

# **Pastor Search Team Workbook**

**CCSB**

100 Convention Way  
Cochrane, AB T4C 2G2  
(403) 932-5688  
(888) 442-CCSB

## **God Is At Work in Pastoral Changes**

At times church members interpret their pastor's leaving as an interruption in the church's life and ministry. Even when the departure is positive, a few may contend it is actually a disruption. If the pastor acknowledges his move to be the will of God for his life, then it is also the will of God for the congregation as well. God doesn't work at two ends of the same situation with different purposes. Instead of an interruption in the church's ministry, the change should be viewed as an intervention - God's intervention. God is at work in pastoral changes. When the pastor leaves, God does not leave.

Is God more concerned about the church to which the pastor moves than the church he leaves? Of course the answer is "no." God has equal concern for all churches. As difficult as it is to lose a pastor, a congregation should begin looking with eager and positive anticipation at what God is about to do in the church's life. God always prepares us for what He is preparing for us. Again, he works at both ends.

Occasionally, a church will be gripped by fear thinking that if the church doesn't get a new pastor within two months, things will literally fall apart. We need to remember that God was there first. After all, He is the One who is supposed to be in control. When a church that loses its pastor is obedient to the Holy Spirit's leadership, it can be assured God is preparing another primary spiritual leader to send to the church that allows Him to prepare them.

A "pastorless" church must not place a disproportionate emphasis on the search effort at the expense of the congregation's preparation process. When is a church really ready to call a new person? The answer needs to be considered not so much in terms of time, but in the matter of the church's readiness.

When the church is without a pastor, there is a tendency for members to think more reflectively about the status and future of their congregation. The basic question the church and search team must consider is not "who is he going to be?" but "who are we and where are we going?" If you don't know where you are going, it doesn't make much difference which direction you choose.

When a church knows the direction it feels led of God to pursue, it is better prepared to call that person who can lead them productively to that end.

## Pastor Search Team Organization

Election of Officers:

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

Assistant Chairperson \_\_\_\_\_ Phone: \_\_\_\_\_

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

Members of the Pastor Search Team:

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

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

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

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

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

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

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

Evangelism & Leadership Development Consultant: \_\_\_\_\_

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

Regularly Scheduled Meetings:

Day of the Month: \_\_\_\_\_

Time of the Day: \_\_\_\_\_

Place of the Meeting: \_\_\_\_\_

There will be other team assignments. However, the other assignments will be for the purpose of doing short-term projects.

# The Pastor Search Team

1. Prayer
  - A. Individually
  - B. As a Team
  - C. Congregation
  
2. Guidelines
  - A. Be Unanimous
  - B. Be Open
  - C. Be Patient
  - D. Be Committed
  - E. Be Confidential
  - F. Be Responsible
  - G. Be Knowledgeable
  - H. Be Decisive
  
3. Objectives
  - A. Ask God
  - B. Ask the Church
  - C. Ask Each Other
    1. Pastoral Roles
    2. Leadership Style
    3. Spiritual/Scriptural Qualification
    4. Personal/Family Life
    5. Pastor/Staff Relations
    6. Personal Beliefs
    7. Morals/Ethics
    8. Education/Training
    9. Age/Experience
    10. Job Description/Expectations
    11. Community/Denominational Involvement
    12. Tenure/Effectiveness
  
4. Gathering Information
  - A. Work with Printed Resumes'
  - B. Develop List of Prospective Candidates
  - C. Review the Candidates
  - D. Narrow the List of Candidates

5. Ethics
  - A. Deal Seriously with Only One Person at a Time
  - B. Respect Candidates Present Ministry
  - C. Notify prospect When He Is No Longer Under Consideration
  - D. Be Honest About Your Church
  
6. Making Contact
  - A. Work by Appointment
  - B. Observe Everything
  - C. Introduce Yourself
  - D. Record your Impressions
  
7. Holding the Interview
  - A. When?
  - B. Talk About Anything
  - C. Start With Open Ended Question
  - D. Suggested Topics
    1. Staff Relations
    2. Leadership Style
    3. Support of Missions
    4. Daily Schedule
    5. Family
    6. Spouses' Involvement in Church
    7. Personal Beliefs
    8. Youth and Senior Adults
    9. Witnessing to the Lost
    10. Views of Scripture
    11. Beliefs
    12. Specific Issues
    13. Personal Health
  - E. Answer Questions
  - F. Leave or Mail Printed Information
  
8. Investigate
  - A. Be Thorough
  - B. Be Specific
  - C. Be Discreet
  
9. The Candidate's Visit
  - A. Invite the Candidate to the Field
  - B. Show Him Church and Community

10. Final Proposal

- A. Consider This Carefully
- B. Put It in Writing

11. Church's Decision

- A. Notify Congregation Early
- B. Mail Resume to Congregation
- C. Take Vote According to Church's Constitution and By-laws
- D. Share Candidate's Decision with the Congregation
- E. Consider Having an Installation Service

## Information for Pastor Search Team

Please consider this person for our next pastor:

(Each recommendation will receive consideration without notifying the person making the recommendation)

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

Address: \_\_\_\_\_

City/Prov: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Age: \_\_\_\_\_ Family Situation: \_\_\_\_\_

Present Church: \_\_\_\_\_

How Long: \_\_\_\_\_

Previous Experience: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Education: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Organizational activities: \_\_\_\_\_

\_\_\_\_\_

Other references: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Other remarks: \_\_\_\_\_

Signed: \_\_\_\_\_

# CHURCH EXPECTATIONS

1. What preference, if any, do you have regarding the formal education beyond university? Check one.

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

2. Consider this list of typical activities of a pastor. In thinking of our church's pastor, our church's needs and its programs, on which of the activities should our pastor ideally spend the most time or the least time.

- a) Preparing sermons
- b) Visiting church members
- c) Counselling, advising individuals
- d) Attending meetings or functions of the church
- e) Visiting prospective church members
- f) Office work, administration
- g) Denominational (associational and/or national)
- h) Personal evangelism, soul-winning
- i) Reading books, magazines
- j) Personal prayer, Bible study
- k) Provide leadership & cast a vision for the church

On which three should he spend the most time: \_\_\_\_\_

On which three should he spend the least time: \_\_\_\_\_

3. Please list briefly any qualities or characteristics you would especially like to see in a person serving as our pastor. Indicate any that you feel are of greatest importance.

---

---

4. I would like to submit these name(s) to be considered as pastor. (Please list the address and any additional information available.)

---

---

---

Please use other side if necessary. Thank you.

