New Appreciation for Pastoral Ministry:

In the absence of a Pastor, most congregations and individuals develop a whole new appreciation for the ministry a Pastor has. Though there are some genuine hazards for a church in its Pastor-less stage, there is every reason to believe that good leadership will enable a church to "grow" during this period. Such growing will not just automatically happen, but with prayerful and energetic leadership, the Pastor-less period can become a very productive and informative time in the life of the church.

Chapter 1 - Initiate

A. Forming a Search Committee

1. Appointment of Members:

This process should be carried out prayerfully. Your church constitution may provide guidelines for electing Committee members or the Church Board may be responsible for appointing the Committee. Each appointee needs to make this responsibility a priority for the coming months. **A Search Committee comprising 5-7 people will make for efficient group dynamics. It should not exceed 9 members and should have an odd number.**

Practical Observations:

a. To find good Search Committee candidates ask:

- Who has a passion to pray about the church and its ministry?
- Who has demonstrated spiritual and personal maturity in relationships with others?
- Who displays gifts of wisdom and discernment?
- Who in the church has a good track record of Search Committee work?
- Who has experience hiring or managing staff in their workplace?
- Who has an understanding of the pressures Pastors and their families face?
- Who is gifted at setting priorities and managing details?

b. It is usually advisable that Pastoral staff persons (e.g. Associate Pastor, Youth Pastor, etc.) **not** be on the Search Committee seeking a Senior Pastor.

c. It is important to include members that represent the full spectrum of the congregation (i.e. men, women, various ages, various ethnicities, etc.).

2. The Chairperson:

The chair is a pivotal position on the Committee. Having a weak chairperson will inevitably lead to a lengthy, confusing and frustrating search process. On the other hand an insensitive or autocratic chairperson will similarly generate a stressful and frustrating set of dynamics.

The chair becomes the key individual who will determine the actual nature of the meetings and whether or not the search process keeps moving. The chair must also accept responsibility for the orderly and straightforward conduct of business, as well as for a clear process of communication and reporting.

The chair must possess qualities of leadership, a sensitive spirit and an ability to get things done. He/she should make available a prepared agenda for each meeting, chair all meetings, expedite and/or delegate all activities of the Committee and be the official voice of the Committee.

Qualities of a good chairperson:

- Able to lead the group to consensus
- Able to involve every member of the Committee in sharing their ideas and opinions
- Able to fairly bring his/her own viewpoint into the discussions without controlling the decision-making process

3. The Vice Chairperson:

The vice chair will act in the absence of the chairperson or on instruction from the Committee.

4. The Secretary:

The secretary will keep an accurate record of all Committee proceedings, provide copies of minutes for each Committee member, notify members of scheduled meetings, and carry on correspondence as directed. All minutes and correspondence must be kept strictly confidential.

Resources: Appendix 3 – Characteristics of a Search Committee Member (p. 34)
Appendix 4 – Covenant For Pastoral Search Committee Members (p. 35)

B. Responsibilities of the Search Committee

Your Committee's primary function is to find the right Pastor who will lead, direct & guide your unique congregational ministry for Christ, and recommend him or her to your church for approval and call.

In openness to the Spirit's direction, you will want to give equal consideration to all viable Candidates. Too often Search Committees dismiss serious consideration of a younger Candidate just out of training, who could bring freshness, vitality, new energy and vision; or of an older minister with significant years of service to give. In doing so, great opportunities can be missed.

Keep in mind that you are seeking an individual who will meet your church's specific current needs as well as help fulfill its future God-ordained ministry. In this manual you will find assessment tools that will enable your Committee to better understand the congregation's vision of ministry.

As you prepare to call a new Pastor:

- Actively seek the leading of God's Spirit.
- Give thoughtful, prayerful consideration to each potential Candidate.
- Carry out your responsibilities with integrity and confidentiality.

There may also be other duties and expectations that fall on the Search Committee during the process of the search. These should be identified *in writing* when the Search Committee is selected.

The following is a list of possible extra responsibilities:

1. Obtaining pulpit supply and/or an Interim Pastor
2. Establishing a budget for the Committee work (telephone, mailings, travel for Committee members, expenses for Candidate, etc.)
3. Negotiating a financial package for the Candidate
4. Writing the letter of call
5. Planning the Candidacy weekend
6. Arranging the move
7. Preparing the study & manse
8. Arranging for hospitality
9. Planning the Installation Service, etc.

C. Search Committee Relationships and First Meeting

As in any joint effort, people do not become a team by appointment. You may be members of the same Committee, but until you know and trust each other enough to exercise risks, you will have difficulty in accomplishing your assigned task. This is particularly true if your church has suffered some difficulty with the previous Pastor. It is important that you develop a relationship of unity by commitment.

This involves taking quality time to know each other and build mutual confidence in each other. Therefore, at the first meeting the priority must be to spend time in sharing concerns, studying a portion of God's Word, and praying. These items should be included in the agenda of every meeting. Oneness of spirit and consensus of opinion cannot be obtained if there is a fracture in group unity.

It is helpful to review this Pastoral Search Manual together at the first meeting. At first glance, it may appear to be somewhat overwhelming. However as you become familiar with its contents you will hopefully discover it to be most beneficial. You will likely discover that at least one person in the group will navigate the material more easily than others. Make that person, in conjunction with the chair, your "manual resource person".

D. Meeting with the District Superintendent

The District Superintendent (DS) is available to provide assistance to your Search Committee as you seek to find the right Pastor for your congregation. Normally all communication between the DS and your committee will proceed through the chairperson.

The DS is available to meet with your Committee at this stage to answer process questions and provide encouragement. Such a meeting may be face to face or by phone. In some cases, depending on his schedule, he may ask an experienced lay person or Pastor to visit with you.

E. Establish Reporting Process to Congregation

At the beginning of this process, it is good to introduce the Committee to the congregation:

- Explain briefly the steps you will be following;
- Request prayer support for the Committee members and the task they are undertaking;
- Specific information, such as names being considered must **not** be shared;
- Explain the ways you will be providing input as time goes on;
- If the previous Pastor is still in the church, he or she should only be provided with the same information that is released to the congregation as a whole.

F. Predictable Dips in the Road

1. Discouragement:

At some point in a Pastoral Search Committee's tenure, weariness will set in. Theodore McConnell, who coined the phrase "exhaustion cycle", predicts that will strike the typical Committee at the six or seven month point. If the Committee's work has been marked by clear goals and obvious progress, any discouragement will not be as severe.

2. Power Plays:

It is predictable that "powerful people" will seek to influence the work of the Pastoral Search Committee. The most acceptable resolution to this possible pitfall is to see to it that "power players" do not get assigned to the Pastoral Search Committee.

3. Name Dropping:

Some people will suggest Candidates recommended by a "friend of a friend in Toledo" or thereabouts. Be aware that cultural and social differences come into play when considering someone outside of your cultural proximity. It is beneficial to compare, as the saying goes, 'apples to apples and oranges to oranges.'

Chapter 2 - Survey

A. Solid Foundations

Before any names are discussed, the Committee must research and evaluate the needs and expectations of the church in order to develop an accurate Pastoral profile. This is done through a series of surveys. The more thorough your “portrait” is, the more helpful the information will be to both the Committee and the Candidate. While the survey process should come under the oversight of the Search Committee members, others can be delegated to administer some of the following items:

1. Pastoral Exit Interviews:

Exit interviews conducted prior to the outgoing Pastor’s departure will accomplish the following:

- Provide opportunity for the outgoing Pastor and congregation to say thank you to each other
- Bring meaningful closure among leaders prior to departure
- Reveal patterns that contributed to past accomplishments and difficulties
- Enhance the future ministry of the outgoing Pastor, the new Pastor, and your congregation

If the Pastor is married, the spouse should be invited to participate in the exit interview. In some circumstances, it may be advisable for the spouse to be interviewed separately. Include elders, Pastoral staff, and church members as necessary.

Resource: Appendix 5 – Interviews Prior to Pastoral Departure (p. 36)

2. Church History:

Assign someone to complete the Church History document.

Resource: Appendix 6 – Church History (p. 38)

3. Church Profile:

Collect information regarding how your congregation reflects the demographic of your community, its programs and financial health. This should be filled out by the Search Committee.

Resource: Appendix 7 – Church Profile (p. 39)

4. Community Profile:

Demographical information based upon Statistics Canada material that can provide strategic insight regarding your community is readily available (i.e. cultural heritage, language groups, median age and income, religious preferences, etc.). For a

nominal fee, the information can be obtained from your local government offices or Outreach Canada (www.outreach.ca).

Resources: **Appendix 8 - Community Profile** (p. 42)
Sample Outreach Canada report –
<http://en.outreach.ca/Resources/Research/CommunityProfiles.aspx>

5. Leadership Questionnaire

As many ministry leaders and members of church leadership as possible should be asked to complete the “Leadership Questionnaire” to aid in determining an accurate assessment of the Church. Answers are to remain anonymous but should be reviewed and summarized by a team that includes two respected church leaders and an outside representative from the Denomination. Any recommendations coming out of the questionnaire are to be presented to the Church Board and the Search Committee. An agreement should be reached between the Church Board and the District Superintendent as to how to respond to any difficult presenting issues.

Resource: **Appendix 9 – Leadership Questionnaire** (p. 43)

6. Congregational Survey:

Distribute a questionnaire (such as the one included in the appendices) to **all regular church attendees** to determine what the general congregation feels best characterizes the church and what attributes they think are important for an incoming Pastor.

Resources: **Appendix 10 – Congregational Survey** (p. 44)
<http://www.surveymonkey.com> – Create and analyze your own easy to use custom web survey to assess valuable responses from a large portion of your congregation.

7. Develop a Job Description:

The development of a job description is one of the most significant responsibilities presented to a congregation. In some cases this will be the responsibility of the Search Committee; in others, the Church Board. A well-defined and clearly articulated description is foundational for successful ministry. It is important that the congregation and the Pastor have the same understanding of the church’s mission, and the part that he/she has to play in fulfilling that mission.

Though it is important to secure as much valid input from the congregation as possible, it is also important for the Pastoral Search Committee to secure the advice, counsel and guidance of the District Superintendent.

A well-conceived job description will include the following:

- **Preferred Personal Qualities:** Cover such matters as relational skills, spiritual gifts, sensitivity to the identified contemporary issues in the church and its community.

- **Desired Professional Skills:** Define expectations in the areas of counseling, preaching, administration, leadership ability and communication. Specific details such as particular target groups etc. can be added.
- **Job Responsibilities:** Create a clear delineation of the actual duties and responsibilities attached to the specific Pastoral responsibility. Define the respective duties and responsibilities that are attached to each responsibility.

It should be noted that the proposed job description should also be seen as a guideline for hiring, but the final job description should be developed after settlement and a careful negotiation with the newly selected Pastor so as to express the uniqueness of his/her personal gifts, skills and expertise in light of the needs of the church. A couple of job description samples are included in the appendices; others can be obtained from the District Superintendent.

Resource: **Appendix 11 – Sample Job Description 1** (p. 46)
 Appendix 12 – Sample Job Description 2 (p. 48)

8. Prepare Church and Community Information Package:

Compile each of the documents prepared in this “Survey” stage, with the exception of the “Potential Salary Package” referred to below. The Salary Package document will be unique to each Candidate. One copy of the compiled documents should be sent to the District Superintendent to assist in Candidate presentation. Other copies can be released to the prospective Candidates of your choosing.

Resource: **Appendix 13 – Church & Community Information Package Checklist** (p. 50)

9. Create a Potential Salary Package:

A final package should include the following information: salary range; pension and health coverage; housing, hospitality, vehicle and telephone expenses. It is recommended that such a document include further details about study leave, holidays, attendance at Denominational events, office equipment, etc.

Make sure that the church leadership is in agreement with the proposed terms and conditions of this package. This could be delegated to a group outside of the Search Committee.

Resource: **Appendix 14 – Sample Salary/Benefits Package Document** (p. 51)

Chapter 3 - Discern

A. Acquisition of Names and Resumes

You should send a copy of your desired pastoral profile to the District Superintendent, who will forward to you any applicable resumes he has. Other Candidate sources include Seminaries and Bible Colleges, congregational connections, sister Denominations, even the internet. Private submissions may also become available. Agree on and hold to a cut-off date for receiving names.

B. Review of all Potential Candidates

Prayerfully review all names/resumes of potential Candidates. If, within the Committee, a name is found to be unacceptable, seek the reasons, but don't argue. Then simply set that name aside. If a Candidate is not acceptable at this level, he/she probably will never be acceptable.

From those Candidates who are acceptable, you will want to send a letter to determine their interest and to request a resume (if you don't already have one) as well as a "Pastor's Profile Questionnaire", which includes significant details about his/her background, journey of faith, ministry experience, gifting and priorities. The purpose is to allow both the Committee and the Pastor to proceed without obligation to each other (the average positive response is less than 50%).

It is advisable to fill out a "Candidate Follow Up" form for each prospective Candidate so that you will always know where you are in the process with each person.

Resource: **Appendix 15 - Sample Letter: (to accompany Profile Questionnaire to Possible Pastoral Candidate)** (p. 54)
 Appendix 16 - Pastor's Profile Questionnaire (p. 55)
 Appendix 17 - Candidate Follow-Up Information Sheet (p. 62)

C. Verification of Responses

When you receive an affirmative response from a Candidate, write immediately to notify him/her that you have received his/her material. To the Candidate who responds negatively, be sure to reply with a note of thanks.

D. Short-List Candidates

After receiving all the material from the affirmative Candidates, be sure to review it in light of the Preferred Pastoral Attributes and the Job Description that has been approved. It is now necessary to **prayerfully** reduce the prospect list down to two or three people. This part of the process can take several meetings, and you may need the help of your District Superintendent.

E. Gathering Further Information

Reference checks:

Contacting the Candidates' listed references is a very important part of a Search Committee's work. It is imperative that this part of the process be conducted in a most confidential manner, as references may reveal highly personal information about the Candidate. Relationships between Pastors and their churches can be easily disrupted. Be sensitive to and exercise care in contacting the provided references.

The importance of gathering information from discerning people who have experienced the life and work of the Candidate cannot be overstated. It is possible to become so enthusiastic about an individual that the significant input of references becomes superficial. Therefore, as your discussions progress with any particular Candidate, it is wise to ask him/her for additional key references in order to obtain as realistic a picture of the Candidate as possible. Pastors frequently do not have a complete understanding of their own strengths and weaknesses and how their leadership style may affect others.