## **TO A PASTOR SEARCH TEAM ENGAGING IN IT'S WORK:**

1. **Do** organize, with a chairman, vice-chairman or co-chairman, and a secretary.

**Don't** assume that a search team will function without structure or leadership. Someone must assume the initiative, and records should be kept.

2. **Do** decide when and where regular meetings will be held, and under what circumstances special meetings will be held.

**Don't** try to function without thorough discussion on all matters. Any question or concern of any member deserves attention.

3. **Do** agree on a plan of procedure with respect to receiving recommendations, follow-through, and serious consideration of prospects.

**Don't** pay serious attention to suggestions unless a competent person makes them responsibly. A prospect expects the search team to approach him in an appropriate manner.

4. **Do** make your work a matter of earnest prayer, and strive to know and respond to the leading of God's Spirit.

**Don't** permit your personal desires and human insights to function without the discipline of the divine. A search team needs to have their own best understanding tempered by God's wisdom.

5. **Do** conclude in search team that all members are to be in agreement about a prospect before he is presented to the church.

**Don't** assume that a divided search team can get a united response from the larger congregation. The search team is to represent the whole congregation

6. **Do** evaluate the situation in your church and make this a factor in setting forth the qualifications you expect in your next pastor.

**Don't** assume that you need another pastor exactly like the last one, or altogether different from him. A church changes from time to time.

7. **Do** prepare a set of pertinent facts, on paper, which you can present to any prospect for him to study.

**Don't** expect him to remember every detail of a conversation. He will think and pray about the matter often, and should have facts about your church and its community for reference.

8. **Do** make out an information sheet with blanks for specific facts about any prospect to be considered, and present a copy to any person who wishes to recommend a prospect.

**Don't** give attention to a prospect unless you have in hand proper facts about him and his family, unless a person is willing to provide such facts he is not really serious about wishing to help your team.

9. **Do** have a plan for keeping the congregation informed by making reports in the bulletin or from the platform at regular and rather frequent intervals.

**Don't** leave the people guessing, and thereby encourage gossip or distrust. The people have a right to know what progress their search team is doing.

10. **Do** agree within search team on what you will keep confidential and what you will share with the congregation.

**Don't** hinder your own work by giving out too much information, or by sharing information prematurely.

11. **Do** select from one to three prospects for serious consideration at any time, placing all others in a secondary or reference file.

**Don't** get confused by going or thinking in all directions at once. The basic facts can determine how well a person is qualified for your situation, and you can fill in the details later.

12. **Do** find out if a prospect is interested in a change, or if he is interested in a church such as yours, before you visit him or have him visit your church.

**Don't** waste time and effort chasing persons who are not available or who are not interested. Spend your time working with real, not imaginary prospects.

13. **Do** go to the right place to find out about prospects. The CCSB National Pastoral/Evangelism Consultant, the director of Field Education of the Canadian Southern Baptist Seminary, pastors, and lay leaders in churches.

14. **Do** talk seriously with a person who appears to all search team members to be a good prospect.

**Don't** move slowly or quickly. Be prepared to make a decision whenever (early or late in your search) you find the person whom you agree should make a good pastor.

15. **Do** have a plan for visiting a prospect -- to hear him preach and have an informal visit with him and his family at his study or in his home.

**Don't** base your decision about a man upon a "quickie" or a "sneak" visit, hearing one sermon and failing to gain impressions about his other leadership qualities. Remember that a minister is both preacher and pastor.

16. **Do** have a plan by which a prospect may visit your church to study the situation and meet some of the people.

**Don't** consider that securing a pastor is a one-way matter. The minister makes a decision about your church while you are reaching conclusions about him.

17. **Do** pay the expenses of a minister when he visits your church upon your invitation.

**Don't** let him get the idea that you are inconsiderate of his basic expenses such as travel. Both minister and church should be responsible in their financial policies.

18. **Do** examine a prospect's record in school, including the kind of colleges and seminaries he attended and how long he was in school.

**Don't** let the educational factor be the only, or even the major consideration, but remember that it is important in today's world.

19. **Do** investigate a prospect's record of leadership from the time he entered the ministry until the present time.

**Don't** penalize a person for a few mistakes, but beware of a minister whose record is one of continual failure or frustration over a long period of time.

20. **Do** find out about a prospect's wife and children, and determine whether they are in sympathy with his ministry and if they will be happy in your pastorate and community.

**Don't** expect a minister's family to be better than or do more work in the church than other Christian families. A minister's wife and children deserve the same freedoms as enjoyed by other women and children in the church.

21. **Do** give attention to the prospect's administrative know-how.

**Don't** overlook the importance of efficiency and orderliness in the ministry of your church. A pastor can help members to become effective workers.

22. **Do** find out a prospect's practice as pastor, including visitation, care of the sick, ministry to shut-ins and shut-outs, help for the needy, love for all kinds of people, and relationship to those who oppose him.

**Don't** accept a man whose ministry consists of preaching only. People need his help from both pulpit preaching and pastoral assistance.

23. **Do** consider the spiritual qualifications of a prospect, including his sense of divine call, knowledge of the Bible, attitude about church and ministry, concern for people, concept of stewardship, and capacity for teamwork.

**Don't** base your recommendation to the church on personality and speaking ability alone. The church is the conscience of your community, and your people deserve and need spiritual depth and insights in their minister.

24. **Do** find out a prospect's concept of the church and how he thinks pastor and lay leaders should work together.

**Don't** assume that he will see these matters as you do. Let him speak for himself so that you may know what to expect.

25. **Do** seek a man who puts content into this preaching.

**Don't** get a man who substitutes beautiful sound for meaningful proclamation of truth. The people need more for their lives than empty words.

26. **Do** understand that a minister is a human being who has both limitations and capabilities.

**Don't** expect him to be perfect or to do the impossible. Competent leadership requires dedicated fellowship.

27. **Do** make it clear to a prospect what the church expects him to do for the church and what the church promises to do for its pastor.

**Don't** leave any room for misunderstanding on the part of minister or church. Lack of understanding can cause trouble later.

28. **Do** explain to a prospect both the opportunities and problems your church offers.

**Don't** bring in a pastor unaware of the major problems of the church. If he finds a situation different from the one described by the search team he will not be able to trust the leadership of the church.

29. **Do** discuss the pastor's support (salary and other economic benefits) early in negotiations with the prospect.

**Don't** wait for the minister to bring this up. He may hesitate to take the initiative for the fear that he might be misunderstood.

30. **Do** have a clear understanding about housing.

**Don't** expect your pastor to live in a sub-standard house or in a palatial residence which is radically different from the houses of other leaders in your community. The church may provide the house or money for the house.

31. **Do** discuss with a prospect the provisions that the church has for retirement plans, disability coverage, life insurance etc.

**Don't** make a potential beggar of your minister if he should meet ill fortune. In our society a family needs protection for emergency and retirement.

32. **Do** have an understanding as to who will pay the cost of moving the minister's personal possessions, a responsibility which belongs to the church.

**Don't** leave out any details. Have an agreement about the time, costs, insurance and quality of service.

33. **Do** find out if a prospect can live within his means on the salary that you offer.

**Don't** assume financial obligations for a family whom you cannot support adequately. Be generous but realistic.

34. **Do** discuss how a man will deal with matters that are controversial in your church.

**Don't** try to evade issues that cause tension and concern. There must be mutual respect between pastor and people, with a place for diversity of gifts and points of view.

35. **Do** make it clear that the church expects to guarantee freedom of the pulpit so long as its minister uses such freedom responsibly.

**Don't** restrict expression of truth as our pastor understands it. However, explain that the church members require the same freedom of thought and expression as they grant their pastor.

36. **Do** explain that you expect your minister to participate freely and responsibly in community life.

**Don't** get a pastor who is so "spiritual minded" that he cannot relate to life and help people. A minister, like all other Christians, is a citizen of the Kingdom of God and of the community in which he lives.

37. **Do** explain your practices regarding membership, baptism, the Lord's Supper, denomination affiliation, discipline, and any other area of ministry about which the prospect is concerned.

**Don't** get a pastor on the field and confront him with a practice which he cannot accept and which the church will not change. The minister and congregation should be able to work together in agreement.

38. **Do** decide how the search team will introduce a prospective pastor to the church.

**Don't** assume that all of your people will accept a pastor without some form of personal introduction. He may be introduced before the church votes by means of a trial sermon and/or an informal reception for the purpose of fellowship.

39. **Do** announce in advance that at a stated time the church will consider calling a pastor, and encourage all members to be present.

**Don't** spring a surprise. Each member should have an opportunity to be present, raise questions and vote.

40. **Do** request that the church vote on a pastor at a time when maximum numbers of members can be present.

**Don't** permit a small group to call the pastor. This is everybody's business.

41. **Do** have an understanding about how the member will vote (secret ballot, stand, show of hands, or voice).

**Don't** risk confusion when a clean-cut decision is important. An orderly approach is in order.

42. **Do** arrange for a committee to count the vote and announce the results before the business session is adjourned.

**Don't** leave any question about the outcome of the vote. Everyone would like to know the results.

43. **Do** present a written recommendation, stating the basic agreement about pastor church working relations.

**Don't** leave out any matter of importance. It is easier to recall a working agreement if it is written.

44. **Do** request that the written recommendation, when passed, be recorded in the minutes.

**Don't** leave such an important agreement to the memory of persons who may have differing impressions. At some later time a member may wish to know what the agreement was.

45. **Do** explain and interpret for the minister any negative votes.

**Don't** bring a pastor who is unaware of any opposition that exists. He has a right to the full truth on the expression of the church members.

46. **Do** inform the minister about the results as quickly as possible.

**Don't** let the information get to him in the wrong way. He should know from the search team the decision of the church.

47. **Do** insist upon a reply from the minister as quickly as possible so that the congregation may know about his acceptance or rejection of the pastorate.

**Don't** permit him to delay unduly or to play a game with the church. Both church and minister should act responsibly on this matter.

48. **Do** inform a prospect who has been approached, then eliminated, that he is no longer under consideration. This is right and a gracious gesture.

**Don't** leave him in suspense.

49. **Do** announce the final decision of the prospect that has been called as quickly as you can so that the congregation may know that a pastor has been secured.

**Don't** delay. The church needs this assurance.

### **TO THE CHURCH WHEN A NEW PASTOR COMES:**

1. **Do** give appropriate community-wide publicity so that the entire community may share in the joy of having a new leader.

**Don't** underestimate the interest of people beyond your church family. For different reasons many people are concerned.

2. **Do** have the pastor's home properly prepared.

**Don't** leave any repairs or preparatory work until after he moves. His family should be happy about their residence.

3. **Do** make certain that the pastor's study is in proper condition.

**Don't** overlook such an important matter. A well-equipped pastor's study is a "must" today.

4. **Do** inform the pastor and his family about your community by providing appropriate maps and other types of information.

**Don't** permit the wrong people to give them a distorted picture of life. First impressions may affect their outlook and motivation.

5. **Do** arrange for an installation service, and make it as impressive as possible to all.

**Don't** permit the new pastor to begin his ministry without assurance of a strong spiritual foundation. He is God's man in God's church working with the people of God.

6. **Do** plan a reception or "open house" so that all members may meet the family informally.

**Don't** expect him to take the initiative in getting acquainted. Set the stage for good interpersonal relations.

7. **Do** introduce the pastor to the church leaders so that from the very beginning there will be a leadership team.

**Don't** expect the pastor to discover his helpers in a haphazard way. Get him off to a good start!

8. **Do** introduce your pastor to the congregation at the time of the first worship service he conducts.

**Don't** leave anyone guessing about him. The people need a positive impression that they can share with their friends.

9. **Do** call upon the people to transfer their loyalty and support from the last pastor to the new one.

**Don't** encourage anyone to "trot after" the other minister or to take his or her burdens or criticisms to him. The new pastor has come to work with everyone.

10. **Do** arrange for the church to discharge the pastor search team with appropriate thanks and in a dignified manner.

**Don't** show ingratitude towards persons who have done so much for the church. We tend to take church workers for granted.

## Determining The Needs

It is much easier to find something if you know precisely what you are looking for! The starting point for pastor search teams is not deciding what kind of vehicle the group is planning to use for travel. An enormous amount of work is necessary long before anyone picks up a telephone or gets in a car.

This imperative cannot be overstated. **The search team must become engaged in serious studies and information gathering before the group decides whom to contact or where to go.** Strange, but true—you cannot get there from here—that is, if you do not know where you are now. It is impossible to make productive decisions without having adequate information.

Again, which question is most important: **"who is he or who are we**—who will the candidate be and what will he be like, or who are we and what are we like as a body of believers?"

Another inquiry that must be prioritized is, "what do we want in a pastor, or what do we need?" A simple response to this question is, "we want what we need!" Certainly, God's will, first and foremost, is to offer a church what it needs.