Your Search Committee should decide which of its members will make the calls to the references. It is helpful for two members to be on the line at the same time, if possible, in order to pick up as much information as you can. Plan the questions you will ask as carefully as you will plan your interview questions. Be ready to describe your church's situation. The person giving the reference often needs such information in order to make appropriate comments. Be careful not to make promises or commitments which you may personally favour but for which you have no directive from the congregation.

Resource: Appendix 18 – Sample Reference Check Form (p. 63)

Interviews:

The next step would be to have the Search Committee (or selected members) preliminarily interview the short-listed Candidates; although we advise that no Candidate be interviewed, even by phone, until information from references has been evaluated. A suggested procedure and list of questions can be found in the appendix. If you have not yet given the Candidates the church and community profiles, be sure to provide that prior to the interviews. Follow up on any questions arising from the reference checks or the Pastor Profile Questionnaires. **Be careful not to make promises or commitments during the interview that would raise their expectations.**

Resource: Appendix 19 – Sample Candidate Interview Questions (p. 65)
Appendix 20 – Questions You May Be Asked (p. 71)

Evaluation of Preaching (if for a preaching Pastor):

If at all possible, you will want to visit each Candidate in his church to hear him preach. If this is prohibitive because of cost, you should ask for an audio/video tape. Before travelling to a church, make sure your Candidate is preaching and aware that you are coming. Try not to be conspicuous in the service and do not announce the purpose of your visit to anyone in the congregation. If you have more than two people, do not sit together.

Chapter 4 - Decide

A. Select the Candidate of Choice

Your Committee will now need to discuss all the information received in order to choose a top Candidate. This can be the most difficult step, especially if you have more than two Candidates to consider. Remember that the most effective leaders will still not be able to please everyone. Do not reject a Candidate merely because of a single unsubstantiated negative comment. What you want to watch for are positive or negative patterns that appear from several conversations.

During this process, you must diligently, seek the Lord's wisdom and guidance through prayer. Commit yourselves to being open to God and to each other so that you can experience effective, Spirit-led dialogue.

In order to come to agreement, the Committee must rank each Candidate and make its 1st choice. The Search Committee should be unanimous on the Candidate of Choice.

Resources: Appendix 21 - Candidate Evaluation Worksheet (p. 72)

All other Candidates must now be set aside until this 'Candidate of Choice' is eliminated for any reason. The Pastoral Search Committee can then decide whether or not to approach the next person on their prioritized list or to establish a fresh Candidate list. **Under no circumstance should the committee engage more than one candidate at a time.** It is imperative that the congregation is presented with only one Candidate. To present more than one at a time turns the process into a popularity contest. Allow God's Holy Spirit to work in your people by making one choice at a time. To present two Candidates will always divide the congregation into "your Candidate" and "my Candidate".

Inform your 'Candidate of Choice' of your interest in continuing to another level of discussion. It is imperative at this early stage of exploration that both the Pastoral Search Committee and the Candidate recognize and agree that a 'willingness to explore a call' does not commit either party to any obligations.

Once there is willingness to explore a call, the Committee should forward any outstanding documentation to the Candidate - detailed job description, community and congregational profiles, etc. Provide as much material as possible so the Candidate can prayerfully consider the opportunity.

You may want to inform unselected Candidates who have submitted profiles directly to the Search Committee that someone else is being pursued further. A short email is sufficient. A formal letter to all unselected Candidates is not required until your 'Candidate of Choice' has accepted a call to your church.

B. Interview Candidate of Choice

You may now want to schedule a second call to the Candidate's references. If Committee members have not yet visited the Candidate's church or situation where he/she is leading

or preaching, this should be done so as to see the Candidate function in the context of his/her current role. It should always be with the prior consent of the Candidate and should not gain the attention of the Pastor's congregation.

The full Search Committee will now need to further interview the Candidate of Choice and his/her spouse face to face before proceeding to a Candidating weekend.

1. Interview Preparation

Determine in advance what issues need to be discussed and who will raise them. The value of an interview will depend upon the Committee's preparation. Each member will arrive better equipped if you follow these practices:

- a.** Establish an interview date that allows **all** Committee members to attend. Allow sufficient time, preferably a full evening or its equivalent. The interview could be at the church, or in a home. Ensure that the setting will allow for a relaxed atmosphere and confidentiality.
- b.** Prayerfully review the Candidate's Pastor Profile Questionnaire as well as any background information that has been gleaned from references and others.
- c.** Review the Church and Community Information Package in conjunction with the gifts, character and experience of the Candidate. The Candidate should also by now have reviewed this material as well.
- d.** Each member of the Committee should become well informed about the church, its membership, structure, direction for ministry and relationship to the community. They should read again the congregation's constitution and by-laws. This will ensure that the Candidate will receive answers to his/her questions with accuracy and cohesion.
- e.** If the Candidate is married, the spouse should be invited to the interview. Although it is the Candidate who will primarily serve the church, an awareness of the spouse's feelings towards a call is most important. The interview process should include time for the spouse to participate.
- f.** A confirmation email should be sent to the Candidate. This should give all the details - hospitality arrangements, time of the interview, expense arrangements, exact place of the meeting(s) and directions. Even if these have been given in a telephone conversation, it is important for these details to be sent in written form.
- g.** The Committee is responsible for all expenses or arrangements related to hosting Candidates and spouses. These will include accommodation, meals and transport costs. Prompt reimbursements will give the Candidate a good impression of the administrative structure of the church.
- h.** Confidentiality is essential. The person being interviewed may not be ready to have his/her current congregation know they are considering a move.
- i.** Be prayerful, well organized and prepared, and your interview will go well. Remember that you are going to be giving the person their first impression of your church. Make sure it is a good one!

2. Question Preparation

Search Committees generally ask questions that reveal valuable character, competency, and experiential information about a Candidate. Important insight can be gained from how a question is answered. A willingness to be transparent, to speak of lessons learned the hard way, and to allow for the give and take in an interview will reveal deeper competencies that contribute to the maturation of relationship between an incoming Pastor and the congregation.

Tentatively discuss remuneration and employment commitments. The sample questions in the Appendix are to be spread across the two interviews.

Resource: **Appendix 19 – Sample Candidate Interview Process and Questions** (p. 65)
Appendix 20 – Questions You May Be Asked (p. 71)

3. Interview Evaluation

Meet as a Committee as soon as possible following the interview to carefully evaluate the interaction with the Candidate. Prayer should be central to the Committee's deliberation, seeking wisdom in selecting the person needed for your church.

Look again at the findings from the Congregational Survey and Leadership Questionnaire which show the needs of the church and the personal and professional competencies needed by the new Pastor.

- Did the Candidate meet these expectations?
- What did you think of the manner in which he/she answered the questions?
- Does he/she have the leadership style and ability that will fit your congregation?
- What did you discover about his/her spiritual journey that would help in relationships with others?
- How aware was he/she of his/her personal strengths, weaknesses, successes and failures?
- How well does he/she grasp the important issues within your congregation and community?

Also, questions like the following can provide deeper discernment:

- Will this Candidate stretch our congregation and cause us to seek our full potential in the Lord?
- If I was advising a Search Committee of another congregation how would my advice be different?
- In light of our past experiences, our current circumstances, and our future hopes and dreams, what is the wise thing for us to do?

- What will I lose if the candidate of my choice is not chosen?
- Is this God's optimum Candidate for our church, or are we just "settling" for the best available person at the time?

You will also need to decide if further information is still needed, either from the Candidate, new references or the District Superintendent.

Resource: Appendix 22 – Search Committee Spiritual Reflection Exercise (p. 75)

Be sure to spend an extra week praying before making a decision about moving on to a Candidating weekend.

4. Unanimously Come to a Decision:

After fervent, honest prayer, come back together to vote on whether to pursue a Candidating weekend with the Candidate of Choice.

If there is not a unanimous decision, you may choose to continue in prayer, re-interview, or return to Stage 3 – Select. It is essential that the whole Committee be in agreement before bringing forward a name to the congregation.

5. Confirm Details of Salary and Benefits

It is appropriate that the Candidate know the details of the salary and benefit package before he/she is presented to the congregation.

Resource: Appendix 23 – Remuneration of Pastor (p. 76)

6. Obtain Permission from Candidate to Present His/Her Name to Congregation

This may seem to be obvious but there have been situations where the enthusiasm of a Search Committee exceeded the decision-making pace of a Pastoral family.

Chapter 5 - Announce

A. Present Candidate

1. Provide Candidate's Name to the Leadership:

Once there is 100% agreement, the normal process would be to first take the name of your potential Candidate to the church's leadership body, (Elders or Board). Then the name would be taken to the congregation as a recommendation from the leadership and the Search Committee.

2. Establish Clear Agreement re: the Purpose and Process of the Visit:

Before a Candidate is introduced to the congregation there should be clear agreement as to the purpose of the visit, the discussion subjects, and the nature of the proposed interaction. It is imperative that the Search Committee, the Candidate and the Board affirm that this stage of exploration still does not impose any obligations on either party to extend a call or affirmatively reply to a call.

3. Plan Candidacy Weekend:

It is important to allow the Candidate and church to mutually engage in the activities of an average congregational weekend. The Candidate should preach if preaching will be a major responsibility. Balance should be maintained between exposure to large groups, individuals, and families.

Be sensitive to the stressful nature of this exploratory visit. Most Candidates will prefer to be in a local hotel, which will allow for reflection and recovery time for the Candidate and spouse. Meal provision in family homes should allow for relaxed interaction.

Provide opportunity for meetings with other staff or boards, tours of the church buildings, community, schools, and parsonage, as appropriate. A real estate agent may be willing to introduce the Candidate to the housing market.

Be sure to clearly delineate how the Candidate's expenses will be prepaid.

4. Announce Candidate's Visit to the Congregation:

Members and adherents should be notified of the intended exploratory visit. Delay the release of the name as long as possible to give the Candidate enough time to announce his/her Candidacy to his/her current leadership/congregation.

The notice should include a brief but adequate resume of the Candidate and the activity timetable. A Search Committee member should outline the Candidate's background and experience. It is important to tell the congregation why this particular person is being presented, their impression of his/her ability and skill for ministry, and their reasoning as to why this individual is the 'Candidate of Choice.' Speak clearly of the way God has led you. Additional members of the Search Committee may also wish to share their convictions.

Resource: Appendix 24 – Sample Schedule for Candidate's visit (p. 79)

B. Call for the Congregational Decision

1. Congregational Meeting:

After the Candidating weekend (and after obtaining permission from the Candidate to let his/her name stand for recommendation), the Search Committee or Church Board should immediately make the necessary arrangements to call a congregational meeting wherein the recommendation will be put to a vote.

Provide adequate opportunity to fully process the decision in a prayerful and carefully reasoned manner prior to the meeting. It is imperative to have congregants seek the Lord's direction.

At the meeting, the Search Committee should describe in a general way, the terms and conditions that have been offered to the Candidate. Any discussion during the meeting should remain confidential. Know ahead of time the percentage of votes required to accept the recommendation. This information should be found in the congregational by-laws.

2. Communicate the Results:

If the vote is positive, put forward a motion to authorize the Search Committee chairperson to immediately extend the invitation of the congregation by telephone. He/she is entitled to be informed of the percentage. Time should be given to the Candidate for prayerful consideration before the final acceptance of the call is made. In some cases the Candidate may have already reached a decision to accept the call if extended. He/she may be prepared to indicate an immediate acceptance. It is appropriate to establish a period (up to two weeks) in which the Candidate is expected to either accept or decline the call. A follow up official letter, including the salary and benefit agreement, should be forwarded to the Candidate as soon as possible after acceptance. Inform the congregation the following Sunday of the Candidate's intention.

If the vote is negative, the Search Committee chairperson must immediately notify the Candidate by telephone of the negative result, and then forward a letter through which an official indication of the negative vote is communicated.

Resources: Appendix 25 – Sample Letter: *Extending Pastoral Call* (p. 81)
Appendix 26 – Sample Letter: *Releasing Candidate after Insufficient Vote* (p. 82)

3. Confirm Decision of Candidate:

Candidate informs Search Committee of decision to accept or not, in timeframe agreed upon.

4. Inform District Superintendent:

Call or email to keep the District Superintendent up to date on the result of the congregational vote and the Candidate's decision.

5. Inform Unselected Candidates of Decision

Resources: Appendix 27 – Sample Letter: *Candidate No Longer Being Considered* (p. 83)

Chapter 6 - Transition

A. Establish a Ministry Partnership

1. Warmly Welcome Your New Pastor and Family:

Your new Pastor and family will likely come to your community as strangers. Your Committee and the church leadership can do much to make them feel at home and introduce them to the congregation and community. Some suggestions include:

- Supply a real estate agent's name if they are purchasing a home.
- Provide temporary accommodation for home location trips.
- Have children from the congregation send greetings by email or regular post to the new Pastor's children. One church even sent 'spending money' for use while travelling.
- Ensure the manse, if there is one, is repaired and completely ready prior to their arrival. Any redecoration should be done in consultation with the incoming Pastor.
- Provide meals on the day the family moves in.
- Introduce the new staff member into the community through an article in the local paper.
- Arrange a meeting with the church leaders/Pastors in the community. An informal coffee and dessert gathering can be very helpful.

2. Arrange The Move:

The total moving expenses for the new Pastor's move should be borne by the church. Those expenses include the cost of moving all the household effects. Provision should also be made for the travel, accommodations and meal costs for the Pastor and his/her family from the time they leave their former home until they are established in the parsonage or in their own home.

Arrangements for the actual moving of household effects can be placed in the hands of the new Pastor "from his/her end." If the Pastor makes the arrangements with a moving company he/she is usually requested to secure three estimates and then communicate with the designated committee member to determine which company should be contracted for the move.

In some instances the Pastor or individuals known to the Pastor or to the "calling congregation" are willing to offer their own equipment or to rent equipment and assist in the move. The congregation should be sensitive to the wishes of the Pastor in this regard, and in all instances should be sure to secure adequate insurance coverage for the goods and furnishings while in transit.

The Search Committee should be authorized to pay for all expenses incurred. Receipts are required for repayment. If the move requires volunteer help the Search Committee is charged with overseeing the details of recruiting and supervising the move to ensure adequate assistance is provided at all stages.