Does a church need the same kind of pastor it had twentyfive years ago, or does it need a pastor with a different leadership style and philosophy of ministry for today? Does the team simply conclude they need to duplicate the previous pastor's perspective of worship, witness and ministry? Making such evaluations is no indication that earlier leaders were incompetent.

In order to answer these crucial questions, the search team would profit from a thorough study and analysis of the church's life, history, context, and other pertinent issues that impact its health, vitality, and potential growth. **Making an effort to engage in such research could be the team's most critical and productive work.** Some of these subjects will be presented in this chapter for the team 's review.

If a church is going to realize the kind of mix/match between their church family and the new pastor, somebody needs to get an accurate reading on exactly "what kind of church are we?" A consultant was helping a congregation in a town-like meeting forum, and he asked the group what was their church really like. Most

members responded by naming winsome characteristics. After about thirty minutes of these responses, an elderly lady stood up and said, "I have been here for 34 years, and it seems to me that we are talking less about what we really are, and more about what we think we are and perhaps want to become. "

An attempt to analyze a church's status usually leads to a better understanding of that particular church's situation. Having an accurate understanding of who we are, what we are like, the way we operate, and what we do with our people and resources will more adequately prepare the congregation in determining what kind of new spiritual leader it needs. A church is more likely to get a vision from God about what He wants it to become and where He wants it to go if the church has a reasonable understanding of who and where they are now.

***Making such an assessment is as much a spiritual preparation process as it is organizational development or mere mechanical evaluation.***

## **A. Forming A Church Profile**

### **1. Identity: *Who Are We?***

The search process for a new pastor must be sensitive to the dimension of your church's identity.

How would you describe your church? No, not what it should be, but what it really is.

Identity has to do with a church's special nature. All churches are not exactly alike. Identity is the unique way these particular people live with their faith in God and historical heritage. Identity is built from your church's story, its people, its great moments, and its weak moments.

Identity speaks of what is important and what must be done or not done. It has to do with the heroes and heroines the church has known, the victories it has won, and the hardships it has survived.

This is who we are; this is what we are like.

Identity also has to do with mindset—with your spirit and attitude. A church's mindset creates and maintains the atmosphere of its life. Is it one of openness, trust, and love or suspicion and distrust?

Your sense of identity will determine the kind of leadership style you are looking for in a new pastor. If you don't fully understand who you are, it will be difficult for you to decide what kind of pastor you need and want.

## **2. Program: *What Do We Do?***

Program refers to the visible level of a church's life, the activities the church is engaged in, the things listed in the church paper or bulletin, and the meetings people attend.

Program has to do with activities held inside the church buildings as well as ministries away from the church facilities, like the crisis center, the mission trips taken by the youth in the summer, the events for senior adults, special music preparation; then, of course, sponsoring missions like language ministries.

At the time of a pastoral change, some members see the potential for change primarily in terms of programs they want in the future which they think are lacking or non-existent, or programs they feel need to be de-emphasized in the future, or perhaps eliminated altogether.

So, for some people, the ideal pastor is the one who is most likely to develop the programs certain members want. As important as programs are, they should not take on disproportionate concerns in the pastor selection process.

## **3. Process: *How Do We Act?***

How do we make decisions in our church? Who makes the decisions? When are the decisions made?

Where does the authority and power reside in our church? How is authority exercised? Who is in charge? Of course, Christ is the head of the church and the Saviour of the body, but He entrusts His church into our care.

Process has to do with the way we operate, the way we function, the way we relate to each other, and the way we treat each other. Process is how communication occurs in the church. An inadequate communication process often causes conflict in the church. The correct information-delivered by the authorized persons through the

proper vehicle—will do much to create and maintain harmony while, at the same time, prevent conflict.

Process is how we go about doing church.

How does the church relate to the pastor and staff? What role does the pastor play; where does he fit into the scheme of things? What are your expectations of a pastor? How are the other ministerial staff members seen in the eyes of church members? Are they hired employees or called people of God?

Process—how a church functions—will say much about the kind of leadership style you want in your prospective pastor. Is he a collaborative or authoritative leader—one who seeks consensus or one who demonstrates individual authority in important decisions?

A pastor must lead with authority. Remember that there is a difference between being authoritative and being an authoritarian. Authoritative means one has knowledge, experience, skills, and training which merit "fellowship" on the part of the congregation. An authoritarian type is more like a dictator.

#### **4. Direction: *Where Are We Going?***

What is your vision for your church? Do you have a vision? If you were asked to share your vision for your church, how would you respond? "I want it to be a great church." Too nebulous! You must be more specific.

You should be prepared to articulate your vision for your church to prospective candidates whom you might consider to be your pastor.

#### **5. Search: *What Do We Want/Need?***

What kind of pastor do you need? Certainly, you want God's leadership, but how do you know when God's leadership is obvious? How will you determine what kind of pastor you want and need? Some things have already been referred to which might help you in a search effort.

There is a question you need to consider. Is what people say they want really what they will respond to?

At times, a congregation will search for a certain kind of pastor leader, communicate their enthusiasm for a certain church lifestyle or emphasis, and then win that prospective pastor to the vision of that kind of ministry.

There are times when we discover that what was wanted on the "idea" level is not what people are prepared for on the "action" level. A church must be able to act on what they say they want and need. Misunderstandings cause pain and disappointment.

### ***B. Developing A Candidate Profile***

The team would be wise in considering scriptural qualifications of a pastor. Give consideration to reading the following selections: I Timothy 3:1-7; Titus 1:5-9; I Peter 5:1-4. Other passages also need to be reviewed by the group.

Since the search team has been assigned the responsibility of leading the church family in securing a new pastor, start among the members on your team in forming a candidate profile. Your perspective will be significant in arriving at an adequate profile since you are likely representative of the congregation's constituency.

Perhaps this task would be the agenda for the first two or three meetings after you have worked through your organizational efforts. Developing criteria for determining viable candidates will give the group a sense of direction in making decisions about who will be considered.

In order to achieve this objective, you will, of course start by asking God. As emphasized earlier, prayer will be your most significant activity and the Holy Spirit's leadership will be an equally indispensable resource. Record each member's impressions in some orderly fashion and display these findings on a flip chart so all can be visible.

Some basic points to consider in a profile are:

- Spiritual gifts
- Education
- Training
- Experience
- Family

- Compensation needs
- Membership size
- Type location

The most urgent need in churches today is **leadership**. Somebody must lead. According to New Testament practices, the pastor should be the primary spiritual leader among the people of God in the local church. One of the most frequent causes of church conflict is the pastor's role and leadership style and how the congregation perceives his role and responds to his leadership.

The leadership grid on one of the following pages might assist team members in discerning the type of leadership style the church needs. It may prove beneficial to show this grid to a potential pastor when you interview him.

The following list is provided as a starter piece to stimulate dialogue among search team members in an effort to determine the qualities desirable in a potential pastor.

### **Minister's Priorities**

1. He must be a spiritual leader—one who will be respected in this capacity.
2. He should be an example in holy living and moral conduct.
3. He should maintain a good financial record.
4. It is essential for a pastor to have a deep love for people, especially his members who call him to be an undershepherd.
5. His heart and soul should stay warm and compassionate for the unsaved, the sick, and bereaved as he makes his way to their homes to minister and witness.
6. He should give enough of his time to organization and administration to keep the organism alive and healthy, but not so much time that he neglects other areas of his ministry.
7. He should cooperate with the association and the convention in the denominational work concerning the mission and missions of the church.
8. A pastor should be the pastor of "all" the people.
9. Without apology, God's undershepherd must put integrity above expedience, never manipulating people for personal gain.

10. Above all, he must be a man of prayer and a student of God's word. The church has a right to expect God's man to study and be prepared to preach and teach His Holy Word. When people come to the Lord's house, they have a right to hear a "prepared sermon" on what God has to say to help them meet the needs of everyday living. The church has a right to expect a man of God to stay healthy spiritually and intellectually, not only by individual study but also by taking advantage of the various studies and growth conferences offered by the association, state, and convention-wide personnel when his schedule permits. A pastor should keep his people drinking out a stream instead of a "stagnant pool."
11. A pastor also should take care of himself physically, taking some time away from the tension of his work to get proper exercise and diversion. An adequate amount of this diversion ought to include activities with his family, knowing that family responsibilities are as much a part of his ministry as church activities. *In short, he must learn the meaning and experience of sabbath.* (Italics are those of the workbook's writer.)
12. If the potential pastor is married, his wife ought to be understanding and empathetic toward his ministry. She is a vital part of his ministry. It is important to know something about the candidate's family.
13. As he advances in age and tenure at any church, the pastor must work at staying optimistic and positive in his attitude, work, and association with his members and fellow workers.

(J. W. Harbin When The Pastor Leaves)

It would be good for a pastor search team to discuss these qualities and assets with a potential pastor before he is ever extended an invitation to preach in view of a call.

The church family is certainly an invaluable source of input to aid in the effort of developing a candidate profile. The members' concerns and attitudes could be registered by making a simple survey during a morning worship service. A few teams have tried other ways and times to secure this information, but the most productive approach is taking the survey during the worship hour. The sheets can be completed in about five minutes. Take the surveys up immediately after the members finish filling them out. Copies of the survey can be

placed in a central location of the church after the service for those members who were not present the day the survey was made. **A sample of a form is included in this workbook. This piece may be reproduced for the church's use.**

It is not mandatory for the team to make a report of its finding from this survey; rather, it is a matter of choice. At the same time, the group must keep in mind that the survey is a guide and not an absolute requirement by the church family.

On occasion, using a position description or a list of expectations in reviewing resumes of prospective candidates might help some search teams. If you have primary concerns about certain areas of ministry, such an instrument could assist the team. It is best and easier to *inspect what you expect*. Generic models of these pieces are found on the following pages.

Again, after the team develops a satisfactory profile, reviewing various candidates will be much easier because you will be using objective criteria upon which to base possible considerations.

## Pastor Search Team Resume Index File

Number	Name	Church	Location	Ranking A B C

Affix a number to each resume you receive.  
Record the date and name of the person who submitted the resume on the original copy.

## Interviewing The Candidates

The most effective form of communication, as well as the most expensive, is frequent face-to-face dialogue. One will find no substitute for engaging an individual in a group discussion process to determine his abilities to relate to others. Responses to written forms have some value, but immediate and spontaneous interchange is indispensable for learning first-hand who this candidate is and what he is about.

### **A. Checking The References**

At what point in the process should the references be contacted? Some teams check the references of all the candidates on the short list before further contact is made. This is a time consuming task when one takes into consideration that one or two candidates will be eliminated after the first visit, but some teams contend that no further contact with the pastor should be made before all reference checking has been completed. If this route is taken, perhaps the printed form might work adequately.

On the other hand, one will learn that certain search teams choose to move through the process until they feel almost certain about one specific pastor before they check that candidate's references. When references are contacted before the team has determined the candidate's real interest, or if the team has yet to determine its own depth of interest, word might get back to some of the pastor's current church members that their pastor is ready to leave. Incomplete or misleading information of this nature might damage the pastor's present ministry.

It is only understandable that pastors who allow their resumes to be shared with search teams will use their best references. This is true also in any profession or employment environment, but knowing this should not deter the search team from reference checking. ***All references must be contacted!***

Some teams prefer to mail a printed form to all references and ask that it be returned to the chairman. Most groups make telephone interviews because more can be gained from a one-on-one dialogue with references. If some area of concern is not clear about the candidate, the interviewer can pursue a certain line of inquiry more

thoroughly until a matter is clarified in the phone conversation because of the ability to respond immediately.

When the references are contacted, it might be helpful to ask each one if he/she knows another person who is familiar with the prospect. Get that other person's name and contact him as well. This allows the team to move beyond the candidate's references and one step deeper in the interviewing effort.

A reference interview form is placed at the end of chapter eight for the committee's consideration.

### ***B. Scheduling The Session***

Start by determining some options for dates acceptable to all search committee members. Then, a personal contact by phone is the most efficient way to set up an interview with prospective candidates.

If the interview does not follow a worship service, many committees choose a neutral location for the sessions. Some groups select a restaurant with a private dining area. Other committees feel that having the candidate come to their church offers an opportunity to hold the interview and show their facilities at the same time.

Discretion must be exercised to ensure confidentiality if the committee's church is used. When the church has a parsonage, the pastor and his wife can view the home as well. At times, the pastor's home becomes the designated site.

Distance can impact the decision about time and location. On occasions search teams will meet the potential pastor in a geographical location between his ministry area and their church.

### ***C. Choosing A Format***

The committee must bear in mind that the interview experience is not designed to be an interrogation effort. Certainly, the group endeavors to create a relaxed environment for all participants. The perspective should be one with a desire for a mutual exchange and an attitude of sharing with one another.

Again, one basic objective is to catch the spirit and attitude of the candidate as well as to obtain facts and figures. More plainly spoken

is to say one wants to sense "the heart" of the pastor. Assessing his personal relationship skills is critical in the interview process.