3. Prepare Office Space:

It is important for a congregation to recognize that the Pastor's study can either be a hindrance to, or an encouragement in, his/her ministry. The property committee of the church should be encouraged to give full attention to providing a clean, fresh, updated, and comfortable work space as is appropriate to the job description and the congregation's expectations of the Pastor. Any plans for decoration or renovations should receive the Pastor's approval in advance.

4. Extend Hospitality and Friendship:

The Search Committee should become personally involved in extending a tangible and warm welcome to the new Pastor and his/her family. Creative individuals can be asked to form a special welcoming committee to provide assistance with unpacking (if the Pastor and family are open to such help), a pantry shower, a house warming party, meals during the unpacking period, guided tours of the community, etc.

B. Make Commitments

1. Plan the Installation Service:

While the church leaders may take over on function at this point, it is appropriate for the Search Committee to participate in this important service of celebration! Some churches have the Installation in a Sunday morning service; others would have it at a time when neighbouring congregations/Pastors can participate.

Cooperating with the new Pastor and the District superintendent, you will need to plan the following:

- Service date and time
- Selection and notification all participants
- Invitations to nearby congregations; encourage those who cannot attend to send greetings
- Appropriate gifts to welcome the Pastor, spouse, and children
- A time of refreshments after the service

Resources: **Appendix 28 – Sample Installation Service** (p. 84)
EFCC Pastor's Service Manual (Lee Eclov), pp 51 – 53, "Installation of a Pastor"

2. Establish a Pastoral Support and Advisory Group:

For the sake of continuity, some Search Committee members may be invited to be part of the team that provides support, advice and scheduled ongoing reviews for the Pastor. A regular commitment to prayer for the Pastor and his/her family is essential to any effective ministry partnership within the church. As many people as can should be encouraged to make that commitment of prayer.

3. Register Benefit Packages:

If the Church has committed to paying benefits for a new Pastor, the packet of information and registration forms should be completed and returned to the appropriate office as soon as possible because enrolment deadlines can affect coverage.

4. Establish Denominational Certification:

The EFCC has delegated the licensing, training and oversight of ministry personnel to the Ministerial Standing Committee (MSC). As a result, the Denomination on behalf of its churches is charged with maintaining an accurate list of all ministry staff within the EFCC. Certification is entrusted to Pastors so that they may officiate at weddings; qualify for a 'clergy housing allowance' with Revenue Canada; and maintain ministry policy, procedure and protocol. The EFCC requires the full co-operation of your Church Board to ensure that all Pastoral staff be properly certified. Your District Superintendent will be happy to assist you in determining where your Pastor is at in the process.

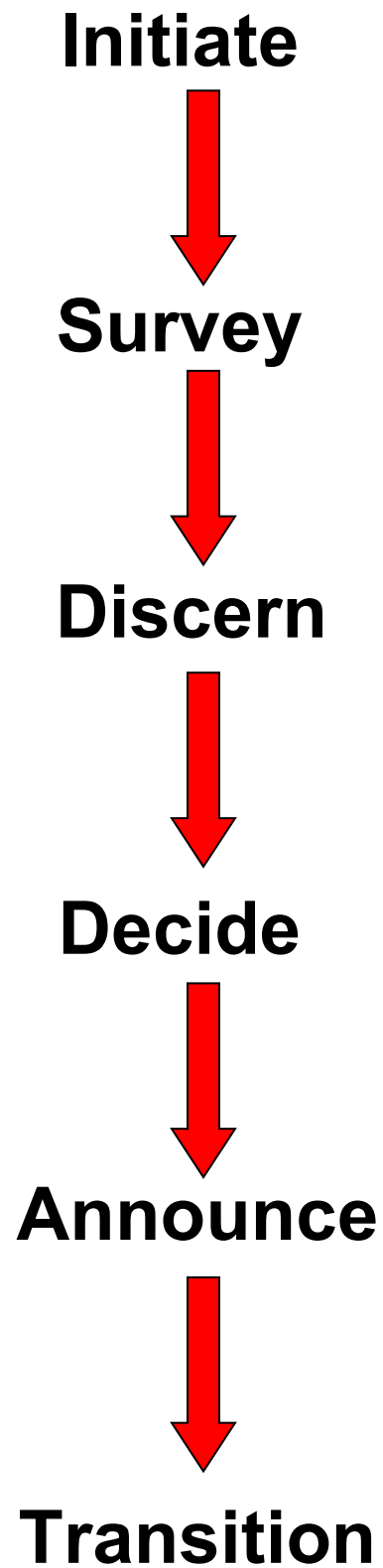
Resources: Appendix 29 – EFCC Statement of Faith (p. 85)
Appendix 30 – EFCC: Our character and Calling (p. 87)
Appendix 31 – EFCC Code of Conduct (p. 89)

C. Publicly Acknowledge and Dismiss the Search Committee

The final responsibility of the Search Committee is to present a summary report of the process to the church chairman. When the Committee's work is completed, its members should be thanked by the church leadership during a worship service; the Committee then can be discharged with prayer. Minutes, or a "summary of proceedings," should be stored in the church office.

All résumés and confidential papers used by the Committee must now be shredded or returned to the District Superintendent. Minutes of the Search Committee have traditionally been destroyed as well.

EFCC Pastoral Search Flowchart



Pastoral Staff Selection Process Checklist

Stage 1 – Initiate

- Inform District Superintendent
- Read Pastoral Search Manual
- Consider/appoint Interim Pastor
- Appoint Search Committee members
- Choose Search Committee Chair, Vice-Chair and Secretary
- Call congregation to prayer
- Review Pastoral Search Manual as a team
- Meet with District Superintendent
- Establish reporting process to the congregation

Stage 2 – Survey

- Pastoral Exit Interviews
- Church History
- Church Profile
- Community Profile
- Leadership Questionnaire
- Congregational Survey
- Develop a Job Description
- Prepare Church and Community Information Package
- Create a potential salary package

Stage 3 – Discern

- Acquire names & resumes
- Review all potential candidates
- Send out Pastor's Profile Questionnaires
- Verify responses
- Short-list candidates
- Do reference checks
- Interview short-list candidates
- Evaluate preaching (if applicable)

Stage 4 – Decide

- Select the Candidate of Choice
- Prepare for the Candidate interview
- Interview Candidate of Choice as a team
- Evaluate interview
- Make decision concerning Candidate of Choice
- Confirm details of salary and benefits with Candidate
- Obtain permission from Candidate to present name
- Update District Superintendent

Stage 5 - Announce

- Prepare introductory document about candidate for leadership and congregation
- Provide Candidate info to the leadership
- Plan Candidacy Weekend
- Provide Candidate info to the congregation
- Call for a congregational meeting and vote
- Inform Candidate of result
- Secure response from Candidate following the congregational vote
- Send letter extending call or releasing Candidate after insufficient vote
- Inform unselected Candidates that they are no longer being considered
- Update District Superintendent

Stage 6 – Transition

- Make preparations to welcome family
- Arrange for move
- Prepare office space
- Plan Installation Service
- Establish a Pastoral Support & Advisory Group
- Register benefit packages
- Establish Denominational certification
- Provide summary report of search process for the church chairman
- Publicly acknowledge and dismiss search committee

Characteristics of a Search Committee Member

An ideal member:

1. Is an active member of the local congregation.
2. Displays spiritual maturity and is prayerful.
3. Has the trust and respect of the congregation.
4. Shares the vision for what God has for the church.
5. Is able to keep confidences within the group.
6. Understands and can articulate what the church needs.
7. Has a good level of trust in God's working in and through the process.
8. Is teachable, willing to learn the process and willing to do the homework.
9. Is committed to the doctrine and ethos of the denomination.
10. Is faith-filled and confident.
11. Is willing to commit the time and energy necessary to completing the pastoral search process.
12. Is willing to work towards consensus and abide by the group's decisions.
13. Is open to the candidacy of persons without prejudice.

Covenant For Pastoral Search Committee Members

We, the members of the “Pastoral Search Committee” have been elected by the membership to this position of highest trust and responsibility.

We recognize the potential effect of our deliberations and recommendations to this congregation on its future effectiveness in God’s Kingdom, the spiritual health of its fellowship, the teaching of its children, and the maturing of its membership towards the likeness of Christ.

We acknowledge and confess that discovering God’s Will in the calling of a pastor is often confused and complicated by human factors not easily understood; therefore, we solemnly enter the following covenant together before God:

A Covenant of Prayer

We will hold up one another in prayer and seek both separately and together to determine the clear guidance of God’s Spirit.

A Covenant of Honest Communication

We will speak openly and honestly with one another without taking offence, realizing that we need the opportunity of thinking aloud to help sort out impressions and responses as we study our church’s needs and evaluate the potential individuals.

A Covenant of Confidentiality

We will treat committee discussions and evaluations confidentially and deal responsibly with privileged information. We will not criticize activities of this team except face to face in committee session.

A Covenant of Accountability

In considering a pastor, we will proceed with ethical sensitivity and thoroughness in all investigations and evaluative procedures. If a pastor has been engaged in conversations and is later dropped from consideration, we will notify him/her tactfully in writing. We recognize our accountability to our church and to God in our decisions.

A Covenant of Unity

We will present to the church for its consideration only such recommendations as we can fully support as a committee. Where there are honest differences of opinion, we covenant to work these out before making a recommendation to the Church.

Signatures:

Interviews Prior to Pastoral Departure

Pastoral Interview

1. In what ways do people participate in the life of this church?
2. Describe the leadership of this congregation.
3. Tell a story about how you sensed God's working in this congregation.
4. What has been your greatest joy ministering in this congregation?
5. Describe what your geographical community thinks of this Church. What would be missing in this community if the congregation ceased to exist?
6. Share opportunities that exist for people to learn and grow into the character of Jesus.
7. If you were to describe this congregation to someone new, tell how they would be nurtured here.
8. What has the experience of leading this church been like for you, and members of your family?
9. What has been your greatest challenge ministering in this congregation?
10. Give an example of a church tension you and others experienced and how it was handled.
11. What would you do differently if you were starting over?
12. What gives you anxiety about the future for this congregation? What gives you hope?
13. If you visited this congregation again in 5 years, what would you hope to see when you returned?
14. Is there anything you want to share with the denomination about your experience here, e.g. are there any helpful suggestions you would make to the district Superintendent?
15. Do believe you are departing in peace?
16. Is there someone with whom you need to be restored?
17. Are you open to talking with the church leadership (if they come forward) to bring closure to this ministry? Are you open to mediation or reconciliation?

'Shared' Interview

The pastor and interview team are invited to mutually answer the following questions. Be specific, direct, and nonjudgmental, without argument or asking 'why' questions. Notes may be taken with the permission of participants.

1. Identify Sources of Blessing and Disappointment

- What are the main strengths of this congregation?
- Have you accomplished what you hoped to accomplish?
- What did we not complete that we had hoped to accomplish?
- In what ways is this church family/pastor different from what was expected?

2. Review Relationships

- Which specific relationships were valuable to you?
- Which relationships concerned you?
- In what ways are your relationships different now than when this pastorate began?
- What guidelines will you follow for pastor/congregation relations after his/her departure?

3. Recognize Personal Growth

- In what ways are you different now than you began ministry together?
- Name particular influences that encouraged or disappointed you.
- With whom or with what issue is closure still needed?
- How was the announcement of the pastor's departure received?

4. Recommendations

- What should be on this church's agenda before the next pastor is called?
- What recommendations do you wish to provide for an incoming pastor?
- What would you wish to say to the congregation if you had the opportunity? Is there a when and how this could be done?
- What have you learned about yourselves and others that will better enable you to serve Christ and his Church with hope in the days to come?

5. Final Question

- Are you separating in peace?

Spend time in prayer for each other - preferably as a departing affirmation and thanks for the years of service together and as a means of blessing each other as your paths separate.

Church History

- 1. When was the congregation formed?**

- 2. When were the buildings built?**

- 3. Were there any changes in affiliation or doctrine? If yes, when?**

- 4. Describe the growth and development of the church congregation.**

- 5. What major issues of change have occurred in the last 10 years?**

- 6. What are the names and tenures of all previous pastors?**

- 7. What were the “highs” and “lows” of the church throughout the years?**

Church Profile

Demographics

1. Numbers:

Indicate the approximate number of persons in each category below who participate in your congregational life:

Age	Male	Female	Total
0 – 9			
10 – 14			
15 – 19			
20 – 29			
30 – 39			
40 – 49			
50 – 59			
60 – 69			
70 – 79			
80 +			
Totals			

2. Multicultural makeup:

Check off the ethnic groups represented within your Congregation:

Region of Birth	Number
North America	
Europe	
Africa	
Asia	
South America	
Australia	
Caribbean	
Other	

Current Ministries

Apply check marks to all ministries in which your church is currently involved:

Sunday School	
Youth Programs	
College and Career	
Women's Programs	
Men's Programs	
Small Groups	
Local Schools/Colleges	
Nursing Home Program	
Food Bank Support	
Community Sports	
Church-sponsored Community BBQ's, etc.	

Prison Ministry	
Short Term Missions	
Senior's Programs	
Mentoring Relationships	
Spiritual Gift Discovery	
Day Camps	
VBS	
Coffee House	
Prayer Ministry	
Summer Camp	
Other -	

Financial Realities

1. Budget:

	Current Budget Year	Previous Budget Year	Two Years Ago
Budget	\$	\$	\$
Expenditures	\$	\$	\$

2. Pattern of Giving: Divide income by average attendance to obtain yearly average giving

Year	Church Income	Average Attendance	Yearly Average Giving Per Attendee
	\$		\$
	\$		\$
	\$		\$

3. Debt:

Description	Amount	Expected Retirement Date
	\$	
	\$	
	\$	

Property

1. Size of property _____
2. Seating of sanctuary _____
3. Christian Education Facilities _____
4. Is there a parsonage? Y ____ N ____ Year built _____
If yes, what are the:
 - a. # of rooms _____
 - b. # bedrooms _____
 - c. Appliances: _____
 - d. Features: _____
 - e. Other: _____

Mission/Vision/Core Values

1. **What is our Mission/Purpose statement (Why does our church exist?)**
2. **What is our Church's Vision statement?**
3. **List our Church's Core Values:**

Community Profile

After collecting the demographical information (see page 17 for the website) from Statistics Canada, complete the following analysis in relation to your church:

1. In which category (from the demographic survey) is our church most unlike the community?
2. What kinds of ministry will help us meet these people where they are at? (Brainstorm)
3. Which of these ministries do we have the resources to begin this year and next?
4. Which of these people groups are we not equipped to reach, but might rather best plant a new work specializing in reaching them?
5. What people, agencies or resources might we need to consult with as we move ahead on ministering more effectively to our community?