Certainly, this stage of the relationship is too early to expect any bonding experience, but a search team can gain a feeling of how they "mesh and mix" with the prospect. At the same time, this period should not be considered as a "courting experience."

A few committees have been known to set up a "mock interview" or trial run by using one of the group's members to act as a prospective candidate for the purpose of "practicing the process."

Should the candidate's wife be included in the interviewing sessions? Most people answer this question with a resounding "YES." The group must remember the wife is not being "hired," but will definitely make an incalculable contribution to the pastor's ministry.

#### ***D. Selecting The Topics***

The committee would do well to start the session by asking some open-ended questions allowing the candidate to freely express himself. Often such an approach can lead a person to share much of himself and answer many of the search team's questions before they are asked.

At the same time, however, a group needs some specific replies to certain concerns. The following list includes several areas of a pastor's life that a committee would want to consider.

- Conversion experience
- Call to the ministry
- Spiritual gifts
- Personal beliefs
- Theological convictions
- Leadership style
- Understanding of pastor's role
- Support and involvement in missions
- Daily schedule
- Worship and witness
- Discipleship
- Personal vision statement

- Use of specific strategies
- Ministry goals
- Dreams for the church
- View of Scripture
- Specific moral and social issues
- Personal health
- Concept of deacon ministry
- Church organizations
- Local and national denominational alignment
- Pastor's relationship with the church staff
- Denominational involvement

It could be a productive discussion to use the leadership grid presented earlier in this manual in an effort to determine the prospect's leadership style. A copy of the grid could be shared with the candidate with a request for him to respond to the piece.

### ***E. Provoking Thoughtful Dialogue***

Often, interviews might be dominated with simple "yes and no" responses. A list of some thought provoking questions is placed below for the search group's consideration.

Great is the shock that comes to the church when after a few weeks, or months at the most, problems begin to develop with a new pastor. The church members are made to wonder about the work of the search committee that recommended the pastor. The search committee begins to wonder about themselves or they begin to feel that they have been misled, deceived, or betrayed. The seeds of destruction are being planted in such a situation. The harvest is predictable and tragic.

The first people who turn against a pastor are usually those on the search committee, probably because they felt they knew the man they recommended and found out later that they did not. Personal disappointment, embarrassment, and even anger may result when the committee begins to see traits they never had suspected come out in the new pastor.

Apparently, information was needed in the process that was not surfaced by interviews and references. The recommendation of the

committee and action of the church was with less than adequate knowledge. This problem is so prevalent every committee needs to be prepared to ask questions that will bring to light possible problem areas or attitudes.

The questions that will be suggested in this article are in addition to the most basic and common inquiries that have to do with moral and doctrinal purity, personal integrity, spiritual commitment, and professional experience. All of these are important but they may not get to the heart of whether a pastor is suited for the church where he is being considered.

***Who are your heroes?*** —Whose books do you read? Whose tapes do you play? Who is the model who has most affected your ministry?

***What doctrines do you feel have been most neglected?*** — And you may ask, "What doctrines do you feel most compelled to address in your preaching?" You may ask if he has ever been accused of going off the deep end on some doctrine. If so, you need to know what it is. It could be an issue of such magnitude in the pastor's heart that an overemphasis could threaten his ability to lead the church.

***What moral political issue would you be most inclined to crusade for or against?*** —His concerns may fit well with the major concerns of the congregation. If they do not, then both pastor and people need to know of the deep feelings the prospective pastor has about key moral issues. If he is weak in his convictions, they need to know that, too. His respect for those who disagree with him is crucial to good long-term relations.

***What would your supporters in your previous pastorates say are your strong points?*** —This will tell you a lot about what you can expect from the new pastor. It likely will reveal his strengths or his perceived strengths.

***What would your detractors say are your weak points?*** — This could lead to information that would need to be followed up by additional research.

***What do you feel can be gained from cooperation and participation in associational and convention activities?*** —Some

churches discover they have called nondenominational, or at best, independent Baptist pastors who neither know nor care about their church's relationships with the association or conventions. This question may surface the truth about the individual. If it doesn't, then ask about the Cooperative Program and Southern Baptist literature and you likely will find the heart of the man exposed.

***How do you go about leading a church to accept and approve programs and projects that you feel God wants the church to do?*** —The answer will tell you if he expects the church to go along with him without their input or without their questioning of it. It also will tell you whether he will work with committees and the deacon body or whether he tries to do everything by his personal platform charisma or manipulation of a few key leaders in the church.

***What part of the pastoral ministry do you find most difficult for you to do?*** —This will need to be explored to see if an area of high expectation on the part of the church may be an area in which the pastor will have difficulty delivering.

***What types of people do you have the most difficulty relating to?*** —Personality types, racial or economic groups, educational groups or social groups may need to be specified. If some group is mentioned who make up a good part of the church's membership or the church's prospects, then caution needs to be exercised.

***What worship styles are you most comfortable with? What style will you expect to develop in this church?***

***What has been your experience in working with deacons?*** — He could be asked to tell about his favorite deacon.

***What is your understanding of the officers in the New Testament church?*** —The purpose of this question is to learn if the man has the idea or intention of adding a third level of leadership, particularly the "elders." This is a point of great contention in some churches. There is a trend in Baptist life to copy this practice from some prominent nondenominational churches.

***What have you done when you have broken a confidence, personally attacked someone from the pulpit, or unintentionally***

***offended someone in the church you serve?*** —You want to learn if the individual can acknowledge wrongdoing.

***Can you give us an example of a misunderstanding you may have had with a church member and tell us how you worked through it?*** —Since personal relationships "make or break" a pastor, this is a valid question that needs to be addressed.

***What do you feel your responsibility is for the Sunday School, Discipleship Training, and other church programs?*** — Too many pastors think their only responsibility is to do a good job of preaching and leave all of these program details to someone else. None of the programs can do well without the enthusiastic involvement and support of the pastor. A discussion of balance between evangelism and discipleship should figure into this discussion.

***How do you avoid the accusation that is sometimes made that the pastor has favorites in the church?*** —His policy on relating to all of the people in the church is important.

***How does your family feel about your commitment to your ministry?*** —The committee needs to be prepared to not only learn if there are problems with the wife or children's support, but also to assure the prospective pastor that they want him to give priority time to his family.

***How do you feel about getting to know the church family personally?*** —There is a growing tendency for pastors to not be so aggressive in getting to know their people individually. This could be reflected in coming in at the last minute for meetings and leaving as soon as the meeting is over without any effort to meet and fellowship with the people. It may also show up in rigid study hours with very few hours made available to the people.

***How perfect do we have to be for you to love, accept, and work with us?*** —Churches have their imperfections just as pastors do. Pastor and people need to understand that a call to work together is a call to accept the imperfections of each other.

***Will we be disappointed or embarrassed when we do a credit check on you? Do you borrow money from church members?*** —

Do you live within your means? Do you have a sideline by which you seek to supplement your income?

***How do you handle situations in which divorced people request you to perform weddings for second marriages?***

(The material covering the previous questions was taken from the "Church Administration Magazine" published by the Baptist Sunday School Board, SBC.)

***F. Inspecting What's Expected***

As mentioned earlier in this chapter, a basic approach to the interviewing process should revolve around the criteria profile and church expectations survey results assimilated at the beginning of the search process. At this point, sharing a few observations gained from experience in working with churches, their pastors and church staff members should offer search teams additional insight into the interviews.

There are times when a church becomes frustrated in an effort to evaluate the performance of the pastor and church staff. The staff may share mutual ambivalence with the church's assessment process. Such confusion might be due to a lack of clarity in the church's expectations, or inordinate demands placed on the ministerial staff.

A better part of wisdom is to implement the simple technique "inspect what you expect." If a church family does not know what it clearly expects from a pastor and staff, it is highly unlikely that they will know what to evaluate. A copy of a staff assessment piece is included in this workbook. This is offered merely as information for the team's benefit and not as an actual evaluation tool for potential pastors. The form might introduce some thoughts in considering concerns or topics in interviewing prospective pastoral candidates.

***G. Answering The Candidate***

The interviewing process should be a reciprocal experience. The candidate needs to learn about the prospective church family. A sensitive team can learn much by the questions and concerns the potential candidate surfaces. How would you respond if the pastor asked about your personal vision for your church's future?

As mentioned earlier, the search team will want to give the pastor some additional material pertaining, to the church's history, statistics, and ministry. A package can be assimilated with such items as a church directory, those involved in ministry, constitution and bylaws, annual report, copies of bulletins and newsletters, and similar pieces that would be of interest. Some teams prefer to distribute a church budget at the time when compensation is discussed. This item will be considered later in the workbook.

As a rule, compensation is not discussed in the first interview. A team should feel free to inquire about the candidate's compensation package. The simplest approach is to ask, "*Would you give us an idea of what your present compensation package is?*" It is understood, and might be worth sharing, that the team is merely asking to make sure their figures are reasonably compatible with the candidate's package. Although the church that calls a new leader covers the moving expenses, there are costs incurred by a pastor when moving to a new field that are not retrievable.

A team can arrive at a ballpark figure of the compensation by reviewing the pastor's salary and benefit study done by the Canadian Convention of Southern Baptists.

### ***H. Evaluating The Interview***

A debriefing meeting can assist the team in assessing the results of the interview. The discussion might begin by permitting each member to share his/her overall impressions of the meeting. A few starter questions for the team's review might take the following form.

- Were all areas of concern covered?
- Did the team handle itself well during the interview?
- How explicit was the candidate in responding to inquiries?
- How did the team feel about the possible "mix and match" experience?
- Did the group discern a measure of alignment with the pastor criteria profile?
- What other topics, if any, should the group use in a followup interview?

Further observations by the search team's members will enlarge the interview evaluation effort.

The search process has been a spiritual journey! God has revealed many things to the members. Arriving at a final decision is the spiritual fruit produced by weeks of diligent prayer and ardent research. Prayerfully, the Holy Spirit has been the team's primary counsellor and guide.

**Deciding for sure:** The question most frequently asked by search teams is, *"How will we determine God's will in knowing the right person to recommend?"* The search team will not likely hear bells or feel the ground shake beneath them as sign of God's purpose for a particular pastoral prospect. The simplest (and perhaps the best) answer is to say, *"you will know!"* This decision-making position is difficult to explain or describe; it is something a member serving on a search team must personally experience.

*It is hard to improve on spiritual discernment and practical wisdom!*

The committee will come to an agreement that is unanimous. It happens only rarely, but one committee member might not be as thoroughly convinced as others. When this happens, the basic objective is to arrive and consensus. A consensus means that everybody may not be in total agreement, but all can accept, live and work with the decision. Pressure or coercion should not even enter the group's mind in seeking a final decision.

The team could benefit by answering some questions proposed to itself for sake of the clarification of selection. Think on the following:

- Does your response run from eureka to a sense of peace about this candidate?
- Can we see him serving as pastor of this church?
- What are the points where we are unanimous with each other and with the candidate?
- Can you see yourself and the church partnering with him for ministry?
- Does this man's gift's/temperament/passion/vision match with the model desire by the church? Compare with the church survey.
- Do the interpersonal skills of the pastor and his wife match our church?
- Discuss the possible match in leadership styles with the church's style.

- Does the pastor handle conflict in the same manner as the church?
- Are we at peace about the candidate and his wife's response about moving at this time?
- Can he and his family leave emotionally their present situation?
- Are there any staff or church problems that need to be resolved before making a final decision?
- Do any references or credit checks raise a red flag?

**Check all references thoroughly.**

Once the team has prayed, discussed and come to a unanimous decision that this is God's man, they are ready to move on to the next step.

Invite the pastor and his family to come "in view of a call". This could be over a weekend or for a week. There should be plenty of time provided for the congregation to meet the prospective pastor and his family. He should meet with several groups, including church council, deacons and any other groups. He would be invited to preach on Sunday and hopefully have an opportunity to dialogue and have some Q & A with the congregation sometime during the weekend. The church should inform him of when and how the congregational vote will be taken.

A sample ballot to the congregation could read something like. "I believe that it is God's will for our church family to call (Candidates name) as our pastor." \_\_\_\_\_ Yes \_\_\_\_\_ No

**NOTIFYING THE CHURCH FAMILY**

A letter, resume, agreement, and schedule of events similar to the following could be mailed to every church family a week or so prior to the Sunday the prospective pastor visits and preaches in your church.

Picture  
of the  
prospective  
pastor

**A report to:**

First Baptist Church  
200 Green Street  
Anywhere, AB  
X0X 0X0

**By the Pastor Search Team:**

Robert T. Dogwood, Chair  
Evelyn V. Upright  
John T. Service  
Helen R. Busy  
William D. Cares

We, the members of the Pastor Search Team, deeply appreciate the confidence placed in us by the church in such a vital matter.

We have humbly sought the leadership of the Lord as we searched for His man to lead us as pastor of our church.