Leadership Questionnaire

Distribute this questionnaire to as many ministry leaders and people in leadership as possible.

1. Tell a story about how you have sensed God's working in this congregation.
2. How do people participate in the life of this church?
3. What has been your greatest joy during the tenure of your pastor?
4. Share examples of how you have experienced warmth and friendliness through your pastor?
5. In what ways has your pastor met the spiritual needs of this congregation?
6. What challenges have been present during the tenure of your pastor?
7. Do you feel that you and your outgoing pastor are separating in peace? Are you open to mediation or reconciliation?
8. Give an example of a past church tension and how it was handled.
9. What suggestions can you offer for improving congregational life and worship under a future pastoral leader?
10. What gives you anxiety about the future of this congregation? What gives you hope?
11. If you were to leave this congregation for five years, without any contact, what would you expect to see when you returned?
12. How would someone new be nurtured here?
13. Describe what your geographical community thinks of this Church. What would be missing in this community if the congregation ceased to exist?
14. What opportunities exist for people to learn and grow into the character of Jesus?
15. Do you think this is a friendly congregation?
16. To what extent have your programs or services met the needs of your community?
17. Are there additional opportunities that need exploring?
18. What observations do you have about your physical facilities?
19. What relationships between members need to be restored? Are you open to mediation or reconciliation?

Your answers, along with those of others in our church will be reviewed and summarized. A report will be prepared for discussion with the Church Board, the Search Committee, and a District Superintendent in order to assist the congregation in the next steps following the departure of your Pastor.

Congregational Survey

Section 1

Which of the following aspects best characterize our church?

Pick at least 7 – 10 of the following items, then number them in order of importance

- | | | |
|--|---|---|
| <input type="checkbox"/> Optimism | <input type="checkbox"/> Family life | <input type="checkbox"/> The Lordship of Christ |
| <input type="checkbox"/> Well-mobilized volunteers | <input type="checkbox"/> Recognition of God's grace | <input type="checkbox"/> Tradition |
| <input type="checkbox"/> Bible-centred preaching/teaching | <input type="checkbox"/> Praise and worship | <input type="checkbox"/> Loyalty of long term members |
| <input type="checkbox"/> Desire to serve the disenfranchised | <input type="checkbox"/> A Christian self-image | <input type="checkbox"/> Team spirit |
| <input type="checkbox"/> Creativity and innovation | <input type="checkbox"/> Desire to meet community needs | <input type="checkbox"/> Need for the best in electronics |
| <input type="checkbox"/> World missions | <input type="checkbox"/> Commitment | <input type="checkbox"/> Previous failures |
| <input type="checkbox"/> Children's ministry | <input type="checkbox"/> Giving/tithing | <input type="checkbox"/> Deep faith |
| <input type="checkbox"/> Attractive grounds/facilities | <input type="checkbox"/> Debt | <input type="checkbox"/> Enthusiasm |
| <input type="checkbox"/> Desire to be debt-free | <input type="checkbox"/> A few families | <input type="checkbox"/> Discipline |
| <input type="checkbox"/> The status quo | <input type="checkbox"/> Christian Education (all ages) | <input type="checkbox"/> Fear of change |
| <input type="checkbox"/> Attracting visitors | <input type="checkbox"/> Celebrating new life in Christ | <input type="checkbox"/> Youth ministry |
| <input type="checkbox"/> Cultural relevance | <input type="checkbox"/> Vision | <input type="checkbox"/> Authenticity |
| <input type="checkbox"/> Prayer | <input type="checkbox"/> Compassion | <input type="checkbox"/> Life-change |
| <input type="checkbox"/> Sustained excellence/quality | <input type="checkbox"/> Growth | <input type="checkbox"/> The Great Commission |
| <input type="checkbox"/> Genuine fellowship & interpersonal care | <input type="checkbox"/> Volunteering in community | <input type="checkbox"/> Godly leadership |
| <input type="checkbox"/> Evangelism | <input type="checkbox"/> Pessimism | <input type="checkbox"/> Flexibility |
| | <input type="checkbox"/> Responsibility | <input type="checkbox"/> Other |
-

Section 2

Preferred Attributes of an Incoming Pastor

It is important that the character qualifications for church leadership listed in I Timothy 3, Titus 1 and I Peter 5 be evident in **any** Candidate the Search Committee considers for an incoming pastor. In addition to these qualifications, what do you feel are the best attributes the Search Committee should be looking for?

Prayerfully choose the three (3) most indispensable attributes (giftings, passions or skills) that you believe your incoming pastor must display. It is understood that the other attributes will be provided through other believers within your congregation.

Please rank the top 3 attributes with 1, 2, 3 with 1 being the most important:

- Effective Communication in Preaching and Teaching**
- Evangelism and Outreach**
- Visionary Leadership**
- Shepherding & Pastoral Care (Visitation)**
- Ability to relate to people of all ages**
- Worship Leadership**
- Administration**
- Training and Developing Leaders**
- Discipling of New Believers**
- Servant Leadership**
- Spiritual Oversight**
- Counseling Ministry**
- Prayer Ministry**

Sample Job Description 1

Date to Review this Job Description: _____

Date Revised: _____

Purpose: To provide spiritual oversight, vision and leadership to assist in developing a healthy, reproducing church.

Leadership Profile:

The Pastor will:

1. have a personal commitment to Jesus Christ which he clearly articulates, submitting to Holy Scripture as his authority for faith and life,
2. have ministry experience which has clearly evidenced the blessing of the Holy Spirit,
3. subscribe whole-heartedly to the Statement of Faith, Character and Calling, and Code of Conduct of the Evangelical Free Church of Canada,
4. be able to communicate vision, work well with fellow church leaders and apply the Word of God to all areas of life and the church's ministry,
5. *(Add additional items to suit your own situation)*
6. *(Add additional items to suit your own situation)*

<u>Areas of Responsibility:</u>	<u>% of Time</u>
1. Have a balanced dynamic preaching/teaching ministry. <i>(Provide your own description here)</i>	30%
2. Provide proactive leadership and leadership training . <i>(Provide your own description here)</i>	15%
3. Provide pastoral care personally and through other trained care-givers. <i>(Provide your own description here)</i>	15%
4. Disciple and equip others to do the same. <i>(Provide your own description here)</i>	15%

5. Provide **administrative management** in operations 15%
(Provide your own description here)
6. Continue in his **self-development** to remain current and effective in ministry. 10%
(Provide your own description here)

Organizational Relationships:

1. The pastor is directly responsible to the elders and indirectly responsible to the congregation of the church.
2. The pastor is responsible for the leadership of any support staff.

Sample Job Description 2

*Often churches have never taken time to determine how a pastor is to spend his time, and as a result, he/she may not be sure he/she is doing what is expected. Also the congregation may wonder why their pastor is doing what he/she is doing. **The following is only a guideline. Please work out your own expectations for a pastor of your church.***

Pastor: _____

PURPOSE:

The pastor, as God's appointed shepherd to the church in _____, has as his first responsibility, a personal relationship to God as outlined in Romans 12:1-2. As a man of God, his second responsibility is to his family. As shepherd to the church, he shall devote his time to the work of the church, administration of the ordinances, and preaching of the Word. He shall, with great patience, be ready to reprove, rebuke, and exhort in order to maintain spiritual unity and rightly divide the word of truth. I Tim. 3:1-7, 4:12-15; II Tim. 2:15; Titus 1:7-9.

He shall be in agreement with the stated objectives of the church and shall uphold its constitution.

RESPONSIBILITIES

1. The pastor shall provide a pulpit ministry that incorporates the expounding of Scriptures in all doctrine, presentation of a clear message of salvation, and exhorting of the church constituency to act upon scriptural teaching in their daily lives. II Tim. 2:2.
2. The pastor shall spend much time in prayer and personal Bible study in order that he may experience spiritual growth and educational development in his personal life and ministry. He shall set regular study hours during which he shall not be disturbed, except for emergencies.
3. The pastor shall be responsible for administering the ordinances of baptism and communion at the regularly scheduled and special services.
4. The pastor shall be available for personal counselling of members and friends of the church.
5. The pastor shall instruct, train, and encourage laymen, shall participate in church visitation, and shall emphasize visitation of the sick and aged.
6. The pastor shall hold a Pastor's Instruction Class at least once every two years for the young people in the seventh and eighth grades or others approved by the pastor.
7. The pastor shall perform his duties as set forth in the Constitution, through the delegation of these responsibilities to its various lay leaders and church staff (fill in according to your local constitution and by-laws.) Furthermore, he shall coordinate

the staff and lay leaders in such a manner that he encourages their participation in the regular services of the church.

8. The pastor shall be responsible for holding an instruction class for prospective members, covering with them the Confession of Faith, the organization of the church and any other areas related to the Christian life and the church.
9. The pastor is encouraged to attend conferences and to accept leadership roles in the denomination, the District and other Evangelical organizations, providing such activities do not hinder his ministry to this congregation.

RELATIONSHIPS

1. The pastor shall supervise all paid staff of the church.
2. The pastor shall cooperate with the trustees in their supervision of the church custodian.
3. The pastor, as a member of the various church boards and committees, shall be responsible for their spiritual leadership.
4. The pastor, along with the elders shall be responsible for the spiritual leadership of the congregation.
5. The pastor is responsible to the church board.

OTHER AREAS:

These would reflect particular needs presently felt in your church. Some examples are:

1. Develop growth groups
2. Visit all members of the church once a year
3. Develop evangelistic visitation

NOTE:

This list is only a suggestion. It may be altered in any way necessary for the committee to fit the local needs. Make sure it is not long and allows flexibility. This list of expectations should be reviewed, evaluated, and revised as needed. Pastors and churches are not mechanical in function and should not remain stagnant

Church & Community Information Package Checklist

The following information should be compiled and sent with other materials to a potential pastoral candidate, to give him a look at your church and community. Each area should be assigned to a committee member or other church member:

TASK	PERSON ASSIGNED	COMPLETED
Stats Canada Community Demographic Information		
Community Profile		
Church History		
Church Profile		
A copy of your Church constitution		
Sample Church Bulletin		
Church program brochure (if you have one)		
Pastor's Profile Questionnaire		
EFCC Statement of Faith Document		
EFCC Character and Calling Document		
EFCC Code of Conduct		

Sample Salary & Benefits Package Document

A SUGGESTED LETTER OF UNDERSTANDING

*The following is a suggestion for formulating a contract with **pastoral staff**. Some items are standard and others may be added as negotiable extra benefits. Not every item included here will be acceptable to every church; each should feel free to use what they find appropriate to their situation.*

*This suggested contract includes both a sample clause and comments or guidelines for alternatives. The comments or guidelines are included in italics. Similar contracts should be in place for **all** church employees.*

A LETTER OF UNDERSTANDING

_____ (Pastor) and _____ (Church) agree to the following:

STANDARD ITEMS

1. Term:

This **Letter of Understanding** covers a term beginning _____ and ending _____.

2. Salary:

The church shall provide the pastor with an annual gross salary of \$ _____ which includes the non-taxable Clergy Residence Deduction amount of \$ _____.

This salary could be increased by a specified percentage over the years in the term of the contract or possible salary increases could be discussed annually, following an evaluation review. See pp 76-78 for principles, philosophy and practical criteria for establishing remuneration. Clergy Residence Deduction is based on the lesser of 1/3 of total salary OR the fair market rental value of the residence.

3. Government Deductions:

All required deductions will be made according to law.

4. Health Plan:

The church agrees to participate in the group plan of the Evangelical Free Church of Canada.

5. Car Allowance:

The church agrees to compensate ministry related automobile travel in the amount of \$ _____ per km.

6. Travel Allowance:

Gas expenses for local church-related travel will be reimbursed upon presentation of receipts. In addition, the pastor will be reimbursed for travel to District and National Conferences.

The church may then apply for a refund of Federal Excise Tax on gasoline. Include EITHER #5 or #6 - #6 is the preferred method of providing for travel expenses.

7. Office Expenses:

The church will provide adequate office equipment and furniture, and pay the expenses of operating the church office, such as stationary, postage, telephone, photocopying, and other supplies.

Secretarial help may be provided on a permanent or volunteer basis as circumstances permit.

8. Vacation and Other Absences:

The pastor will be given one full day off per week, plus a vacation of _____ weeks and all regular statutory holidays. Attendance at Conferences of those organizations with which the church has affiliation will NOT be considered as vacation.

Guidelines for other absences to be detailed in this section could include: illness, personal days, bereavement, pregnancy/parental leave.

ADDITIONAL ITEMS

1. Professional Growth:

The congregation will provide a fund to a maximum of \$_____ annually for the pastor to apply toward subscriptions, the purchase of study books, and professional development. Any unused funds will be allowed to accumulate for the term of this agreement. The pastor will not be entitled to receive any of these accumulated funds in the event of his termination or resignation nor will he be allowed to carry them forward to a new term.

2. Study Leave/Sabbatical:

The pastor is encouraged to take a leave with pay for professional study, development, or refreshing.

A sabbatical should be offered after every 5 – 7 years of service.

3. Retirement Plan:

The church will contribute \$_____ per year toward an RRSP for the pastor.

DEFINITION OF GROSS SALARY PLUS BENEFITS

For the year _____:

Gross Salary (including Clergy Residence Deduction) \$_____

Car allowance (\$_____)

Other Benefits:

RRSP Contribution \$_____

Health Plan \$_____ (estimate)

Professional Development/ Growth Expenses \$_____ (maximum)

RESIGNATION or TERMINATION

1. Resignation:

The pastor may resign with a letter to the church Board and to the congregation, giving _____ month(s) notice.

Other requirements concerning this process may be outlined in a church constitution.

2. Termination:

There may be times in the life of a church in which, after much prayer and after every attempt to work together, the leadership may decide to terminate the Pastor. In such cases, the EFCC urges the church to be generous with severance and ensure they are in compliance with Provincial Labour Laws. Since this type of situation is always hurtful for a church, It is recommended that the church work closely with the DS to ensure a healing transition time following the Pastor's departure.

Refer to the EFCC Discipline, Restoration and Appeal for Credentialed Workers policy for further details.

SIGNATURES:

Pastor

Date

Chairman of the Board of Elders

Treasurer

This agreement becomes void with the pastor's termination or resignation.

Sample Letter
(to accompany Pastor's Profile Questionnaire)

(Church letterhead)

(Date)

Dear (name)

Our church, _____ is currently without a
_____ Pastor. A Search Committee has been formed to seek God's person for this position.

Your name has been recommended to us as someone who could be interested in pursuing leadership with our church. Our desire is to obtain more information about you.

Without any commitment on your part, or on the part of this church, we would like to know whether you are willing to be considered as a possible Candidate?

If your answer is affirmative, we ask you to kindly complete the enclosed profile and return it to us within ten days. If you do not feel led to consider this opportunity, please return the blank form to us.

Enclosed are some items which will give you insight into our church, our ministries, and our community.

Should you have any questions, please feel free to call me collect at (____)_____, and I will be happy to give you further information.

Sincerely in Christ,

(Name)
Search Committee Chairman

Enclosures: Pastor's Profile Questionnaire, Church Profile, Community Profile, Church Constitution, church Program Brochure, EFCC Statement of Faith, EFCC Character and Calling, EFCC Code of Conduct.

What ministerial certification do you presently hold?

License Date: _____ Denomination: _____

Ordination Date: _____ Denomination: _____

Education:

School	Degree	Year Obtained
_____	_____	_____
_____	_____	_____
_____	_____	_____

Give a brief summary of your conversion experience.

Give a brief summary of your call to the ministry.

List denominational committees, boards and positions in which you have been involved.

Can you support the doctrinal statement of the Evangelical Free Church of Canada?

___ Yes ___ No

Do you support a congregational form of government? ___ Yes ___ No

We desire a copy of your theological paper prepared for your license/ordination. If this is not available, please share your theological position in relation to our Statement of Faith.

CURRENT MINISTRY:

Are you presently bi-vocational ___Yes ___ No

If yes, what is your other vocation? _____

Current Church: _____ # Members: _____ Attendance _____

Been there since: _____ / _____ / _____
(day) (month) (year)

Other Staff Positions: _____

What ministries does your church have to children and youth?

What other services does your church have besides the Sunday morning worship service?

Do you conduct a midweek service or do you have small groups?

PRIOR MINISTRIES/EMPLOYMENT:

Church/Organization:	Position:	Dates:	Reason you left:
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

On what order would you rank your strengths in ministry? *(Please number from 1 – 16, etc)*

Preaching	_____	Personal Counselling	_____
Pastoral Care and Calling	_____	Evangelism	_____
Missions Promotion	_____	Leading in Worship	_____
Christian Education	_____	Discipling Laymen	_____
Youth Ministry	_____	Social Action	_____
Community Service	_____	Church Growth	_____
Denominational Service	_____	Fund Raising	_____
Church Administration	_____	Equipping Believers	_____
Other _____	_____	_____	_____

What do you believe are your greatest personal strengths?

What do you see as your weaknesses that will need support from other laymen or staff?

Describe your expectations and philosophy of team relationships among the church laity and among staff.

Share how you make family a priority:

Spouse's training and major interest: _____

Do you have any special health needs? _____

Are there any special health needs in your family? ___Yes ___No (If yes, briefly describe)

Family Member	Health Need
_____	_____
_____	_____

On a separate sheet of paper, please answer the following questions:

1. Have you ever been asked to resign from your church? If so, give details.
2. Tell us about your other Christian work experience.
3. Discuss your overseas or cross-cultural ministry experiences.
4. What are your special interests and hobbies?
5. What is your chief contact with non-Christians?
6. List any community organizations (civic, social, etc.) of which you have been a member; inter-church activities in which you participate; and Denominational meetings you attend and support.
7. What periodicals do you read regularly?
8. What books have had an impact upon your life during this past year?
9. List the books or articles you have written for publication.
10. Would you need special considerations because of involvement with other organizations or because of writing or speaking commitments?
11. What three persons have had the greatest positive impact on your life and why?
12. Describe the place that worship should have in the church program.
13. What are your spiritual gifts?
14. How do you feel about the sign gifts, tongues and healing?
15. What role do contemporary theological and ethical issues play in your ministry?
16. What do you see as the important social issues the church faces today?
17. What is your view about the use of tobacco and alcoholic beverages?
18. How have you expanded your own worldview or your missionary goals this past year?
19. Though none of the following may **fully** describe a church's responsibility, please place a 1,2, and 3 by the three statements **you** feel are the first, second, and third **most** important roles of a church:

- | | |
|---|---|
| _____ A platform to preach the Word | _____ A family to manifest love |
| _____ A community to promote justice | _____ A financial base for world missions |
| _____ An army to save the lost | _____ A temple in which to worship God |
| _____ A support base for individual "ministers" | _____ A hospital to heal the afflicted |
| _____ An equipping centre to make disciples | |

For Lead/Senior Preaching Pastor:

1. What percentage of the time do you practice each of the following preaching styles? (Your answers should total 100%)
_____ Expository, verse-by-verse
_____ Expository, passage-by-passage
_____ Expository, big idea
_____ Practical, important applications from this passage
_____ Topical, preach a topic from various passages
_____ Spiritual, preach whatever God lays on my heart
_____ Evangelistic, use each passage to lead into the gospel
_____ Other – please describe _____

2. In your pulpit ministry, how do you apply scripture to life needs?
3. How do you see your ministry in equipping the saints?
 - a. From the pulpit
 - b. In small groups
 - c. In personal discipling
 - d. Other
4. To what extent would ethical and social issues occupy your preaching and teaching?
5. Briefly explain how inerrancy of Scripture impacts your preaching.
6. What place does world evangelism have in your overall pulpit ministry?
7. What is your view of women in positions of church leadership?
8. Briefly describe the leadership role of the pastor as part of the church board.
9. Briefly describe the role and relationship of an associate pastor to the senior pastor.
10. How would you plan to deal with church growth and the planting of daughter churches?
11. What would you consider to be your role as senior pastor in the following areas?

Christian Education	Youth Ministry	Evangelism
Missions	Counselling	Visitation
Music	Financial Stewardship	Staff Administration
Church Board		

RELEASE FORM

I agree that all information on this questionnaire and any accompanying questionnaires may be released to those seeking information regarding candidates for their church. I furthermore agree that interested persons may contact any references given, and I release any references contacted from liability for information given.

Signature

Date

Thank you for returning this questionnaire. Be assured that the information will be handled with confidentiality by the Search Committee.

REFERENCES

PERSONAL REFERENCE (Two people (not related to you) you have known for over ten years)

1. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____
2. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____

STAFF REFERENCES (Two staff who have worked with you in ministry, from two churches, if possible.)

1. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____
2. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____

CHURCH BOARD MEMBERS (Two board members who have ministered with you in various churches)

1. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____
2. Name _____ Phone (_____) _____
Address _____ Email _____
City _____ Prov _____ Postal Code _____

Candidate Follow-up Information Sheet

Candidate Name: _____ Date: _____

Current Church/Position: _____

Address _____
(street) (city) (prov) (postal code)

Phone: W(_____) _____ H(_____) _____ C(_____) _____

Email: _____

1st Contact:

Comments _____

Further Action _____ Tabled _____ Rejected _____

2nd Contact:

Package sent (date): _____ by: _____

Contents: _____

Package received back (date): _____ Comments _____

Reference checks, Sermon, Visitation to Candidate's church:

References contacted: 1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____

Comments _____

Sermon tape requested (date): _____ Date received: _____

Visit to church (date): _____ By: _____

Invitation to Candidate Weekend sent: _____ Reply: _____

Results of Weekend: _____

Letter of Call sent (date): _____ Accepted: _____ Declined: _____

Thank you sent _____ Other comments: _____

Sample Reference Check Form

Candidate Name: _____ **Reference Name:** _____

Your honest response will be much appreciated and very valuable to us.

All information will be kept strictly confidential.

1. What is your relationship to the Candidate and how long have you known each other?

2. In your opinion, what are the Candidate's strengths?

What ministry skills does he/she possess?

3. In what areas do you think the Candidate needs to improve?

4. How would the people in the Candidate's current church/ministry describe his/her character and ministry? Is this a divided opinion?

5. What do other leaders think of the Candidate's character and ministry?

6. How would you describe the importance and practice of prayer in his/her life and ministry?

7. Describe his/her ability to work in a team.

8. Describe his/her general knowledge of the Bible.
9. What gifts of the Spirit would you say he/she possesses?
10. To what extent does his/her spouse support his/her ministry?
11. Is his/her home life such that it is an asset and example in Christian service and leadership?
12. Is his/her home warm toward Christian hospitality?
12. Is there anything in the candidate's personal life that could negatively affect his/her next ministry?
13. Briefly describe his/her leadership style and leadership ability.
14. Would you want him/her as your leader? Why or why not?
15. Is he/she involved with the denomination at all?
16. Describe his/her ability to handle finances.
17. Is there anything that has not been asked here that is important for us to know as we consider him/her for a position of leadership in our church?

Sample Candidate Interview Process and Questions

Setting:

A neutral location such as a restaurant, the church, or in a home is preferred for this interview. Make sure you have at least two to four hours with the Candidate where you will not be disturbed. Because both the Candidate and the committee are still in the exploratory stage, any place that would expose him/her to his/her or your church could be detrimental. It is important to establish a good rapport so that all present can be relaxed and the Candidate will not feel intimidated.

Process:

The interview should be planned so that each committee member knows the questions ahead of time which he/she will ask. The participation of every committee member is important. It will help the candidate address each member and establish bridges of communication. Questions need not be asked in order. The process should flow easily.

Each committee member should have the complete list of questions and should take notes on all the answers. If other questions do arise, they should be carefully monitored so that they will not take the time allotted from your list of questions. You want to have time for all questions to be answered satisfactorily.

It is good if you record the session, *but you must inform the candidate*. If there is a sensitive area of personal concern which the candidate does not wish recorded, stop the recorder during that period in the discussion.

It is advisable to have the Candidate's wife also attend the session if possible.

Select only some appropriate questions under each theme below. Be careful to ask the most relevant questions that apply to your situation. Too many questions in one interview can give the Candidate a negative impression of future ministry relationships in your church.

Personal Background

1. Tell us about your background, your family, and your call to ministry.
2. Describe your spiritual journey and how you came to sense God's call to ministry.
3. Describe how significant people have contributed to your spiritual growth.
4. Why are you open to leaving your present church or position?
5. How do you organize and prioritize your week's work, study, sermon preparation, counseling, visitation, devotions, days off, physical fitness, and so on?
6. What interests do you have outside church life?
7. What do you know about the ministry and history of this congregation?
8. How would you evaluate your interpersonal skills?

Spirituality and Personal Development

1. How would you currently describe your personal walk with Christ?
2. What is the general pattern of your devotional life?
3. What systems do you have for personal growth and accountability?
4. How have you handled bouts of anger, depression, and or anxiety?
5. Do you have a mentor for spiritual formation or ministry development?
6. What particular books have influenced you during the past year?
7. Who are your favourite writers or speakers?
8. Do you have plans for further study?
9. What seminars have you attended recently?
10. What do you see are your main strengths?
11. What do you think are your main weaknesses?
12. What do you like most about ministry?
13. What do you least like about ministry?
14. How do you balance your responsibilities to the church and your responsibilities to your family?

Preaching

1. What is your normal practice for preparing sermons? Do you usually preach series?
2. How would you describe your preaching? Do you tend to be traditional, innovative, formal or informal? Do you use a manuscript or outline?
3. Describe how the following sources influence your sermons: The Bible, Christian authors, current events, pastoral counseling and personal experience, the Internet, and secular authors?
4. Do you deal with controversial subjects from the pulpit? If so, how?

Theology

1. Where would people place you theologically?
2. Briefly state your beliefs on the following:
 - a. God
 - b. Jesus Christ: His birth, deity, crucifixion, resurrection and atonement
 - c. Nature and work of the Holy Spirit
 - d. Salvation, conversion and Christian growth
 - e. The Kingdom of God
 - f. The mission of Christ's Church
 - g. Scripture
3. How are baptism and church membership interconnected for you?

4. What are your views of the charismatic movement, the church growth movement, signs and wonders, renewal?
5. What is your belief regarding the role of women in leadership?

Cultural Issues

1. What predominant viewpoint in culture today most conflicts with your own?
2. What is your perspective on divorce and remarriage?
3. "Any sexual behaviour outside of monogamous heterosexual marriage is not appropriate." Do you agree with this statement? Why or why not?

Worship

1. What is worship from your perspective?
2. How do you accommodate those who seek more traditional worship? Contemporary worship? The involvement of lay people? Drama and visual arts?
3. What musical or other creative gifts do you personally exercise?
4. What part would you expect to take:
 - a. In determining the worship style of this congregation?
 - b. In planning or leading worship services?
5. Describe how you have encouraged others to participate in worship services.
6. Share a conflict around worship that you have experienced and how you led the congregation through the conflict.

Leadership Characteristics

1. How would you describe your leadership style?
2. What are your strengths and weaknesses as a leader?
3. Who has the final authority in congregational life? The pastor, the elected leaders, the congregation? Provide an example from your own ministry experience.
4. Describe the type of relationship you want to have with other staff members.
5. How do you deal with those who demonstrate negative attitudes?
6. Tell us about a time when you have successfully managed a conflict.
7. How do you handle pressure? Give some examples.
8. What does it mean to be accountable to the church membership? How would you demonstrate this principle here?
9. What criteria do you tend to use to evaluate ministry success? Who have you relied upon in the past to help you objectively evaluate your effectiveness?

10. How is vision discovered in congregational life and mission? Describe how you have participated in vision-casting in other situations?
11. Describe how you have helped your congregation/ministry discover and fulfill an outreach opportunity? How did you help others to process this initiative?
12. Can a pastor be both a leader and a shepherd? If so, illustrate how you have demonstrated this in the past?
13. What does the term 'servant leadership' look like for you?