We have felt the power of your prayers during the weeks of investigation, prayer, and travel. We appreciate the response of the membership when we asked for your input as to the type of pastor our church should seek. Your suggestions had a definite bearing on the direction of the team.

We are confident of the leadership of the Holy Spirit in this decision. Unanimously, we feel that God has truly led us to the right man in Reverend Jim B. Goode, and we would like for you to know more about him. The information which follows will introduce you to this person, whom we plan to recommend as our pastor. (Resume should follow here.)

## **INSTALLATION SERVICE**

The installation service may be part of a regular morning or evening worship or planned for another specified time. The main purpose of such a service is the mutual dedication and commitment of the pastor and the congregation.

This is only a suggested order feel free to modify it to fit your congregation.

Opening Song

A Word of Welcome (why we are here)

Call to Worship

Prayer – committing the service to the Lord

The Scripture Reading (Jer. 1:4-10, I Tim. 4:16; 2 Tim. 4:1-5)

Song

Sermon

A public commitment and covenant between the pastor and people. (Could be led by chairman of the deacons or chairman of pastor search team.)

### **An Affirmation Between People and Pastor**

*Leader:* Having been called as pastor of \_\_\_\_\_ will you now reaffirm before these people your faith in God the Father, Creator of everything, in Jesus Christ as your Lord and Saviour, and in the Holy Spirit as your teacher; and do you take the people of this church to be your people, this community to be your field of labour, without reservation of heart and mind?

*Pastor:* I do.

*Leader:* Do you promise to give yourself faithfully to the ministry of the Word and to prayer, to be a good shepherd of this flock of God, to minister to the needs of all alike, to be the friend of all who will permit you, to seek always to build up the body of Christ, to share the good news of Jesus Christ in this community and to the whole world, if wronged to forgive as you expect to be forgiven, to keep yourself mentally alert and physically fit, and to lead this church in the ways of Christ as the Holy Spirit may give you wisdom and strength?

*Pastor:* I do. I will seek in all ways to act in accordance with God's will, as discerned in the Scriptures and prayer, mediated by the wisdom of the Christian community, and struggled within the depths of my soul. I gratefully accept the responsibility as pastor of \_\_\_\_\_ and happily join in its mission and ministry in this community and in the whole world. I will faithfully offer the gifts, experience, and training I have been given to work with you in the service of our Lord. At the same time, I would lay claim upon your support and guidance, that together, we may serve as instruments of God's peace.

*Leader:* You have heard from your pastor his willing acceptance of the responsibility he will bear as minister of the Gospel in this place. But his role is not a solitary one. It is our heritage as Baptists that

the ministry is shared by all Christians and that the priesthood is for all believers. Therefore, let the members of \_\_\_\_\_ now stand and make its declaration.

*Members of \_\_\_\_\_:*

We do. We now renew our vows of loyalty to our Lord and Saviour Jesus Christ. We willingly covenant together with one another, with our pastor, and with the whole church to extend the Gospel in its power and purity into this community and all the earth, to be a church where all are welcome and loved, where hearts are healed, where the gifts of all persons are treasured, and from which Christian love is released into the world.

*Leader:* (Prayer) For the privilege of being followers of Christ and co-workers with His people, for the love, joy, and peace the Spirit brings into our life together, for the acceptance of our lives in service, and for the strengthening we receive from Thee.

*Members of \_\_\_\_\_:*

We give thanks, O God, and pray that You will give us spiritual wisdom to know more of You.

*Chairman of Deacons:*

As a congregation we have testified to our willingness to support and co-operate with our pastor in every good way. In addition, it is appropriate for us to recognize our special relationship with his family. We now promise to sustain them and love them as our own.

*Members of \_\_\_\_\_:*

And now, (give pastor and wife's name), we receive you warmly into the life of this church. We will laugh with you, weep with you, support, and nurture you. We will look to you for an example, but will try not to require more than we ought. As we surround you with our love, we set you free to live the lives God has given you.

Recognition of Guests

Hymn

Closing Prayer

# Staff Evaluations

Key:

O = Outstanding	Relative Importance
C = Commendable	1 = Highest
E = Expected	2 = High
M = Marginal	3 = Medium
U = Unacceptable	4 = Low

ASSESSMENT AREAS	RATING	O	C	E	M	U	RELATIVE IMPORTANCE
<b>1. Ministry Skills</b>							
A) Possesses foundational knowledge and skills in individual's assigned area of ministry							
B) Is qualified for current position							
C) Ability to do the job							
D) Job knowledge—latest techniques and methods							
E) Ability to put the spiritual church needs in proper perspective							
<b>2. Ministry Performance</b>							
A) Use of abilities and gifts to accomplish stated church goals and personal goals in individual area of ministry							
B) Utilizes abilities/gifts to accomplish church goals through planning and cooperation							
C) Demonstrates a positive attitude and desire to get job done							
D) Obtains positive results through professional planning and follow-through							
E) Demonstrates good judgment in implementing church and personal goals							
F) Effective time management and delegation							
G) Serves in a spirit of love/beyond job assignment							
<b>3. Personal Witness</b>							
A) Sharing the Gospel of Christ as an individual							
B) Understands Plan of Salvation							
C) Effectively presents plan to one or group							
D) Effective discipler							
<b>4. Staff Cooperation</b>							

A) Building team work and a mutual support system							
B) Team goals over personal							
C) Eager to give personal time to help others							
D) Provides positive reinforcement							
<b>5. Church Programs</b>							
A) Creative and enthusiastic in his/her given area of ministry							
B) Supportive of all church programs and assignments							
C) Sets and achieves priorities							
D) Accepts responsibility without direction							
E) Manages resources—people and assignments							
<b>6. Personal Growth</b>							
A) Professional and personal growth							
B) Manages time for best personal development, achievement, and results in ministry							
C) Has a <u>plan</u> for professional and personal growth (in place and detail)							
D) Analyzes one's objectives and performance and seeks constructive criticism from reliable sources							
<b>7. Respect of Staff</b>							
A) Mutual giving and receiving of respect in relationships to fellow ministers and other employees							
B) Supports the staff in all endeavors							
C) Is perceived to be a trusted friend and adviser							
D) Can receive and give constructive criticism in the spirit of love							
<b>8. Development of Leadership</b>							
A) Initiates and achieves a plan of development of leaders in his area of ministry							
B) Equips and enables leaders to high performance							

C)Enlists and trains new workers							
D)Motivates toward excellence in ministry							
<b>9. Team Assignment</b>							
A)Participates at meetings							
B)Reports on work of assigned committees							