Church Management

1. Are you gifted in management or administration?
2. What should the priorities of a church be?
3. What goals has your present congregation been working towards?
4. Describe the pattern of your normal work week.
5. Describe your experience with church finances and accounting?
6. Tell us how you encourage personal and congregational stewardship?

Discipleship and Spiritual Formation

1. What do you consider the pastor's responsibility to be regarding discipleship and spiritual formation within the congregation?
2. Describe how you have been involved in children's ministry, youth ministry, home groups.
3. How do you disciple another person?
4. In what ways have you trained disciplers?
5. Who do you turn to for spiritual formation?

Pastoral Care

1. How do you organize yourself and the congregation to fulfill pastoral care responsibilities?
2. Describe an example of your ministry to a person or family in crisis.
3. Where do you find it difficult to express care?
4. What kind of training have you provided for lay visitors?
5. Have you had special training in counseling?
6. What role does counseling play in your ministry?

7. In what areas are you most and least comfortable in your counseling?
8. What safeguards do you put in place to ensure that you are not compromised when caring for a child or a person of the opposite sex?

Evangelism and Church Growth

1. What does it mean to practice evangelism in today's culture? How do you "do the work of an evangelist?"
2. What, in your opinion, is church growth? How have you helped your church grow?
3. How have people been assimilated into your church?
4. What have you done to strengthen fellowship within the church?
5. How do you perceive the cell church emphasis?
6. How have you identified people's gifts and helped them grow in those areas?

Denominational Relationships

1. What does it mean to you to be Free Church?
2. How do you express fellowship within, and service toward our wider fellowship of churches?
3. What strengths do you see in the Evangelical Free Church of Canada?
4. Do you have concerns about the health of our Free Church family of churches?
5. Do you see yourself as likely to leave the denomination, or endeavouring to lead a church out from the Evangelical Free Church of Canada?
6. What are your desires for our family of churches? How are you contributing to them?
7. Describe how you will help our congregation participate in denominational life.

Inter-Church and Community Involvement

1. How have you related to churches/leaders of other denominations in your community?
2. To what extent have you been involved in community activities?
3. Name two/three current issues in your community that concern you. To what extent should the church be involved in dealing with them? How have you communicated these concerns to your congregation?

Personal Matters

1. Tell us about your children and their outlook on a possible move.
2. How do you feel about your marriage relationship at the present time?

3. What challenges have you faced in the past that have influenced your marriage relationship?
4. How do you support your spouse in his/her employment?
5. What ministry roles has your spouse fulfilled? (for spouse of Candidate)
6. What responsibilities do you have to your extended family at the present time? What do you anticipate for the future?
7. Describe "quality" time with your family.
8. How does your spouse feel about your being in Pastoral ministry?

No Surprises

1. Is there anything in your background or present lifestyle which, if it came to light, would embarrass you, your church, or your ministry?
2. Is there something in your personal or family life that might suggest you should withdraw from the seeking a congregational placement at this time?

Closing Questions

1. What would your ministry goals be for this church?
2. What steps will you need to take (we need to take together) to achieve these goals?

After this interview, each committee member should answer the following questions:

1. Does this candidate have a good grasp of the Scriptures and a good doctrinal position which would strengthen our people in their spiritual growth?
2. Does the candidate believe doctrines which are contrary to our statement of faith?
3. Are there any obvious policies that disqualify the applicant? If so, state them.
4. What do you consider the main assets of this candidate?
5. What is apt to be the candidate's main difficulty or handicap with us? How can it be remedied?
6. What degree of success would you predict for the candidate if he/she was called to be our pastor?

___poor ___fair ___good ___very good ___outstanding

Questions You May Be Asked

Candidates will be as interested in discovering more about your congregation, as you are in finding the right pastor. You can expect to be asked similar questions to the following:

1. What has been encouraging to the life of your congregation over the past five years?
2. What would your church see as its greatest strengths and weaknesses?
3. What role does the average attendee of your church have in their community?
4. How does your church reach into this community, this province, and beyond?
5. What partnerships do you have with other churches and para-church organizations?
6. What is the theological and sociological makeup of the church?
7. What priorities do you have for the role of your incoming pastor?
8. How are baptism and membership related in your church?
9. How does the pastor share decision-making with the deacons, elders and other staff members?
10. Does the church have a published mission statement? How is it being acted upon?
11. What issues have been controversial in the life of the congregation in the past year? In the past five years?
12. What has God been teaching you in this interim period?
13. What challenges do you see in the coming days?
14. What factors contribute to budget planning and revenue provision?
15. How flexible are you regarding family matters, such as school terms, housing, holidays, etc.?
16. What might the congregation expect of my spouse? How did the previous pastor's spouse contribute to the life of the congregation?
17. How is successful ministry measured?

Candidate Evaluation Worksheet

Committee member's name _____

The Candidate Evaluation Worksheet is designed to help the committee more quickly evaluate the response from each member. One sheet is to be given to each member of the committee.

The categories from your pastoral profile should be listed in the columns on the left as indicated. The names of each candidate should be listed on the top of the right hand columns. (Note example). Each committee member's blank worksheet should be identical.

After the evaluation sheets are complete, the totals for the categories are entered on the Cumulative Candidate Worksheets, Appendix 21A & 21B, respectively.

Category	Potential Candidate	Potential Candidate	Potential Candidate	Potential Candidate	Potential Candidate
Rank info with: <i>Below Average = 0</i> <i>Average = 1</i> <i>Above Average = 2</i>	(Name)	(Name)	(Name)	(Name)	(Name)
Sound spiritual journey					
Organized, able to prioritize					
Interpersonal skills					
Preaching					
Shepherd					
Evangelist					
Hospitable					
Continuously learning					
Home situation					
Theology sound					
Social issues awareness					
Leadership ability					
Prayer life					
Able to teach/disciple					
Totals					

Cumulative Candidate Worksheet

When each committee member has finished filling out their Candidate Evaluation Worksheet on Appendix 21, the information should be recorded on the grid given below:

Names of Committee Members	Potential Candidate	Potential Candidate	Potential Candidate	Potential Candidate	Potential Candidate
(Name)					
(Name)					
(Name)					
(Name)					
(Name)					
(Name)					
(Name)					
(Name)					
(Name)					
Totals					

Pastoral Candidate Ranking:

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

Pastoral Candidate Ranking Explanation

In looking at the sample, there are several obvious pieces of information which you can quickly extract:

1. Pastor _____ and Pastor _____ are high Potential candidates.
2. Pastor _____ is a Low Potential Candidate
3. Pastor _____ fit the criteria well, but did not make a strong impression on the committee. Were qualified, but just did not make the committee feel good about them.
4. Pastor _____ did not fit the criterion entirely, but made a good impression on the committee.

It is good to view this one on the chart, as people will often make decisions on how they feel instead of what the realities are. This can be dangerous for the future of the church. If the committee wants to consider him they must review his resume and where he did not fulfill the qualifications.

Search Committee Spiritual Reflection Exercise

This outline can be used to frame a group discussion

A. Consider Scripture – 1 Kings 3:5-12

1. In this passage we find that Solomon displayed two characteristics before he was blessed with wisdom from God. What were they?
2. Reflect together on where you are as a group, recognizing your need to express thanksgiving and humility before God.

B. Time of Prayer to Understand God's Heart

C. Questions to Consider Together

1. Where is God at work in our community?
2. What trends are evident in society that are bigger than the choices of individuals?
3. What is God inviting us to join him in?
4. What qualities in a pastoral leader will inspire and equip us to accept this challenge?
5. What have we learned from the reference checks, interviews, and counsel of others that should influence our decision?
6. What cost is associated with making or not making this decision?
7. In light of our past experiences, our current circumstances, and our future hopes and dreams, what is the wise choice for us to make?

D. Time of Prayer for Courage to Follow God's Leading

Remuneration of Pastor

Biblical Principle

The elders who direct the affairs of the church well are worthy of double honour, especially those whose work is preaching and teaching. For the Scriptures say, 'Do not muzzle the ox while it is treading out the grain' and 'The worker deserves his wages.'
1 Timothy 5:17-18

These verses are likely speaking about full-time vocational Christian service and do give several principles to consider:

1. Paul valued the ministry of the gospel of Christ when he says “double honour.” Because of the context, “honour” has to include salary, among other things.
2. Paul is telling the church to compare a pastor’s salary with those in their community who have honour. Now a church may not be able to pay a pastor double the salary of those in the community, but it brings a different focus as to the goal of what his salary should be. Paul says he is worthy of a double portion.
3. The view of a pastor’s salary also reflects the church’s view of the value of the ministry.

“Let him who is taught the word share all good things with him who teaches.” Gal. 6:6

The phrase “all good things” surely includes more than material things, but it does include at least that. Certainly it requires the church to share generously with the pastor for the well-being of his life.

Philosophy of Remuneration

Often we have heard, “You keep the pastor humble, Lord, and we’ll keep him poor”. We need to seriously think through the philosophy of giving and remuneration in a church. The following are some very practical and important considerations you must make as a pastoral search committee.

1. Compensation for the paid staff should be based on the value of the individual to the church.
2. Consideration should be given to the community and the economic level in which the pastor serves.
3. Pay should allow the pastor and/or staff to afford to live in a style with those whom they serve.
4. Consideration must be given to the church’s ability to pay. The pastor should not be paying the mortgage on the church or the mission budget of the church by taking lower compensation.
5. The church needs to allow for room to grow in compensation.

6. Good pay helps build the pastor's self-esteem and confidence.
7. A pay range needs to be established for all paid staff.
8. Benefits are a part of the total overall package and should be provided for in a manner similar to that of any industry.
9. External factors need to be viewed, such as cost of living.
10. The compensation for Associate Pastors should be pegged in relation to the Senior Pastor's salary.
11. All salaries should have a range so as to reward paid staff for performance and to establish the growth potential for each position.

Practical Criteria for Establishing Remuneration

Consideration should be given as to...

1. ... the average level of compensation in the community.
2. ... Comparable positions when establishing pay levels for church positions:
 - Other Senior Pastors in area
 - Local School Teachers with equivalent experience
 - Social Worker
 - Community – median wage
3. ... the average level of compensation in the congregation.
4. ... current compensation levels for the individual.
5. ... performance and goal accomplishment as viewed by the church board.
6. ... length of service and education.
7. ... the number of people the person is directly supervising.
8. ... the size of congregation.
9. ... the ability of the congregation to pay
10. ... the Biblical perspectives – 1 Timothy 5:17-18

Benefits for the Pastor

1. It is recommended that all pastoral staff be added to the group Health plan of the EFCC.
2. It is recommended that churches consider being generous in supplying an RRSP to its Pastors in order to look after his/her future needs.
3. The EFCC urges churches to be generous with the amount of holidays offered to pastors, considering the nature of the job and to ensure the pastor stays fresh. Along this same line, churches should consider offering a sabbatical after every 5 – 7 years of service to ensure growth, development and refreshing.
4. These items should be separated from the cash compensation for the paid staff.

Remuneration to be Considered for the Incoming Pastor

1. Moving Expenses

All transportation expenses will be paid from your present home to _____.
 This includes transportation of household goods and library via a van line or method approved by yourself and the church. It also includes mileage at _____¢ / km for one car plus necessary meals and lodging enroute for you and your family.

2. Salary and Benefits

Salary:

Cash Value*

Benefit Value**

The Pastor's basic salary shall be a designated amount paid bi-monthly or as agreed upon.

The church will designate part of this amount as a housing allowance, based upon the pastor's estimate of expenses to be incurred the next calendar year. The salary shall be reviewed yearly and adjustments made accordingly.

Other Benefits:

A. Housing. A home is provided for the dwelling of the Pastor and his family which has been estimated at a yearly rental value of : OR

B. Housing Allowance. This amount shall be paid the pastor as a housing allowance for owning his own home:

C. Utilities for pastor's home. Heat, electricity, water, phone (except personal long distance)

D. Automobile Allowance. This amount shall be given annually for the use of a car in church-related business:

E. Insurance and Retirement Expenses

The following shall be underwritten for the pastor:

Health Plan

Retirement Savings Plan

F. Weeks of holidays _____

Total

***Cash Value** = Money actually paid to the pastor for his services or for pastoral ministries.

****Benefit Value** = An expense for the pastoral ministry is paid directly by the church and the pastor does not handle the money.

Additional Salary Considerations

Parsonage

If the church provides a parsonage, then the gross salary can be reduced by the fair rental value of the parsonage.

Length of Service Supplement

Having calculated the recommended salary, consideration may be given to other Supplements warranted by the congregation's and the pastor's situation (such as a merit increase) being added to the total.

Cost of Living Increment

The base salary should be adjusted annually based on cost of living adjustment (COLA) according to the Consumer Price Index and the guidelines of other comparable employers.

EFCC Group Insurance

The EFCC has made available a Group plan for all Pastors and Staff working 20 hours or more per week. Included in this plan is Extended Health Care, Dental, Life Insurance, Dependent Life Insurance, Long-Term Disability, and Accidental Death and Dismemberment benefits. Should an employee decline any of the group benefits, a signed Waiver should be retained by the church and a copy provided to Sirius Benefits. Further details and application forms are available through the Home Office or Sirius Benefits.

EFCC Group RRSP/TFSA

A "Matching" Registered Retirement Savings (RRSP) OR Tax Free Savings Account (TFSA) Group Plan is available for all Pastors and Staff working 20 hours or more per week. The plan is administered through the Royal Bank of Canada (RBC). The suggested matching amount for both the Employer and Employee is 3-5%. Further details are available through Home Office.

Part-time Pastoral Job Positions

If a pastor is considered part-time, the salary guidelines may be used simply by pro-rating the amount of a full-time pastoral salary. If the pastor is half-time, for example, calculate what the full-time suggestion is, and divide in half to determine a recommended salary.

Sick Leave

A church may want to consider adopting a sick leave policy for their Pastor. The following is offered only as a guideline: "An employee shall receive credit for 15 days paid sick leave per year. Unused sickleave credit will be allowed to accumulate from year to year to a maximum of 85 days. Accumulated sick leave is forfeited at termination."

Vacation

The EFCC suggests that a church provide a minimum of four weeks of vacation each year for the Lead Pastor, pro-rated for the first year. The number of weeks can be adjusted for Associate staff but must be, at minimum, in accordance with regional Labour Laws. Again, a spirit of generosity considering the type of work and service is always recommended.

Outstanding vacation pay is due upon termination. Consideration should be given to additional weeks of vacation for number of years served.

Technology

It is recommended that a church provide the Pastor with an office telephone or work cell phone. If the office is in the home, then a telephone may be provided without income tax implications.

It is also recommended that a church provide the Pastor with a computer and internet access.

Professional Development/Continuing Education

It is recommended that a period be set aside annually for the Pastor's Continuing Education.

- This should be up to ten days duration, which should include at least one Sunday.
 - The church should insist on at least one such study leave in any two-year period.
 - The time set aside for study may be cumulative to 20 days in two years.
 - The church should make available, annually, at least \$500 for Continuing Education and book allowance, cumulative up to at least \$1,000 in two years.
 - In addition, consideration should be given for the Pastor and spouse to attend EFCC Conferences, Annual General Meetings, Theology Conferences, and Retreats.
-

Sabbatical Leave

It is recommended that the church put in place a policy for sabbatical leave for the Pastor. For example, a church might recommend a three-month sabbatical after 5-7 years of service. Other suggestions concerning the rationale and structure of sabbaticals are available through the EFCC Home Office.

Hospitality Reimbursement

Many churches are recognizing the increased cost to a Pastor for entertaining guests of the church; e.g. in home or at restaurants. The EFCC suggests that the church may want to offset these costs. This cannot be paid as an allowance and must be reimbursed based on actual expense.

Transportation Costs

The EFCC recommends a 50¢/km mileage reimbursement for actual church business driving, excluding travel between church and home. There are no income tax implications when this is reimbursed for actual kilometres travelled. A detailed log must be maintained by the Pastor.

This is the current EFCC staff rate. The Government of Canada [automobile allowance rates](#) for **2021** are 59¢ per kilometre for the first 5,000 kilometres driven, and 53¢ per kilometre driven after that.

Calculating the Minimum Salary 2021

Step 1

Base Salary (recommended is \$45,000)	\$ _____
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Step 2

Credential Supplement For having completed the requirements of an EFCC Credential as described in the EFCC Credentialing Manual. Ministry Credential: \$1000. Ordination: \$2000.	\$ _____
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Step 3

Experience Units Supplement	
a) One unit for each year of experience to maximum of 5 years: _____ (# units) x \$1000 = \$ _____	
b) <u>After 5 years</u> : One unit for every three additional years: _____ (# units) x \$1000 = \$ _____	
c) For related experience use one unit for every 3 years: _____ (# units) x \$1000 = \$ _____	
TOTAL Experience Supplement \$ _____	

Step 4

Education Units Supplement	
1 unit for post-secondary courses – diploma / no degree _____ (# units) x \$1000 = \$ _____	
<u>OR</u> : 4 Units for Bible College or University – B.A. (or equivalent)	
<u>OR</u> : 6 Units for Graduate Studies – M.A. (or equivalent)	
<u>OR</u> : 8 Units for Doctoral Studies – D.Min., Ph.D., Th.D.	
TOTAL Education Supplement \$ _____	

Step 5

Responsibility Units Supplement	Number of Staff or Volunteers being Supervised				# units x \$1000
	1 Staff, or up to 5 Volunteers	2 - 3 Staff, or up to 10 Volunteers	4 - 6 Staff, or up to 20 Volunteers	7+ Staff, or 30+ Volunteers	
Staff Position					TOTAL Responsibility Units Supplement:
Lead Pastor	1	2	4	6	\$ _____
Associate / Assistant Pastor (any ministry)	0	1	3	4	\$ _____
Ministry Director	0	1	3	4	\$ _____

Step 6

Extra Responsibility Units Supplement For things such as overseeing more than two areas of ministry, covering for someone on leave/sabbatical, etc.	\$ _____
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Step 7

Urban Location Supplement For churches located in cities with 75,000 people or more, an additional supplement should be added. Suggested amount is \$5,000.	\$ _____
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Step 8

Extraordinary High Cost of Living Location Supplement For churches located in areas with higher living costs than usual (i.e. housing, food, etc.), an additional supplement should be added at the church's discretion.	\$ _____
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Step 9

RECOMMENDED SALARY TOTAL (add Steps 1 - 8)	\$ _____
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Sample Schedule for Candidate's Visit

A common remark by pastors is that they really did not have adequate time while they were candidating at a church. How much time is enough likely varies greatly, but certainly a Saturday and Sunday is not sufficient. It would be advisable to have the Candidate and his/her family come for at least four days. The travel costs will be the same. Lodging and meals will be more but they would be dollars well spent.

The following schedule is too much for a Candidate and his/her family to endure and only includes *suggestions* for activities you might want to plan.

Whatever agenda is planned should be written out and sent to the Candidate before he/she comes to the church.

Suggestions for Activities:

Thursday evening – dinner meeting with the Candidate and spouse and the Search Committee and their spouses. The Search Committee should be the first group to meet with the Candidate.

Friday morning – Candidate to relaxes and makes final preparation for Sunday.

Friday lunch – Candidate and family could be guests in someone's home for lunch.

Friday evening – Candidate could meet with each board and committee in a group meeting. He/she should have opportunity to ask the leaders questions related to the function of their board or committee. The chairman should then have opportunity to ask the Candidate his/her ideas on the duties of each board or committee.

While the Candidate is in this meeting, the wives of the church board and committees could be informally hostessing the Candidate's wife. Appropriate provisions should be made for the Pastor's children.

Saturday morning – relaxation

Saturday noon – dinner in someone's home or "pot-luck" at the church, open to all the church family. A time for questions from the congregation should be planned. Also, it could be an opportunity for the Candidate to tell about his/her family.

Saturday afternoon – take the Candidate and his/her spouse/family on a tour of the community, area, parsonage, church, etc.

Saturday evening – guests at someone's home. This should close early enough so the Candidate can return to his/her accommodations for adequate rest for Sunday.

Sunday morning – combined adult Sunday School classes – the Candidate could Share his/her testimony, conversion, call, training, personal goals, etc. His/her spouse could also share his/her testimony and relationship to their current local church. Or, the Candidate could visit Sunday School departments or teach a class.

Worship Service – the service should be a normal service, with the Candidate participating in whatever function he/she is being considered for.

Sunday noon – Candidate and family are guests in someone’s home for noon meal

Sunday afternoon –relaxation or opportunity to meet with a group from the church.

Sunday evening – either a coffee reception or final meeting with the Search Committee. If a coffee reception is held, the Search Committee should have a few minutes with the candidate for final questions to and from the Candidate.

Youth meetings – candidate could observe a youth meeting if held on Sunday evening or have an informal meeting with the youth

If the Candidate and family travelled by air, someone should be designated to drive them to the airport. If they did arrive by air, a car should be provided for them during their stay.

Do not schedule the Candidate to eat at the same house more than once. Let several families have the opportunity to get acquainted in that way.

It would be well to prepare both a handout and/or bulletin board giving pertinent information about the Candidate at least three weeks prior to his/her coming. This will give the congregation an opportunity to acquaint themselves with him/her even before he/she arrives. A picture of his/her family should also be included.

Sample Letter

(Extending Pastoral Call)

(Church letterhead)

(Date)

Dear (name):

It is my distinct pleasure, on behalf of the congregation of _____ Church to officially inform you that at a congregational meeting, we voted unanimously (*or whatever the percentage vote was*) to extend a call to you to become our _____ (role), effective _____.

I have attached copies of the position description as well as the salary and benefit agreement which we have already discussed. Please feel free to contact me if further clarification is needed.

(Insert the following paragraph if you have not yet received an affirmative response) We eagerly and prayerfully await your response to this call. Please phone me at my expense at *(insert phone number)* on or before _____ to provide your intention. **(Usually two weeks is sufficient time to grant, unless the candidate has negotiated more time)**. At your earliest convenience, please sign the enclosed copies of the salary and benefit agreement and return one of them to me care of the church.

(Insert the following paragraph if verbal acceptance has already been provided) We praise God for your acceptance of our call. We believe He has faithfully led you and us to begin a new era of ministry together at _____ Church. We eagerly await your arrival. At your earliest convenience, please sign both copies of the salary and benefit agreement and return one of them to me care of the church.

We continue to pray that the Lord will bless you mightily and that you will have a clear sense of His will and the power of His Holy Spirit to accomplish the mission to which we have been mutually called.

Sincerely in Christ,

(Name)
Search Committee Chair

Sample Letter

(Releasing Candidate after Insufficient Vote)

(Church letterhead)

(Date)

Dear (name):

On behalf of the Search Committee of _____ Church, allow me to convey to you that after careful and prayerful consideration at a congregational meeting on _____, a vote was cast which does not support a proposal to extend a call for you to become our _____ (role).

We deeply appreciate the time you invested in exploring our profile materials, the willingness you showed in coming to visit with us, and the responses you offered to our inquiries. We were able to make some important self-discoveries during our process and also gained insights from the questions you asked.

It is the studied opinion of the Search Committee (*or church*) that you do possess gifts and strengths in the areas of (*include some observations here*). However, as best we can discern, the primary factors that seemed to influence the negative vote were (*at this point limited specifics should be added since most candidates find this information helpful for personal growth*).

Thank you again for your willingness to mutually explore possible ministry in our midst. I trust the Lord will have confirmed for you what we believe He has led us to decide. May He grant you a clear sense of His leading into the place of ministry He has for you.

Sincerely in Christ,

(Name)
Search Committee Chair

Sample Letter
(Candidate No Longer Being Considered)

(Church letterhead)

(Date)

Dear (name)

The Search Committee wants to thank you for the opportunity to review your Pastoral Information Questionnaire. We appreciated how God is shaping you and your ministry.

Having received your resume among others, and after careful and prayerful deliberation we have chosen to pursue a different candidate at this time. We will no longer be considering your name for the _____ position at _____ (*Congregation/Ministry*).

In making this decision, we want to affirm the valued gifts and skills you bring to ministry. We wish you well in your continuing journey of faith, service and discernment in the name of Christ our Saviour.

Yours sincerely,

(Name)
Search Committee Chairperson

Sample Installation Service

The installation service is the formal recognition by the church of their new pastor. There are usually two to three months between the time the pastor accepts the call and when he/she is actually at the church. All the preparations can be made during this period.

1. A date should be set at which time the District Superintendent, any special guests of the pastor, and area Dignitaries can make plans to attend.
2. Many installation services are being held during the regular Sunday morning worship service so that a greater attendance by the constituents is possible.
3. The service is followed by a reception which may be either a meal or just “coffee.” It depends on the time of the service and the facilities of the church.
4. The following individuals from the community may be invited and asked to give a greeting:
 - a. Mayor of the community
 - b. President of the local ministerial
 - c. President of the denominational area ministerial
 - d. School principal or superintendent

ORDER OF SERVICE

1. Prelude
2. Call to Worship – defining purpose of the service
3. Invocation – conducted by the Church Board Chairman or local Pastor
4. Song
5. Greetings – limit to three minutes, portion of any letter or greeting received
6. Special music
7. Message – special friend of the Pastor or Denomination leader (*20 minutes*)
8. Song
9. Charge to Congregation – friend of Pastor, local Pastor, or Denomination leader (*8 minutes*)
10. Response – Church Chairman (*2 minutes*)
11. Charge to Pastor – friend of Pastor, local Pastor, or Denomination leader (*8 minutes*)
12. Response by pastor (3 minutes in length)
13. Prayer of Installation – Church Deacons, Elders, &/or Board are stand in a semi-circle around the Pastor during prayer. Pastor and spouse should kneel facing congregation. The prayer can be offered by a Denominational leader, or Church Board member.
14. Song
15. Benediction – Pastor

EFCC Statement of Faith

The Evangelical Free Church of Canada is an association of autonomous churches united in a common commitment to God's evangel--the gospel of Jesus Christ, who died and rose again to give us eternal life. To God's glory, the gospel is the power of God for the salvation of everyone who believes. Our essential theological convictions are vitally connected to this gospel.

God's gospel originates in and expresses the wondrous perfections of the eternal, triune God.

1. We believe in one God, Creator of all things, holy, infinitely perfect, and eternally existing in a loving unity of three equally divine Persons: the Father, the Son and the Holy Spirit. Having limitless knowledge and sovereign power, God has graciously purposed from eternity to redeem a people for Himself and to make all things new for His own glory.

God's gospel is authoritatively revealed in the Scriptures.

2. We believe that God has spoken in the Scriptures, both Old and New Testaments, through the words of human authors. As the verbally inspired Word of God, the Bible is without error in the original writings, the complete revelation of His will for salvation, and the ultimate authority by which every realm of human knowledge and endeavour should be judged. Therefore, it is to be believed in all that it teaches, obeyed in all that it requires, and trusted in all that it promises.

God's gospel alone addresses our deepest need.

3. We believe that God created Adam and Eve in His image, but they sinned when tempted by Satan. In union with Adam, human beings are sinners by nature and by choice, alienated from God, and under His wrath. Only through God's saving work in Jesus Christ can we be rescued, reconciled and renewed.

God's gospel is made known supremely in the Person of Jesus Christ.

4. We believe that Jesus Christ is God incarnate, fully God and fully man, one Person in two natures. Jesus—Israel's promised Messiah—was conceived through the Holy Spirit and born of the virgin Mary. He lived a sinless life, was crucified under Pontius Pilate, arose bodily from the dead, ascended into heaven and sits at the right hand of God the Father as our High Priest and Advocate.

God's gospel is accomplished through the work of Christ.

5. We believe that Jesus Christ, as our representative and substitute, shed His blood on the cross as the perfect, all-sufficient sacrifice for our sins. His atoning death and victorious resurrection constitute the only ground for salvation.

God's gospel is applied by the power of the Holy Spirit.

6. We believe that the Holy Spirit, in all that He does, glorifies the Lord Jesus Christ. He convicts the world of its guilt. He regenerates sinners, and in Him they are baptized into union with Christ and adopted as heirs in the family of God. He also indwells, illuminates, guides, equips and empowers believers for Christ-like living and service.

God's gospel is now embodied in the new community called the church.

7. We believe that the true church comprises all who have been justified by God's grace through faith alone in Christ alone. They are united by the Holy Spirit in the body of Christ, of which He is the Head. The true church is manifest in local churches, whose membership should be composed only of believers. The Lord Jesus mandated two ordinances, baptism and the Lord's Supper, which visibly and tangibly express the gospel. Though they are not the means of salvation, when celebrated by the church in genuine faith, these ordinances confirm and nourish the believer.

God's gospel compels us to Christ-like living and witness to the world.

8. We believe that God's justifying grace must not be separated from His sanctifying power and purpose. God commands us to love Him supremely and others sacrificially, and to live out our faith with care for one another, compassion toward the poor and justice for the oppressed. With God's Word, the Spirit's power, and fervent prayer in Christ's name, we are to combat the spiritual forces of evil. In obedience to Christ's commission, we are to make disciples among all people, always bearing witness to the gospel in word and deed.

God's gospel will be brought to fulfillment by the Lord Himself at the end of this age.

9. We believe in the personal, bodily and glorious return of our Lord Jesus Christ with His holy angels when He will bring His kingdom to fulfillment and exercise His role as Judge of all. This coming of Christ, at a time known only to God, demands constant expectancy and, as our blessed hope, motivates the believer to godly living, sacrificial service and energetic mission.

God's gospel requires a response that has eternal consequences.

10. We believe that God commands everyone everywhere to believe the gospel by turning to Him in repentance and receiving the Lord Jesus Christ. We believe that God will raise the dead bodily and judge the world, assigning the unbeliever to condemnation and eternal conscious punishment and the believer to eternal blessedness and joy with the Lord in the new heaven and the new earth, to the praise of His glorious grace. Amen.

Evangelical Free Church of Canada OUR CHARACTER and CALLING

OUR CHARACTER

The Kingdom of God is His eternal possession, and is present in part but not fullness in the world today. By God's decree, under His direction, and empowered by His grace, the universal Church is responsible for the care and expansion of that Kingdom. Every local church, denomination, and ministry organization is a part of that Kingdom and carries some responsibility in the work of the Kingdom. As a part of that Body of Christ the Evangelical Free Church of Canada (EFCC) desires to understand and fulfill its particular calling in the work of the Kingdom. The EFCC will seek to live out our calling to be a New Community in Christ, reflecting the fullness of His vision for the Kingdom of God "on earth as it is in heaven." We will do this by putting aside the prevailing values of our time and replacing them with the radical demands of the gospel of God's grace.

OUR CALLING:

IN ESSENTIALS UNITY; IN NON-ESSENTIALS CHARITY; IN ALL THINGS JESUS CHRIST

The calling and spirit of the EFCC is summed up well in this famous motto. We both define our call and express our aspirations for the 21st century through this early quote.

A. *IN ESSENTIALS UNITY...*

- **Essential Truths:** We are called to embody and proclaim the essential truths of Christianity as articulated in the Word of God expressed through the centuries in the great creeds of the church and defined for us in our Statement of Faith. We continue in the tradition of our EFCC forefathers who said; "Where stands it written?" These truths have led us to Jesus Christ who said "he is truth" and that the "truth would set us free."
- **Spiritual Unity** -This calling is to a spirit of unity in Jesus Christ, with an affirmation of the priesthood and ministry of all believers, congregational government in the local church where He is Head, meaningful involvement within our fellowship of churches, and cooperation with all who share our call to these essential truths.

B. *IN NON-ESSENTIALS CHARITY...*

- **Generosity of Spirit:** We are called to a generosity of spirit that frees us to embrace a wide variety of Christian brothers and sisters -- "simply believers" -- some with whom we will not agree in matters that are outside our Statement of

Faith. Our spirit is one of warm welcome to all believers who share our commitment to our Statement of Faith and who seek to follow Jesus' command to love God and love our neighbour as ourselves.

- **Kingdom Minded:** This generous spirit encourages us to joyfully work with those outside our own denomination, those of "like precious faith" who endeavour to expand the kingdom of heaven.

C. *IN ALL THINGS JESUS CHRIST*

- **The Great Command and Great Commission:** We are called to a personal relationship with Jesus Christ, who is the Lord God. Through His grace and through His Spirit we seek to fulfill His command to love our neighbour by loving each and every person, especially the poor, the marginalized, and the oppressed. We seek to fulfill His great commission by making followers of Him from all people groups.
- **Godly Living** -From the practice and teachings of Jesus, from the present ministry of the Holy Spirit working within us, and from the pietistic model of our forefathers, has grown a spirit that hungers for a closer relationship with Jesus Christ that will transform our hearts, our heads, our hands, and will reveal itself in a Christ-inspired value system and a holy lifestyle.

EFCC Covenant of Personal and Professional Ethics

I believe that I have been called and equipped by Jesus Christ to serve Him and His Church and am presently serving the Lord through the ministries of the Evangelical Free Church of Canada. According to Scripture, those in leadership within the Church must live a life that is above reproach and meet the qualifications for such an office as outlined in the Word of God. I am committed to living my life under the Lordship of Christ, recognizing my responsibility to set an example of a lifestyle that is consistent with Scripture and sensitive to cultural dynamics.

I believe that God calls all believers to be people of integrity, that He enables us to live for Him by the power of the indwelling Holy Spirit, and that He extends grace in our weaknesses. Therefore, by God's grace and in complete dependence upon Him, I enter into this Covenant of Personal and Professional Ethics as a guideline for my life as I serve Him. I enter into this covenant with my Lord and Saviour, Jesus Christ, with the fellowship of the Ministerial Association of the EFCC and with those whom I serve.

A. Personal and Spiritual Life

I understand that God has called me to a life of righteousness, godliness and growth in Christ-like character. In order to be what He wants me to be I accept the responsibility of exercising the spiritual disciplines necessary for growth, yielding every area of my life to the control of the Holy Spirit. As I bring my mind under His control I will choose to fill it only with things that are true, noble, right, pure, lovely and admirable. I will deal with sin by honest confession to God and those who have been affected by it. Fellowship with others is essential to growth, so I will avail myself of opportunities to be encouraged, instructed and built up by others in the things of the Lord. As a whole person, I will seek to keep physically, emotionally and mentally fit and will refrain from the abuse of alcohol, drugs or any other habit that would harm my ability to do all I do for the glory of God.

B. Family Life

I understand that my first responsibility before God is to love and care for the family He has entrusted to my care. I will be faithful to my spouse, guarding our relationship, investing in it and working humbly together to keep it healthy, growing and honouring to the Lord. The responsibility to love my children practically and to bring them up in the training and instruction of the Lord is a great privilege and among my highest callings. As I plan and maintain my schedule I will seek to keep my family as an important priority, and model for them by my attitudes, words and actions, a healthy and positive view of the Church.

C. Finances

I believe that God is the provider and owner of all things and calls me to handle what He has put in my hands faithfully as a steward. As He provides, I will be content as I live within my means. Although unforeseen circumstances may arise, I understand that my goal must be to so order

my affairs that others can rely on me to meet my financial obligations and demonstrate obedience to Biblical principles of Christian stewardship. I will demonstrate wisdom and discretion in handling financial matters with integrity and will avoid any financial or business arrangements that would deter me from being effective in fulfilling my calling to ministry.

D. Sexual Life

God calls his people to live lives of sexual purity and commitment in which sexual intimacy is practiced only within the context of a marriage between a man and a woman. Out of respect for the obligation to live a life of sexual integrity as a model for my children, my spouse and my church, I will refrain from any pre-marital and extra-marital relationships as well as homosexual activities. Recognizing the danger of impure thoughts, I will avoid any sexual-oriented, pornographic or any other material that could tempt me to further sin.

I choose to treat others with respect and will not be involved in sexual abuse, harassment or assault of any kind, and accept my deep obligation to avoid acting in such a way that might tempt others to sexual sin.

E. Professional Life

I am called to be a servant of the Lord and His Church and count this to be a great honour and profound expression of His grace. In reliance on His help, I pledge to uphold this trust and never bring shame to His Name. I will be diligent in my duties, remembering that I am a steward who will give account to my Master. I will be Biblical in my preaching, presenting faithfully the whole counsel of God, speaking the truth in forthrightness and with love. I am determined that I will never abuse my position for personal benefit or pleasure.

I will always seek to be known as one who promotes peace and unity in the Church and will resist any effort of activities to divide it. I will not knowingly build the ministry in which I am involved to the detriment of other ministries. I will avoid speaking disparagingly of others in ministry. I have a special obligation to exercise sensitivity and care in relation to those who precede or succeed me in ministry. I will exercise sensitivity when I may be present in a place I have left and where another is serving. It shall, in these situations be my intention to strengthen the ministry of others, and work for the well-being and unity of the church. Similarly, in pursuing a call to a new ministry or considering termination of a present ministry, I shall understand the need for wisdom, discretion and honesty.

My calling obligates me to discretion and wisdom in relationships with others. I will avoid situations where being alone with a person of the opposite sex could in any way be misconstrued by anyone involved, directly or indirectly. If necessary I shall willingly limit my freedom where its use could hinder the reputation of my ministry.

Knowing that my effectiveness in ministry will often hinge on whether others can trust me fully, I will always seek to maintain confidentiality, except where my silence might endanger others. I will respect my relationship to the Evangelical Free Church of Canada and will seek to support it through prayer, participation and promotion, always working in harmony with its doctrines, aims and objectives.

CONCLUSION AND ACCEPTANCE: (Choose A or B below)

A. ACCEPTANCE WITHOUT RESERVATION It is my desire to live according to this Covenant of Personal and Professional Ethics, and willingly and voluntarily agree that it shall be a condition of my certification with the Evangelical Free Church of Canada. I want those whom I serve in ministry to be aware of this Covenant. Because I am seeking with God's help to live a life befitting a servant of Jesus Christ, I desire that together with the fellowship of the Ministerial Association of the EFCC and the Committee of Ministerial Standing, they graciously encourage me by exhortation and if necessary, loving discipline with a heart to restore.

signed

date

B. ACCEPTANCE WITH RESERVATION It is my desire to live according to this Covenant of Personal and Professional Ethics, and willingly and voluntarily agree that it shall be a condition of my certification with the Evangelical Free Church of Canada, with the following reservation(s)

I want those whom I serve in ministry to be aware of this Covenant. Because I am seeking with God's help to live a life befitting a servant of Jesus Christ, I desire that together with the fellowship of the Ministerial Association of the EFCC and the Committee of Ministerial Standing, they graciously encourage me by exhortation and if necessary, loving discipline with a heart to restore.

signed

date

Calling Additional Staff

The calling of an associate staff member is a process which brings into focus many different issues, needs and variables. The goal is to develop a team which will compliment one another in the areas of skills and gifts and that will also be harmonious in the process of ministering.

When to Consider Calling Additional Staff

Churches usually consider a second staff position when the attendance runs between 150 and 200. One of the problems in breaking the 200 to 225 attendance barrier has to do with the amount of support programming carried on by the church. The tendency is for only a few people to be involved in the leadership of all of the activities. These people become tired and lose their creativity. Consequently they are not able to facilitate a program adequate to meet the needs of 200+ people. A church with one pastoral staff is unable to expand its program because the pastor is involved in too many activities to do anything well.

An associate position becomes a necessity if a church is going to reach its community adequately for Christ. In congregations of several thousand, the ratio of pastoral staff to member/attenders may be a little smaller than one staff for every 150 to 200 attenders.

Obviously, larger congregations will have more specialized programs than smaller congregations, with a narrower focus. For example, in a very large church a youth pastor might be responsible for only one age group.

What to Consider When Calling Additional Staff

When looking for a second staff person, churches often make false assumptions about their needs. How does a church determine need? Obviously many individuals and groups have a vested interest in the process. Several studies will help determine the needs.

- 1. Study how to facilitate and *support the senior pastor* in strengthening the areas in which he is weaker.**

One mistake in the church is to misread areas of growth. People may see a specific program of their church growing rapidly. Usually this is because of the gifts and abilities of the senior pastor. Intending to help the pastor, the congregation may seek someone to also minister in this strong area. They have not misread the growth factor, but they have misread the need factor. They should seek to accommodate areas of the church in which there are weaknesses.

Another problem that can arise when a church calls someone to minister in the same areas of the Senior pastor's greatest strength is the "stealing" of needed strokes from the Senior pastor. This often causes paranoia on the part of one or both staff members. Both are trying to work in the same areas and each feel threatened by the other.

It is helpful for the current pastor to list his strengths and non-strengths from a subjective point of view. The Board, or those appointed by the Board, should do a separate evaluation of the pastor's strengths and non-strengths. When both the pastor and the Board/Committee have finished their evaluations, the pastor and two members from the Board should review the study to determine what areas can be enhanced so that the ministry can be strengthened.

2. Study the church body

A committee should look at the demographics within the church to find where the church is not meeting the needs of the people. A careful evaluation of the weaknesses, expectations, and needs must be made in order to develop a profile for a new position.

3. Consider carefully the demographics of the community

A church needs to also look at its community to determine what kind of ministries would be beneficial in reaching the community for Christ.

After the church has evaluated the gifts and abilities of the senior pastor, the needs within the local church that are not being met, and the demographics of the community, it can begin planning the profile for the ministry of the new staff person.

4. Design a Job Description

A great variety of ministry positions exist within today's church. A great variety of positions have evolved through the years. The Associate Pastor job description should reflect the character and vision of the church. One mistake that churches can make is to devise a job description so rigid that individuals feel they are fenced in and unable to function well within the body. Another mistake is to have no job description at all - anything and everything the Senior Pastor and everybody else doesn't want to do becomes part of the responsibility of the Associate.

It is important that the Associate feels a sense of ownership in his/her ministry. We know that certain measurable objectives must be accomplished and that they need to be listed carefully. But there are also subjective events which need to happen in the lives of the people with whom you all work.

How to Proceed in Calling Additional Staff

It would be wise for the church to set up several subcommittees to work independently in the three previously mentioned areas: needs of the pastor, the congregation, and the community. Three studies conducted independently will develop a more objective evaluation than if one group does all three.

Your desire in this research is three-fold:

1. You want to have a greater impact in the community for Jesus Christ.
2. You want to meet the needs of believers within the church so that they can grow and become more mature Christians.
3. You also need to consider the senior pastor and do that which will enhance and strengthen his ministry. It may be that the senior pastor is strong in both preaching and youth ministry. It could be a mistake to look for a youth pastor. However, after consultation with the Senior pastor, he and you might decide that it would be appropriate at this time to pursue someone full time for youth ministry so he could focus on other areas.

Once the need is determined, a job description is established and a Search Committee is appointed, the process can be followed from Stage 3 onwards until the right Associate Pastor is found.